

RENAULT-NISSAN ALLIANCE

2003



RENAULT NISSAN



Contents

1. Renault-Nissan Alliance Basics	02
2. Cooperation in All Major Areas	10
3. The Alliance Charter: Principles and Values	24
4. Four Years of the Alliance	26
5. Management Structures and Governance of the Alliance	30
6. Overview of Renault and Nissan	34
7. Renault and Nissan Product Line-up	36

RENAULT-NISSAN ALLIANCE

Signed on March 27, 1999, the Renault-Nissan Alliance is the first of its kind involving a Japanese and a French 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.

ALLIANCE MANAGEMENT STRUCTURE

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 monthly meetings.

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

The Alliance Board

The Alliance Board steers the Alliance's medium- and long-term strategy and coordinates joint activities on a worldwide scale. 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.

President of Renault-Nissan bv: Louis Schweitzer
Vice-President of Renault-Nissan bv: Carlos Ghosn



Front row: **Pierre-Alain De Smedt** (Renault - Executive Vice-President: Industry and Technology), **Norio Matsumura** (Nissan - Executive Vice-President: Sales & Marketing), **Louis Schweitzer** (Renault - Chairman and Chief Executive Officer), **Carlos Ghosn** (Nissan - President and Chief Executive Officer)

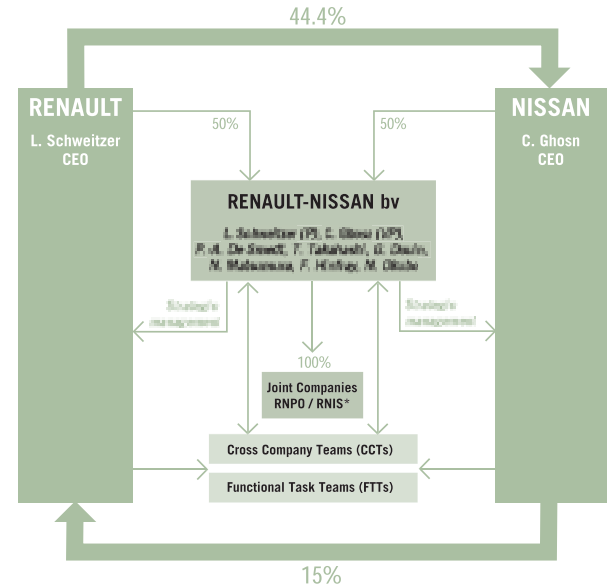
Back row: **Georges Douin** (Renault - Executive Vice-President: Product & Strategic Planning and International Operations), **Nobuo Okubo** (Nissan - Executive Vice-President: Research and Development), **Tadao Takahashi** (Nissan - Executive Vice-President: Manufacturing), **François Hinfray** (Renault - Executive Vice-President: Sales & Marketing)

The Alliance Board:

- is solely responsible for medium- and long-term planning (three-, five- and ten-year plans), joint projects in vehicles and powertrains, and defining the principles of the two partners' economic and financial policies;
- validates Renault's and Nissan's product and powertrains plans;
- has the exclusive right to propose the creation of joint companies to Renault and Nissan, significant changes to market coverage or product offerings, major investments and strategic partnerships with third parties.

In addition, Renault-Nissan bv is the sole shareholder and manager of existing (**Renault-Nissan Purchasing Organization - RNPO** or **Renault-Nissan Information Services - RNIS**) and future joint companies. These joint companies sign exclusive service agreements with Renault and Nissan.

FINANCIAL STRUCTURE



Renault and Nissan each hold a 22.5% stake in Nissan Diesel.

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

Renault holds a 44.4% stake in Nissan, while Nissan owns 15% of Renault shares. Both companies have a direct interest in the results of its partner.

ALLIANCE WORLDWIDE SALES AND PRODUCTION SITES IN 2002

The figures represent sales in thousands of vehicles.



Combined Renault and Nissan sales:
 5,139,505 units (increase by 2.9% over 2001)

Renault sales: 2,403,975 units
 Renault Samsung Motors (RSM): 117,088 units (up 65.4%)
 Dacia: 57,775 units (up 5.1%)

Nissan sales: 2,735,530 units
 Infiniti: 94,880 units (up 26.3%)

Renault-Nissan Alliance global market share came to 9.1%, of which 4.2% for Renault and 4.9% for Nissan.

The Alliance is ranked among the world's **five** leading automakers.

- (1) of which Mexico
- (2) of which Russia and Turkey
- (3) of which Renault Samsung Motors

* Including common LCV plant
 ** Nissan entered into a full-line automotive joint-venture agreement with Dongfeng Motor which started operations in July 2003.

