



RENAULT NISSAN MITSUBISHI

Press Conference

February 6th, 2023



**Renault
Group**

NISSAN
MOTOR CORPORATION



**For 24 years,
the Alliance has been effective
in achieving scale**

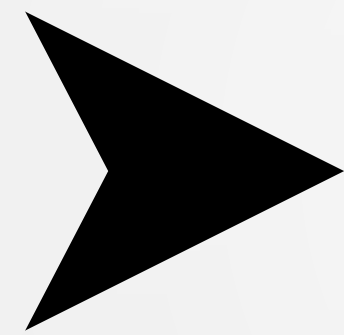
100%

of major
**automotive
markets** covered

€85bn

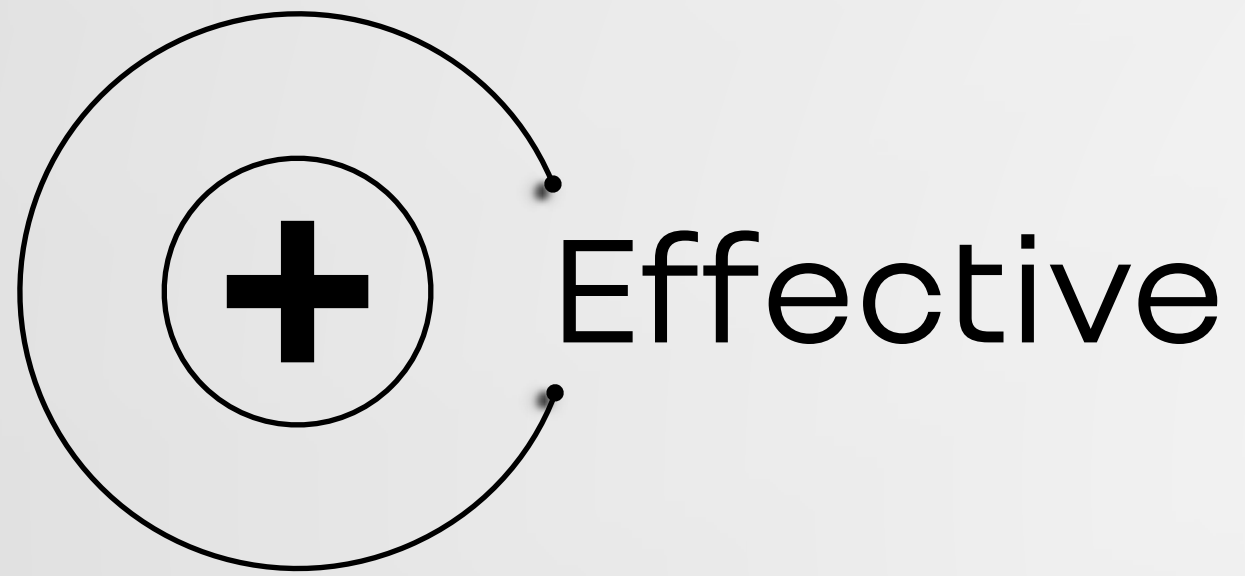
of **combined
purchasing**
spend annually