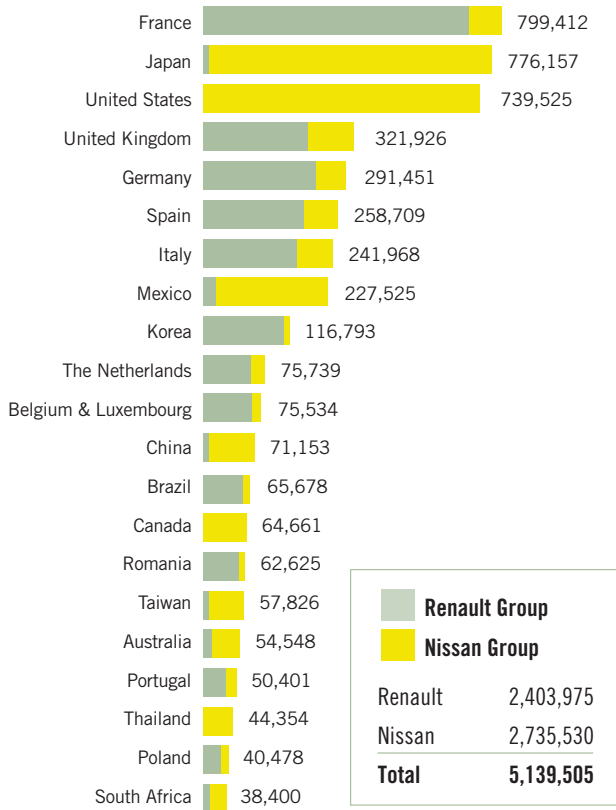
Renault Group plants

	Body assembly Argentina, Brazil, Colombia, France, Korea (RSM), Morocco, Romania (Dacia), Slovenia, Spain, Turkey
	CKD assembly Brazil, Chile, China, France, Malaysia, Portugal, Romania (Dacia), Russia, Spain, Turkey, Uruguay

Nissan Group plants

	Body assembly China, Japan, Mexico, South Africa, Spain, Taiwan, Thailand, United Kingdom, United States
	CKD assembly Brazil, Egypt, Indonesia, Kenya, Malaysia, Pakistan, Philippines, Zimbabwe

COMBINED RENAULT AND NISSAN SALES IN 2002 (MAIN MARKETS)



Today, global combined production tops 5 million vehicles per year and represents more than 9% of the worldwide market. The Renault-Nissan Alliance ranks fifth among global automakers and includes five brand names: Nissan and Infiniti for the Nissan group and Renault, Dacia and Samsung for the Renault group. Thanks to strong sales and industrial complementarities of the two companies, the Renault-Nissan Alliance has been able to grow in the global automotive market.



Renault-Nissan common LCV plant in Curitiba, Brazil, where manufacturing of both Renault and Nissan vehicles started in December 2001

LIGHT COMMERCIAL VEHICLE (LCV) DOUBLE-BADGING

Double-Badging, Parts Exchange, Cross-Manufacturing

In 2002, the Renault Master and Renault Trafic were double-badged and launched, respectively, as the Nissan Interstar in March, and the Nissan Primastar in September. This double-badging project supports Nissan LCV sales in Europe.

Nissan's Barcelona plant in Spain produces the Renault Trafic, the Nissan Primastar (and the Opel Vivaro) enabling both brands to meet the growing demand for compact vans. Manufacturing in Europe takes full advantage of the Alliance's exchange of best practices in manufacturing efficiency.



Primastar



Interstar

- Sales results in Western Europe CY 2002:
Nissan Primastar and Interstar: 4,032

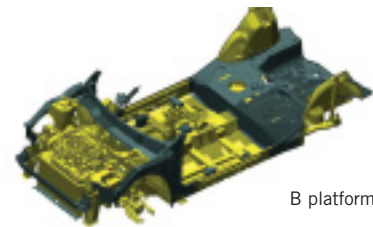
COMMON PLATFORMS

Two Common Platforms for the B and C Segments

B Platform

	Start of Sales	Sales Volume Since Launching
March	March 2002 in Japan	191,416 (end of May 2003)
Cube	October 2002 in Japan	58,829 (end of May 2003)
Micra	January 2003 in Europe	62,933 (end of May 2003)

The B platform will also be used for the future vehicle replacing the Renault Clio.

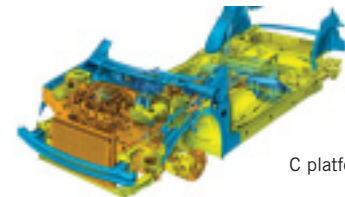


B platform

C Platform

	Start of Sales	Sales Volume Since Launching
Mégane II	September 2002	189,600 (end of May 2003)

The C platform will also be used for future Nissan C-segment models.



C platform

POWERTRAINS

Joint Use and Development of Engines and Transmissions*

Nissan Components Supplied to Renault

1. Nissan V6 3.5-liter engine (VQ35) in Vel Satis, February 2002; Espace in October 2002.



VQ35

2. Nissan 4WD rear differential unit (R145) in Kangoo 4x4, May 2001.



R145

3. Nissan 3-liter diesel engine (ZD30), supplied from the second half of 2003 for Master and Mascott vans.

Renault Components Supplied to Nissan

1. Renault 160Nm manual transmission (JH) in March, December 2001; Micra in October 2002; 200Nm manual transmission (JR) in Almera, October 2002; Micra in July 2003.