60%
of models
on common
platforms



Up to
80% by 2026

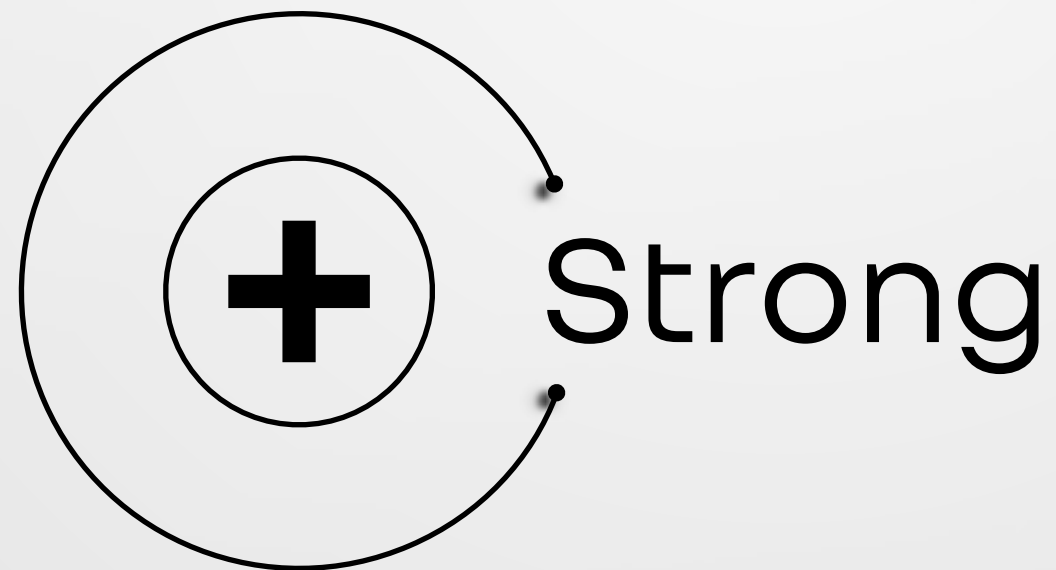
Renault Group, Nissan and Mitsubishi open a new chapter



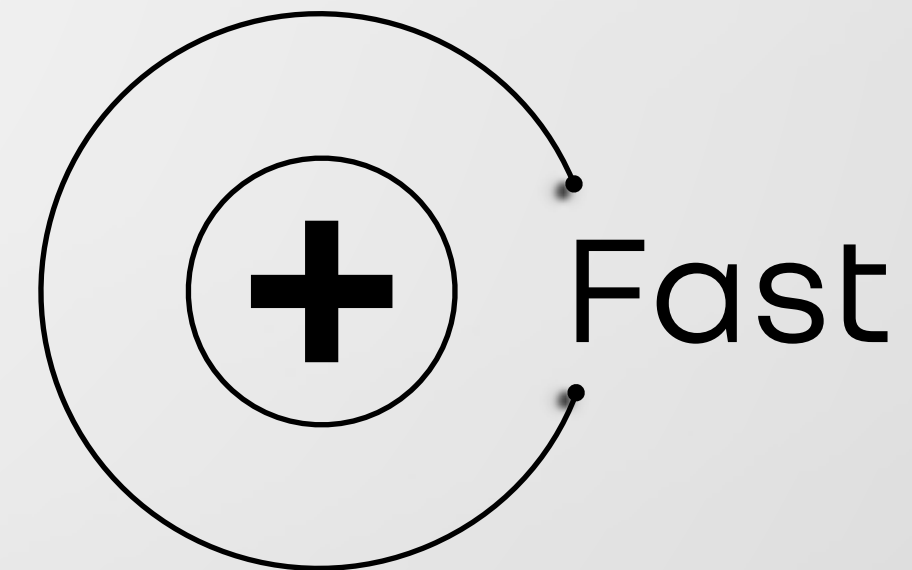
Effective



Well-balanced



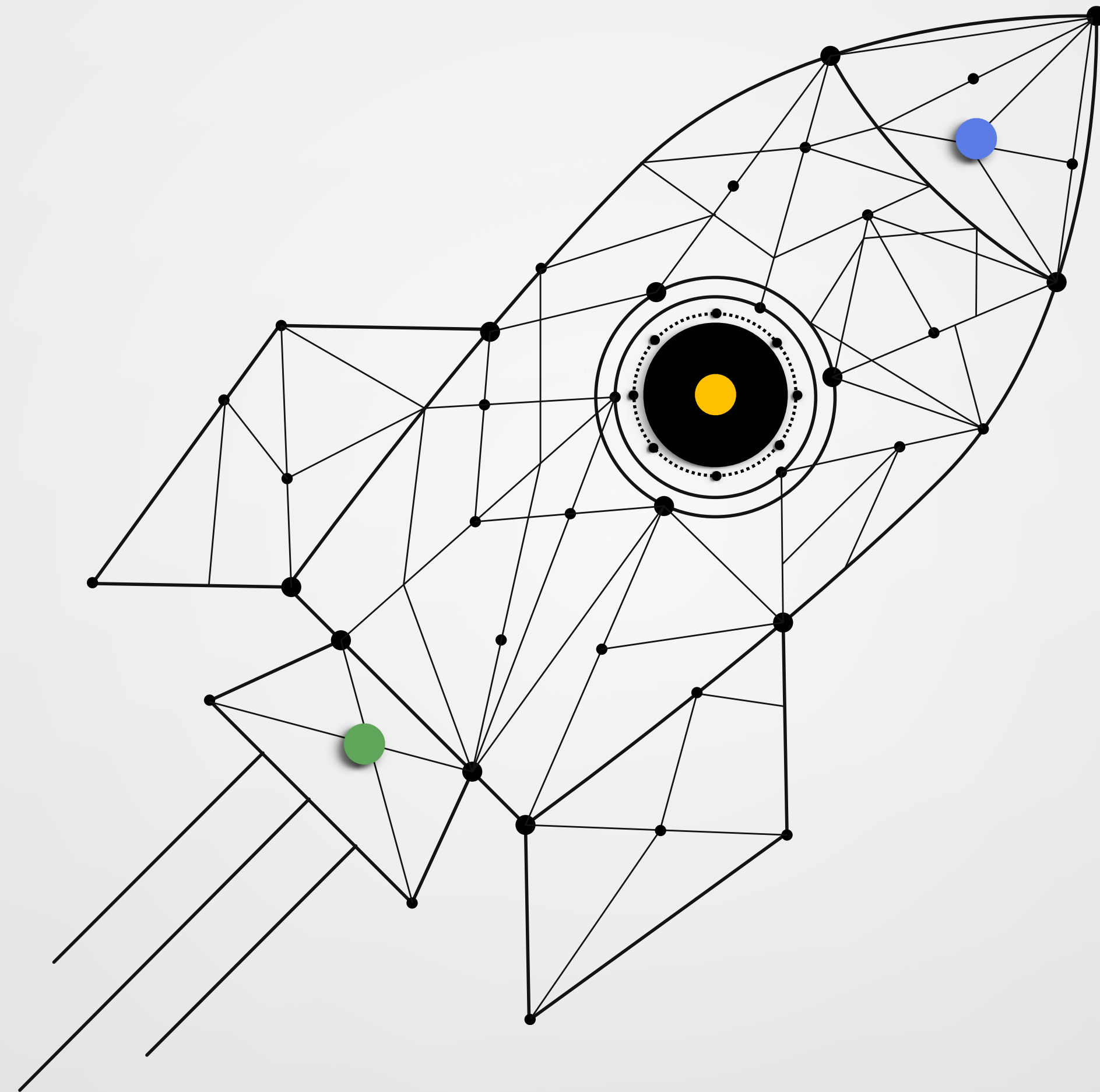
Strong



Fast

**Renault
Group**

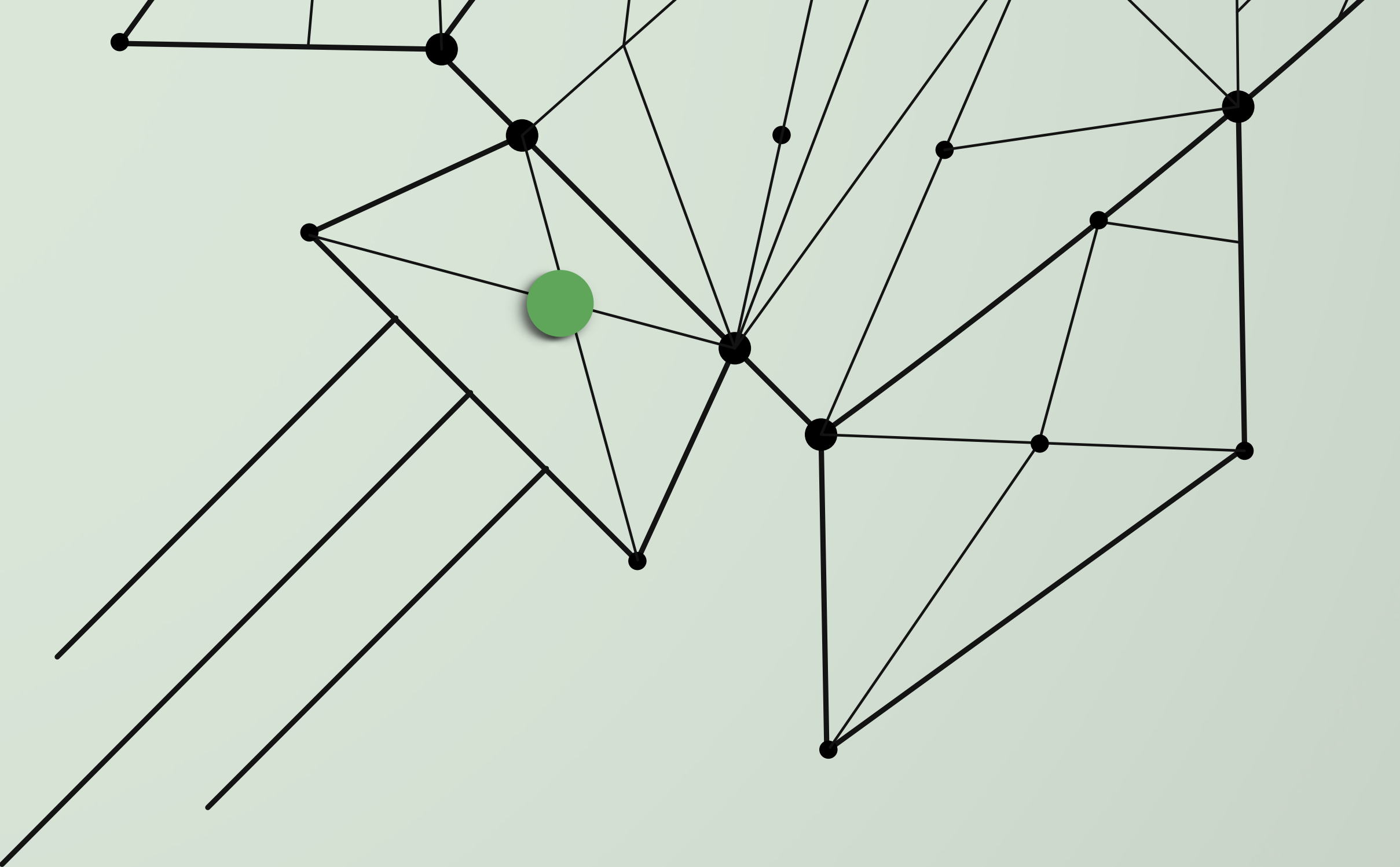
NISSAN
MOTOR CORPORATION



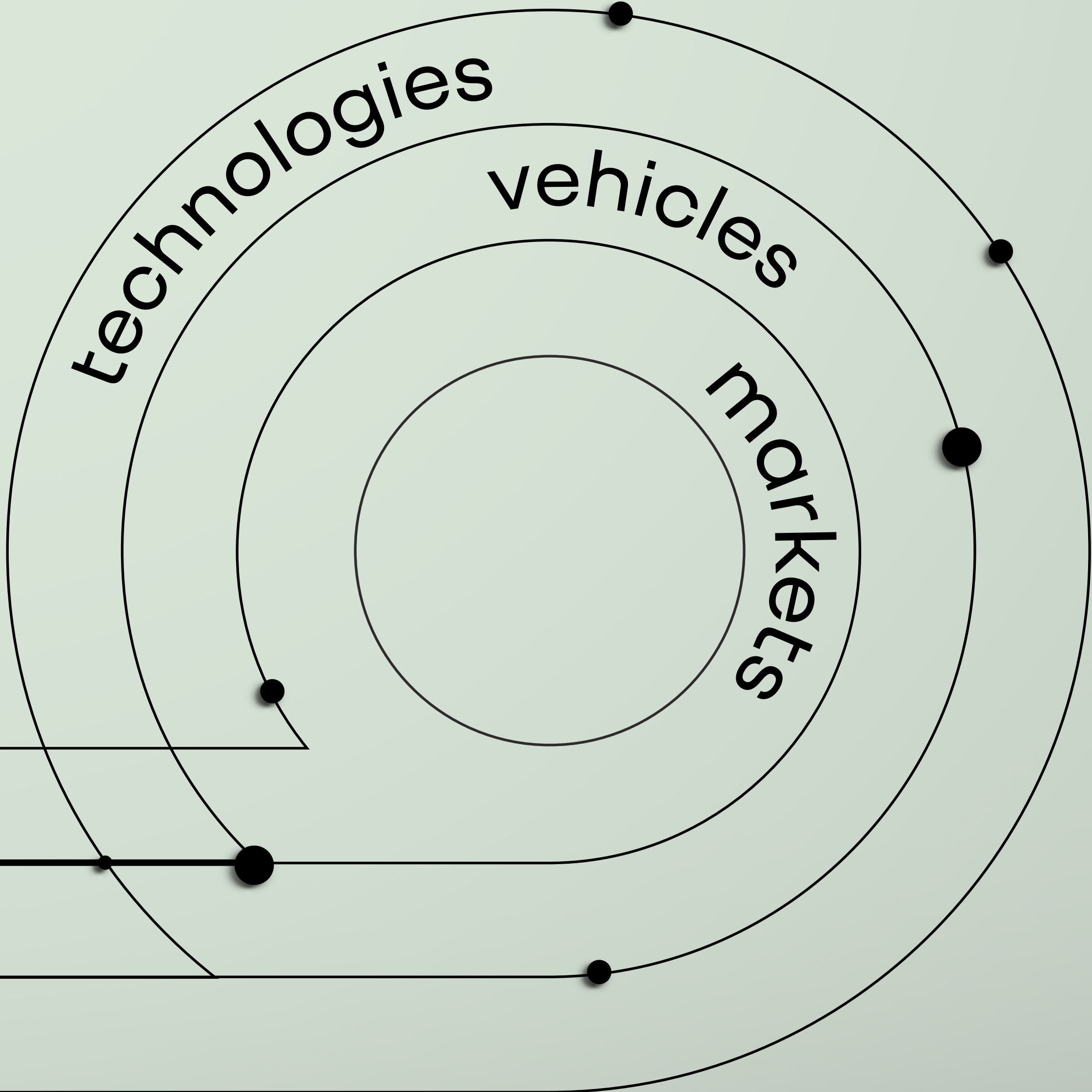
Up to the next level

Reloading the partnership
with high-value-creation
operational projects

1



**Business
opportunities
along 3
dimensions**



Latin America

ARGENTINA



Future Renault & Nissan