JH160

2. Renault 1.5 dCi engine (K9K) in Almera, October 2002; Micra in January 2003.



K9K

3. Renault 1.9 dCi engine (F9Q) in Primera, December 2002.



F9Q

* Dates are start of powertrain production.

Renault Production of Nissan Components for Both Renault and Nissan

Production of Nissan ND manual transmission at the Renault Cacia plant in Portugal started in February 2002. The ND manual transmissions have been supplied to Nissan Primera, Almera, Almera Tino and to Renault Mégane II.



ND

RESEARCH AND ADVANCED ENGINEERING

Renault and Nissan Join Forces in Research

Nissan and Renault are conducting research on fuel cell including breakthrough technologies.

Nissan and Toyota announced a hybrid vehicle partnership on September 2, 2002. If requested by Renault, Toyota is prepared to discuss supply of the system to Renault.

The next generation of on-board upgraded telematics is commonly developed for different regions.

PURCHASING

Significant Cost Reductions Achieved through Joint Purchasing and Common Supplier Base

The Renault-Nissan Purchasing Organization (RNPO) was established in April 2001, representing 30 percent of combined global annual purchasing turnover. This percentage was increased to more than 40 percent by the end of 2002, representing a yearly purchasing volume of \$21 billion. A further expansion to 70 percent is expected.

For the period 1999 to 2002, joint Alliance efforts resulted in total savings of \$1.9 billion.

MANUFACTURING AND LOGISTICS

Exchange of Best Practices to Adopt Each Other's Strengths

Manufacturing

Introduction of the Alliance Vehicle Evaluation System (AVES) in all Renault and Nissan plants was completed in January 2003.

Renault established the Renault Production Way (SPR) system, improving workstation performance thanks to Nissan's expertise in work management.

Renault ideas introduced into Nissan include standards and analysis tools for workstation ergonomics and cost-control methods.

Shorter Delivery Time and Cost Reduction through Unifying Logistics Functions

Logistics

The Global Alliance Logistics Committee (GALC) and Alliance Logistics Taskforce (ALT) were established in November 2002. GALC checks progress in reaching targets and sets worldwide logistics strategies. ALT coordinates and supports Cross-Company Team (CCT) activities, and reports on major cost reduction opportunities to GALC.

Renault began using Nissan's returnable racks for Completely Knocked Down (CKD) parts shipments. Common Key Process Indicators (KPI) and Knocked Down (KD) evaluation system started in April 2003.

A new joint ocean vehicle shipping route, adding UK-based routes to the existing France-Spain route, was established in early 2002.

Common parts collections (warehousing and truck sharing) were expanded in Europe for parts procurement logistics in 2002.

Common standard packing in Europe was established in March 2003.

New working group to improve supply parts management was established in May 2003.

INFORMATION SYSTEMS/ INFORMATION TECHNOLOGY (IS/IT)

Providing System Support for Joint Renault-Nissan Projects

In July 2002, Renault-Nissan Information Services (RNIS) was established to deliver cost-effective systems and optimized infrastructure set-up to the two companies' IS/IT departments.

In IS, a common Bill of Materials (BOM) database will be completed in both systems by March 2004. A next version of the CAD software currently used by Renault will be adopted in both companies by 2005. For supplier management, joint utilization of the purchasing system developed by Nissan is under study.

In IT, a worldwide Alliance backbone for network and telecommunications will be implemented at the beginning of 2004, as well as an IT catalog establishing common standards for both Renault and Nissan.

EUROPE

Renault Leads Sales and Marketing Growth for Renault and Nissan

Reorganization of Dealer Networks

From the beginning of the Alliance, Renault and Nissan have worked together to reorganize their dealer networks under a hub strategy. When the reorganization is completed in 2005, 50 percent of both Renault and Nissan's dealers will be common hubs, with single dealerships covering both brands – and enjoying major economies of scale.

By April 1, 2003, approximately one-third of the total planned common hubs had been established.

Reorganization of National Sales Company (NSC) Sales and Marketing Functions

1. Group office creation under Renault's responsibility in France, Italy, Spain and the UK for accounting, human resources, after-sales, dealer development and purchasing.
2. Single Legal Entity (SLE) establishment:
 - Switzerland – February 16, 2001*
 - The Netherlands – February 16, 2001*
 - Germany – September 16, 2002*
 - Austria – May 28, 2003*

*Date of legal establishment

MEXICO AND CENTRAL AMERICA

Renault Returns to Mexico with Nissan Support / Nissan Platina Developed with Renault Support

Building a Dealer Network

A network of Renault dealers, largely selected from existing Nissan dealers, is under development.

A total of 32 sales outlets were in operation at the end of 2002.

In El Salvador, Honduras, Panama and Ecuador, Renault has begun selling its cars with Nissan support.