half-ton pickups

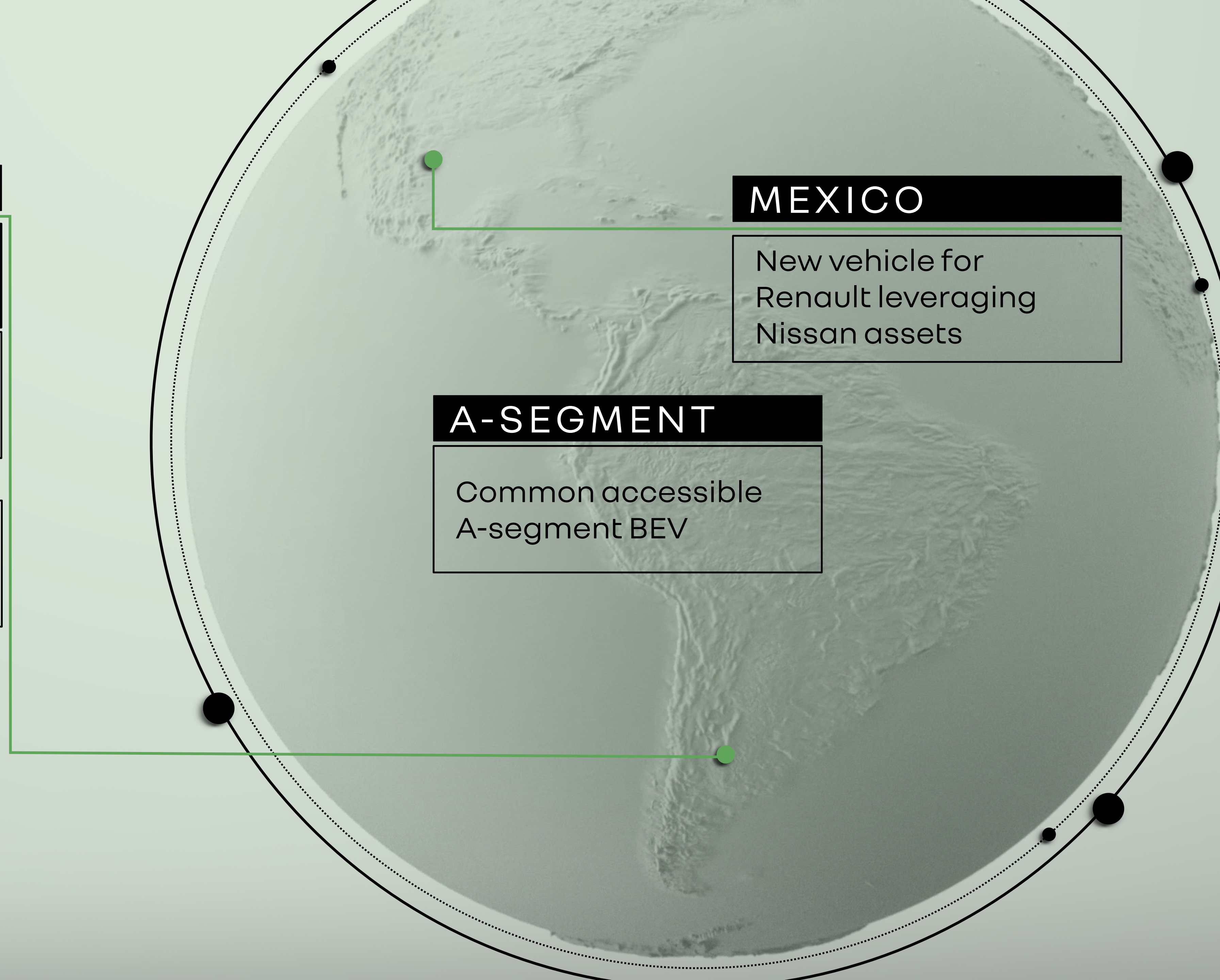
Extended collaboration
on the Nissan Frontier/
Renault Alaskan family

MEXICO

New vehicle for
Renault leveraging
Nissan assets

A-SEGMENT

Common accessible
A-segment BEV



India

NEW VEHICLE PROJECTS, INCLUDING:



Several new vehicles projects including new SUVs for India and export

Common accessible A-segment BEVs

ENHANCED OPERATIONS

- Joint **industrial performance** plan