Joint Production

1. Renault Scénic in the Nissan Cuernavaca plant, Mexico, from December 2000
2. Renault Clio in the Nissan Aguascalientes plant, Mexico, from November 2001
3. Nissan Platina, derived from the Renault Clio sedan, in the Aguascalientes plant, Mexico, from March 2002



Scénic



Platina



Clio

- Sales results in Mexico CY 2002:
Renault Scénic and Clio: 15,386
Nissan Platina: 36,683

MERCOSUR

Full Entry of Nissan in the MERCOSUR Market with Renault Support

Building a Dealer Network

Nissan do Brasil is creating a network of Nissan dealers from existing Renault dealers. A network of 61 Nissan dealers was in operation at the end of 2002.

In Argentina, Renault Argentina became Nissan's importer in June 2001. At the end of 2002, it established 43 sales outlets operated by 27 Renault dealers.

In Peru, support was given by the local Nissan partner to re-establish Renault's sales presence.

Common Plant

In December 2001, Renault and Nissan inaugurated the new Alliance joint industrial site, a new light commercial vehicle (LCV) assembly plant at the Renault industrial complex in Curitiba, Parana, Brazil. Assembly of the Renault Master van began in December 2001, followed by the Nissan Frontier pickup in April 2002. The Nissan Xterra went into production in Curitiba in April 2003.

- Sales results in Brazil CY 2002 for LCV vehicles assembled at the common plant:
Renault Master II: 525
Nissan Frontier: 3,275

JAPAN

Expansion of Renault's Japan Sales Network with Nissan Support

Establishment of a Dealer Network

Current Nissan dealers have been selling Renault vehicles since May 2000. A total of 71 exclusive or dual-brand dealer outlets were in operation at the end of 2002. Plans call for the network to be expanded to 100 dealers in the mid- and long-term.



Renault and Nissan dealer in Japan

ASIA AND OCEANIA

Renault Sales Jump

Korea

Nissan is providing extensive technical support for the production and adaptation of the SM5 and SM3, derived from Nissan vehicles, to firmly establish Renault Samsung Motors (RSM) for growth into the future.



SM5



SM3

- RSM sales results CY2002:
116,793 units, 9.4% market share.

Australia

Nissan Australia took responsibility for the distribution of Renault vehicles, with sales beginning in May 2001. Twenty-five outlets were selected at the end of 2002, largely from existing Nissan dealers.

Taiwan

Nissan distributor Yulon Motor began the distribution of Renault vehicles in July 2001, and has established 14 Renault sales outlets.

Indonesia

The Indomobil group, Nissan's Indonesian partner, began the distribution of Renault vehicles in November 2001, with a network of five dealerships.

Malaysia

Renault signed a memorandum of agreement with TCEC (TC Euro Cars Sdn.Bhd), a subsidiary of Nissan's Malaysian partner on May 15, 2003. TCEC will handle the commercial distribution and after-sales services for the Renault line-up, as well as the production of the Kangoo from 2004.

AFRICA, EASTERN EUROPE AND MIDDLE EAST

Utilization of Each Other's Sales Networks

Morocco

Renault Maroc acquired Nissan importer SIAB in October 2000, and is enhancing Nissan development in the market.

Tunisia

ARTES became the new Nissan National Sales Company (NSC) on May 16, 2003. ARTES has been the Renault NSC in the country.

Sub-Saharan Africa

Nissan began sales in Congo and Mali in 2001 through Renault's existing dealer network. In Senegal, Nissan terminated its contract with its existing NSC in 2002, with Renault NSC SERA Senegal taking over sales of Nissan vehicles.

Gulf States

Sales of Renault vehicles began in Kuwait in January 2003, and in Bahrain in February 2003, through the existing Nissan dealer network. Renault also began sales in Qatar in May 2003, also through Nissan dealers.

Romania

Nissan began sales activities through the existing Renault dealer network in January 2003.

PERSONNEL EXCHANGES

Since the beginning of the Alliance, Renault and Nissan have been committed to developing a personnel exchange programme in order to increase Alliance performance. These exchanges, which concern approximately 300 employees, can be grouped into four categories:

1. The first category includes Renault and Nissan expatriates who are employed by one of the two parent companies. Such exchanges make it possible to reinforce the various functions through the sharing of best practices as well as to encourage mutual understanding. As of April 1, 2003, 65 expatriates fall into this category:
 - 36 Renault personnel are integrated into NML (Nissan) and work mainly in Ginza and Atsugi.
 - 29 Nissan personnel work at Renault, either at the headquarters or at Rueil and Guyancourt.
2. Other expatriates – approximately 15 – work in Alliance projects such as development of platforms, engines and transmissions, etc.
3. A third category is made up of people working in both common companies (Renault-Nissan Purchasing Organization - RNPO and Renault-Nissan Information Services - RNIS). On April 1, 2003, approximately 185 people fall into this group.
4. Lastly, personnel exchanges within a regional framework also exist. Approximately 20 Renault employees have been sent to work in European Nissan affiliates. Nissan has also sent 24 employees either to Renault Samsung Motors (RSM) or Renault Japan, Asia-Pacific.

Of course, these 300 people are not the only ones directly involved in making the Alliance work. Several hundred people are involved in Alliance structures, particularly in the Cross-Company Teams (CCTs) and Functional Task Teams (FTTs). These people remain employed by their original company.

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.

EXTRACTS FROM THE ALLIANCE CHARTER

- *“A spirit of cooperation of understanding and of mutual respect is the basis of this Alliance which induces a set of rules.”*
- *“While preserving respective brands and identities and ensuring profitable growth for each partner, Renault and Nissan seek to build a new culture founded on trust, aiming at building a bi-national group.”*
- *“Thanks to complementarity and synergy opportunities, and despite distance and differences between the 2 companies, Renault and Nissan intend to develop a continuous cross learning process in order to build together value for both companies and their employees, shareholders and customers.”*

The Alliance Charter also formalizes a guide to the “Spirit, Principles and General Rules of Business Ethics”, agreed to by both partners. It includes the following :

- 1. Ambition and will to success must guide both partners to build together value for both companies, and their stakeholders.*
- 2. Promote and maintain at all times mutual trust.*
- 3. We should develop a common vision based on truth and human respect.*
- 4. Ensure balance between the 2 partners.*
- 5. Keep confidential within the Alliance any information or document relating more particularly to studies, products, industrial, financial commercial data and any industrial property rights or know-how, exchanged or developed as a result of the Alliance.*
- 6. Be fair with third parties.*

The Charter also sets out key conditions of success that were widely communicated to all contributors of the Alliance.

1999

- **March 27** – Louis Schweitzer and Yoshikazu Hanawa sign the Alliance agreement between Renault and Nissan in Tokyo.
- **May 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.
- **June 9** – Informal meeting of the Global Alliance Committee (GAC), governing body of the Renault-Nissan Alliance, takes place in Paris, followed by monthly meetings alternately in Paris and Tokyo.
- **June 10** – Yoshikazu Hanawa joins the Renault Board of Directors.
- **June 25** – Carlos Ghosn (Chief Operating Officer), Patrick Pelata (Executive Vice President, Product Planning and Corporate Strategy) and Thierry Moulonguet (Senior Vice President, Deputy Chief Financial Officer) join the Nissan Board of Directors.
- **July 6** – Renault and Nissan each increase their stake in Nissan Diesel to 22.5%.
- **October 18** – Carlos Ghosn announces the Nissan Revival Plan (NRP) in Tokyo.

2000

- **March 30** – The International Advisory Board (IAB) is established.
- **June 20** – Carlos Ghosn is named President and Chief Operating Officer of Nissan by the Board of Directors.
- **October 30** – Renault Maroc purchased Nissan's distributor SIAB in Morocco.
- **December 6** – Production of the Scénic at the Nissan Cuernavaca plant in Mexico begins.

2001

- **February 16** – Renault and Nissan's new common commercial organizations in Europe, the first Single Legal Entities (SLEs), are established in Switzerland and in the Netherlands.
- **April 2** – Renault-Nissan Purchasing Organization (RNPO), a joint purchasing company, is established.
- **May 2** – The first Renault showroom is opened in Australia in cooperation with Nissan.
- **June 21** – Carlos Ghosn is named President and Chief Executive Officer of Nissan by the Board of Directors.
- **July 21** – Sales of Renault cars in Taiwan with Nissan's local partner begin.
- **September** – Sales of the Renault Kangoo 4x4 fitted with a Nissan 4WD unit begin.
- **September 13** – Renault and Nissan set up a common IS/IT organization.
- **November 1** – Distribution of Renault cars in Indonesia through the local Nissan distributor begins.
- **November 15** – Production of the Renault Clio at the Nissan Aguascalientes plant in Mexico begins.
- **December 20** – Renault and Nissan inaugurate a common LCV plant in Curitiba, Brazil. Production of the Renault Master van, the first model made at the common LCV plant in Curitiba, Brazil, begins.

2002

- **March** – European sales of the Nissan Interstar, a double-badged vehicle with the Renault Master, begin.
- **March 1** – Renault increases its stake in Nissan to 44.4%.
- **March 4** – Production of the Nissan Platina, derived from the Clio sedan, begins at the Nissan Aguascalientes plant in Mexico.
- **March 5** – Sales of the Nissan March in Japan, the first vehicle built on a common platform (B platform), begin.
- **March 8** – Sales of the Renault Vel Satis, powered by a Nissan-sourced 3.5-liter V6 gasoline engine, begin.
- **March 28** – Renault and Nissan set up a common strategic management structure, Renault-Nissan bv.
- **March 29** – Nissan acquires a 13.5% stake in Renault.
- **April 22** – Production of the Nissan Frontier pickup, the second model produced at the common LCV plant in Curitiba, Brazil, begins.
- **April 26** – Carlos Ghosn joins the Renault Board of Directors.
- **May 28** – Nissan increases its stake in Renault to 15%.
- **May 29** – The Alliance Board, replacing the Global Alliance Committee (GAC), meets for the first time.
- **June 20** – Shemaya Lévy joins the Nissan Board of Directors.
- **July 1** – Renault-Nissan Information Services (RNIS) is established.
- **September 16** – Renault and Nissan's new common commercial organization in Europe, the third Single Legal Entity (SLE), is established in Germany.
- **October 22** – Production of the X83 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).