- Reshaped **local governance**

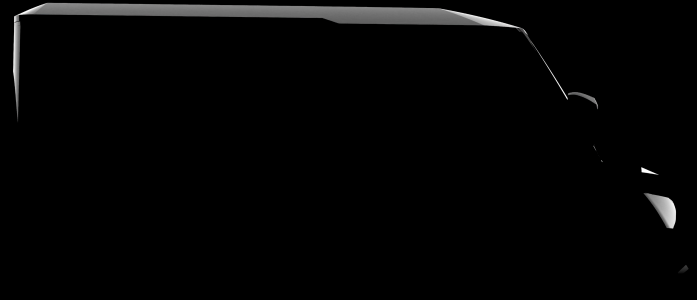


Chennai
Alliance plant & engineering center

Europe

NEW

FLEXEVAN



New LCV for both Renault and Nissan based on Renault's FlexEVan

1ST SOFTWARE-DEFINED VEHICLE IN THE ALLIANCE



MITSUBISHI LINE-UP



Mitsubishi ASX and **Colt** derived from Renault Captur and Clio, on CMF-BEV platform

NISSAN COMPACT EV



Future **Nissan Compact EV** on CMF-BEV platform

MANUFACTURED IN **ElectriCity**

Beyond 2026

NEW

NEXT-GEN C-SEGMENT EVS



Convergence in the next generation of **Renault and Nissan C-segment EVs**

COMMON 800V INFRASTRUCTURE FOR INCREASED CHARGING SPEED

Europe

Distribution, aftersales
and sales financing

Usage

Recycling
End-of-life

SHARED OPPORTUNITIES TO INCREASE DEALER PROFITABILITY

Network: x2 **shared Renault-Nissan dealer outlets** by 2025

Increased number of **shared outlets** in key markets

EV CHARGING INFRA.