- **December** – European sales of the Nissan Almera fitted with the Renault 1.5-liter diesel engine begin.
- **December 15** – The FASA group, the Nissan distributor in Panama, becomes a Renault importer.

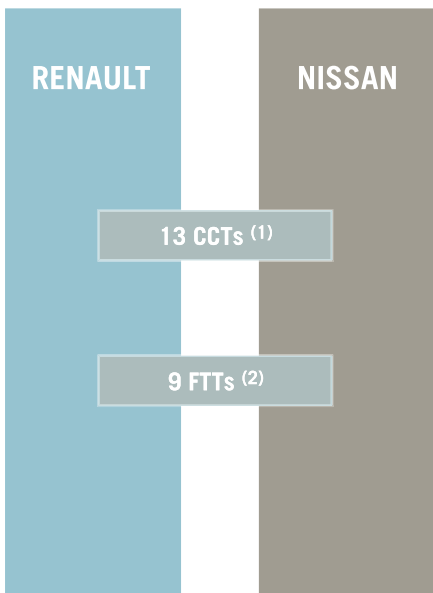
2003

- **January 3** – Sales of Renault vehicles through Nissan's local sales network in Kuwait begin.
- **January 17** – Renault begins managing the importing and distribution of Nissan vehicles in Romania.
- **January 23** – European sales of the new Nissan Micra, the European version of the Japanese March and based on B platform, begin.
- **February 2** – Sales of Renault vehicles through Nissan's local sales network in Bahrain begin.
- **March** – European sales of the Nissan Primera fitted with the Renault 1.9-liter diesel engine begin.
- **March 26** – Production of the Nissan Xterra, the third model produced at the common LCV plant in Curitiba, Brazil, begins.
- **April** – European sales of the new Nissan Micra fitted with the Renault 1.5-liter diesel engine begin, completing the new common-rail diesel engine line-up for the European market.
- **May 5** – Sales of Renault vehicles through Nissan's local sales network in Qatar begin.
- **May 16** – Distribution of Nissan vehicles by Renault importer (ARTES) in Tunisia begins.
- **May 28** – Renault and Nissan's new common commercial organization in Europe, the fourth Single Legal Entity (SLE), is established in Austria.

GOVERNING BODY

Alliance Board

Coordination Bureau (Paris/Tokyo)



(1) Cross-Company Teams
(2) Functional Task Teams

THE ALLIANCE BOARD

The Alliance Board steers the Alliance's medium and long-term strategy and coordinates joint activities on a worldwide scale.*

INTERNATIONAL ADVISORY BOARD

The International Advisory Board (IAB), a group co-chaired by Chairmen of both companies, gives recommendations and proposals.

COORDINATION BUREAU / RENAULT ALLIANCE STEERING COMMITTEE / NISSAN ALLIANCE STEERING COMMITTEE

The Alliance Coordination Bureau (with one office in Renault - Paris and one in Nissan - Tokyo) and two Steering Committees coordinate the work of the Cross-Company Teams (CCTs) and the Functional Task Teams (FTTs) and prepare the meetings of the Alliance Board.

* For further information, the missions and responsibilities of the Alliance Board are explained in more detail in chapter 1 from page 3 to 5.

CROSS-COMPANY TEAMS

Cooperation structures are primarily based on the work of the 13 **Cross-Company Teams (CCTs)**, made up of employees of both companies, which explore opportunities for synergies between Renault and Nissan, draw up joint projects and monitor their implementation.

Thirteen CCTs:

1. Europe
2. Africa, Eastern Europe and Middle East
3. Asia and Oceania
4. Japan
5. Mexico and Central America
6. South America
7. Product Planning
8. Research
9. Vehicle Engineering
10. Powertrains
11. Manufacturing and Logistics
12. Purchasing
13. Light Commercial Vehicles

FUNCTIONAL TASK TEAMS

Functional Task Teams (FTTs) assist with the work of the CCTs and contribute to synergies between Renault and Nissan in support functions (processes, standards, management and information tools, etc.).

Nine FTTs:

1. Corporate Planning
2. Legal and Tax
3. Cost Management and Control
4. Quality
5. Cross Production
6. Information Systems
7. Parts and Accessories
8. Research and Development
9. Marketing

OVERVIEW IN FISCAL YEAR 2002⁽¹⁾

RENAULT GROUP

(including Renault, Dacia and Samsung brands)



DACIA
groupe Renault

SAMSUNG
RENAULT SAMSUNG
MOTORS

Revenues **€ 36,336** million

Net income **€ 1,956** million

Workforce **132,351** employees

NISSAN GROUP

(including Nissan and Infiniti brands)



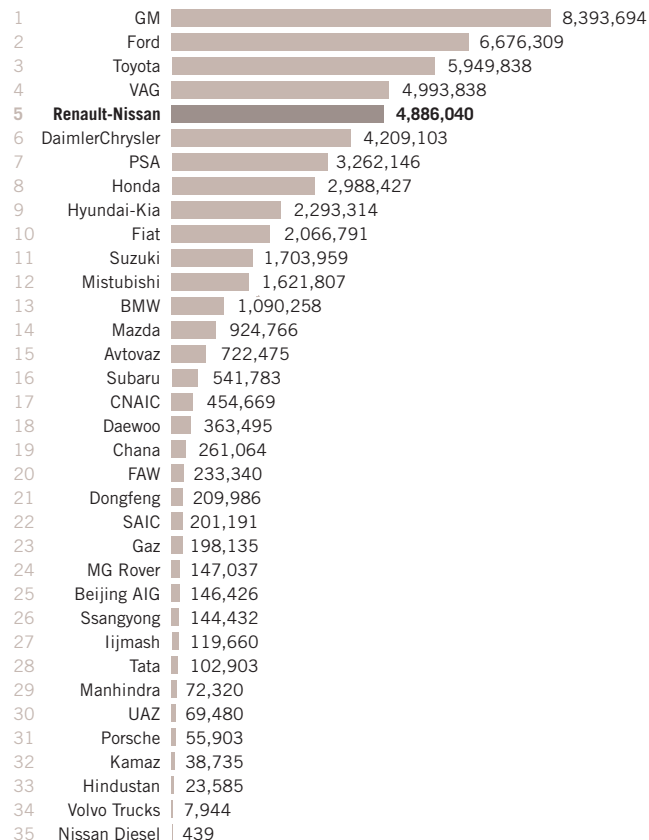
Revenues **€ 57,870** million

Net income **€ 4,200** million

Workforce **127,625** employees

RANKING OF AUTOMOTIVE GROUPS IN TERMS OF PRODUCTION VOLUME IN 2002 (Passenger Vehicles + Light Commercial Vehicles)

Renault-Nissan Alliance compared to different automotive groups



(1) Renault's 2002 fiscal year runs from January 1, 2002 to December 31, 2002;
Nissan's 2002 fiscal year runs from April 1, 2002 to March 31, 2003.

Source: CCFA (Comité des Constructeurs Français d'Automobiles)

7. Renault and Nissan Product Line-up

EUROPE (including Eastern and Central Europe)

RENAULT LINE-UP



Twingo
(Sub B)



Clio
(B) ■



Thalia*
(B)



Mégane/Mégane II
(C/4X4) ■ ■
including Mégane
Scénic I



Scénic II (C)
Scénic II is commercialized
in Europe since June 2003



Laguna
(D)



Espace
(E) ■



Vel Satis
(E) ■



Kangoo
(B/LCV) ■



Trafic
(LCV) ■ ■



Master
(LCV) ■ ■



Dacia Solenza* (C)
Solenza replaces
the SuperNova in 2003



Dacia 1300 Pick-Up*
(LCV)

E Segment

Avantime

D Segment

Dacia 1300 Classic

LCV

Master RWD ■

NISSAN LINE-UP



Micra
(B) ■ ■



Almera
(C) ■



Primera/
Primera Wagon
(D) ■



Maxima QX
(E)



350 Z
(Sport)



X-TRAIL
(4X4)



Pickup
(Pickup)



Interstar
(LCV) ■ ■



Primastar
(LCV) ■ ■

C Segment

Almera Tino

4X4

Patrol GR

Terrano

LCV

Cabstar-E

Atleon

* only sold in Central Europe

NB: The selection of photos for Renault and Nissan ranges are based on different criteria.
For Renault, the photos represent vehicles with the highest sales volume for 2002 in each region.
For Nissan, the photos represent vehicles that are key to NISSAN 180.

- Vehicles that are double-badged / derived
- Vehicles assembled on common platforms
- Vehicles containing components from the other partner (engines and/or transmissions)
- Vehicles produced at a plant of the partner (cross-manufacturing)

7. Renault and Nissan Product Line-up

MIDDLE EAST and AFRICA

RENAULT LINE-UP



Twingo
(Sub B)



Clio
(B) ■



Thalia
(B)



Mégane/Mégane II
(C/4X4) ■ ■
including Mégane
Scénic I



Laguna
(D)



Vel Satis
(E) ■



Kangoo
(B/LCV) ■



E Segment
Espace ■
Avantime



Dacia Solenza (C)
Solenza replaces
the SuperNova in 2003



Dacia 1300 Pick-Up
(LCV)



Samsung SM5
(E)

- Vehicles that are double-badged / derived
- Vehicles assembled on common platforms
- Vehicles containing components from the other partner (engines and/or transmissions)
- Vehicles produced at a plant of the partner (cross-manufacturing)

NISSAN LINE-UP



Infiniti Q45
(F)



Maxima/Maxima QX
(E)



Sunny
(C)



Almera
(C) ■



Patrol
(4X4)



Pathfinder
(4X4)



Pickup/HARDBODY
(Pickup)



Civilian
(LCV)



Urvan
(LCV)

- D Segment**
Primera ■
- B Segment**
Micra ■

- 4X4**
Terrano
X-TRAIL
Paladin
- Pickup**
1400 Bakkie
- LCV**
Cabstar

NB: The selection of photos for Renault and Nissan ranges are based on different criteria. For Renault, the photos represent vehicles with the highest sales volume for 2002 in each region. For Nissan, the photos represent vehicles that are key to NISSAN 180.

7. Renault and Nissan Product Line-up JAPAN and ASIA-PACIFIC

RENAULT LINE-UP



Samsung SM5
(E)

Samsung SM3
(D)



Clio/Lutécia
(B) ■

Mégane I (C/4X4)
including Mégane
Scénic I

Laguna
(D)



Kangoo
(B/LCV) ■

Trafic
(LCV) ■

Sub B Segment

Twingo

E Segment

Espace ■

Vel Satis ■

Avantime

LCV

Master ■ ■

- Vehicles that are double-badged / derived
- Vehicles assembled on common platforms
- Vehicles containing components from the other partner (engines and/or transmissions)
- Vehicles produced at a plant of the partner (cross-manufacturing)

NB: The selection of photos for Renault and Nissan ranges are based on different criteria. For Renault, the photos represent vehicles with the highest sales volume for 2002 in each region. For Nissan, the photos represent vehicles that are key to NISSAN 180.

NISSAN LINE-UP



Cima/
Infiniti Q45
(F)

Teana
(E)

Skyline/
Infiniti G35
(E)

Stagea
(E)



Sunny/Sentra/
Pulsar
(C)

March
(B) ■ ■

Cube
(B) ■

Fairlady Z/350Z
(Sport)



Elgrand
(MPV)

Paladin
(4X4)

F Segment

President

E Segment

Cedric/Gloria

Cefiro/Maxima

D Segment

Primera/
Primera Wagon

Bluebird

Avenir

C Segment

Bluebird Sylphy

Sunny

Wingroad

Mini

Moco

Crossover

Infiniti FX35

MPV

Serena

Liberty/Prairie

Presage

4X4

X-TRAIL

Safari/Patrol

Terrano

Pickup

Frontier/Pickup

LCV

Atlas/Cabstar

Caravan/Urvan

Civilian

Expert

AD Van

7. Renault and Nissan Product Line-up NORTH AMERICA (including MEXICO)

RENAULT LINE-UP (in Mexico)



Clio
(B) ■ ■



Mégane I
(C/4X4)

including Mégane
Scénic I

■ Mégane Scénic I is
cross-manufactured
in Mexico



Laguna
(D)

- Vehicles that are double-badged / derived
- Vehicles assembled on common platforms
- Vehicles containing components from the other partner (engines and/or transmissions)
- Vehicles produced at a plant of the partner (cross-manufacturing)

NB: The selection of photos for Renault and Nissan ranges are based on different criteria. For Renault, the photos represent vehicles with the highest sales volume for 2002 in each region. For Nissan, the photos represent vehicles that are key to NISSAN 180.

NISSAN LINE-UP



Infiniti Q45
(F)



Infiniti G35
(E)



Altima
(E)



Platina
(C) ■



Sentra
(C)



350Z
(Sport)



Murano
(Crossover)



Infiniti FX35/45
(Crossover)



Titan
(Pickup)



Frontier
(Pickup)

E Segment
Infiniti M45
Infiniti I35
Maxima

D Segment
Tsubame

C Segment
Tsuru
Almera

MPV
Quest

4X4
X-TRAIL
Pathfinder
Pathfinder Armada
Xterra
Pickup
Pickup
LCV
Urvan

7. Renault and Nissan Product Line-up

LATIN AMERICA and MERCOSUR (excluding MEXICO)

RENAULT LINE-UP



Twingo
(Sub B)



Clio
(B) ■



Thalia
(B)



Mégane/Mégane II
(C/4X4) ■ ■
including Mégane
Scénic I



Laguna
(D)



Vel Satis
(E) ■



Kangoo
(B/LCV) ■



Trafic
(LCV) ■



Master
(LCV) ■ ■ ■



Dacia SuperNova
(C)



Dacia 1300 Pick-Up
(LCV)



Samsung SM5
(E)

NB: The selection of photos for Renault and Nissan ranges are based on different criteria.
For Renault, the photos represent vehicles with the highest sales volume for 2002 in each region.
For Nissan, the photos represent vehicles that are key to NISSAN 180.

NISSAN LINE-UP



Maxima
(E)



Platina
(C) ■



Sentra
(C)



350Z
(Sport) ■



X-TRAIL
(4X4)



Murano
(Crossover)



Xterra
(4X4) ■



Frontier
(Pickup) ■



Frontier/Pickup
(Pickup)

F Segment
Infiniti Q45
D Segment
Primera
AD Wagon
C Segment
Wingroad
Almera

B Segment
March ■
4X4
Pathfinder
Terrano
Patrol

LCV
Urvan
W41

- Vehicles that are double-badged / derived
- Vehicles assembled on common platforms
- Vehicles containing components from the other partner (engines and/or transmissions)
- Vehicles produced at the common plant in Brazil



Left: Detail of Renault Mégane II

Right: Detail of Nissan Micra

Front cover: Renault Scénic II and Nissan 350Z

RENAULT NISSAN