Joint deployment of **charging infrastructure** at Renault and Nissan dealers



NEW

CIRCULAR ECONOMY

THE FUTURE IS NEUTRAL

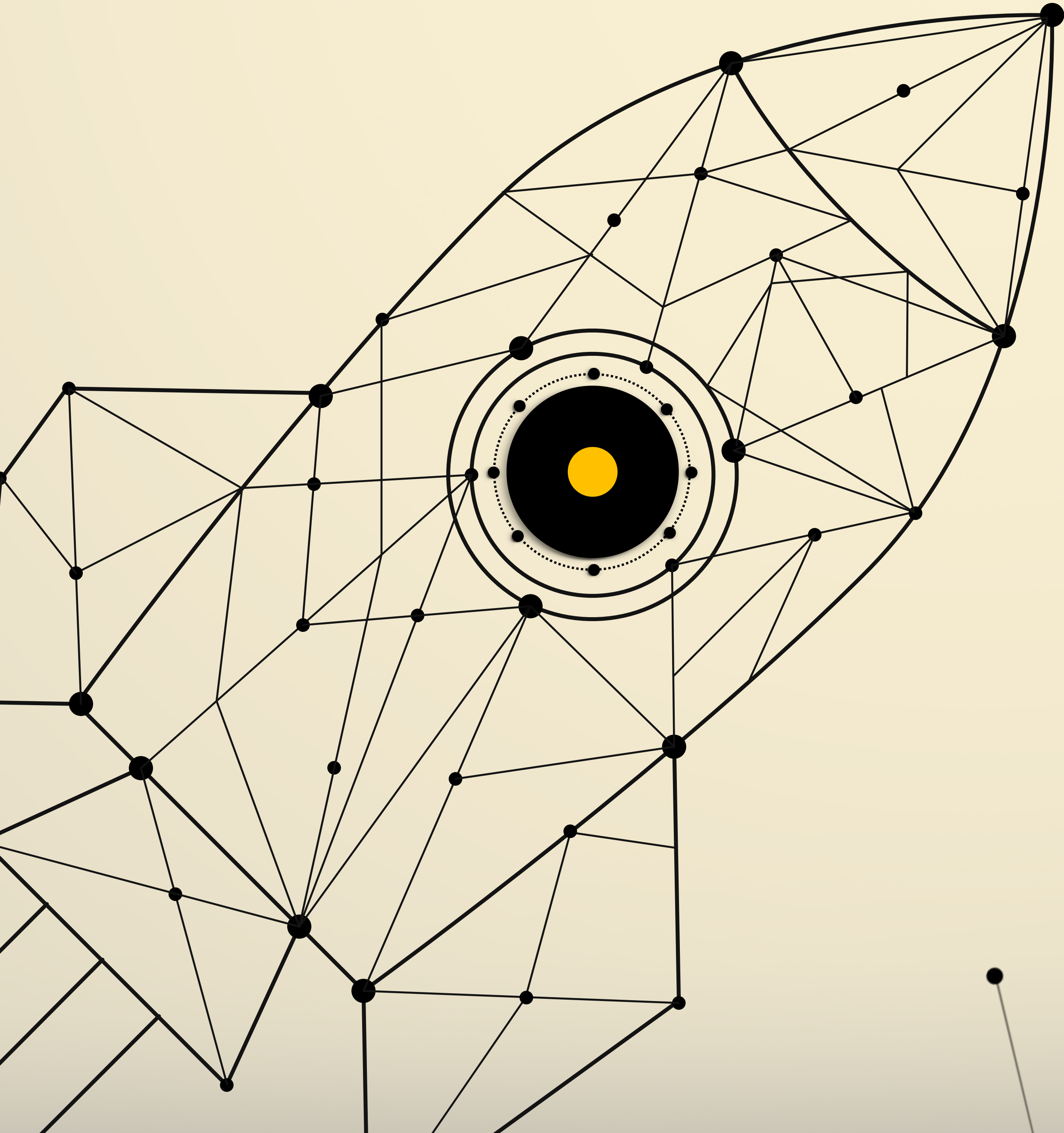


ReFactory



Common **battery recycling** partners in Europe for end-of-life and production scraps

NEW



2

Enhancing strategic agility

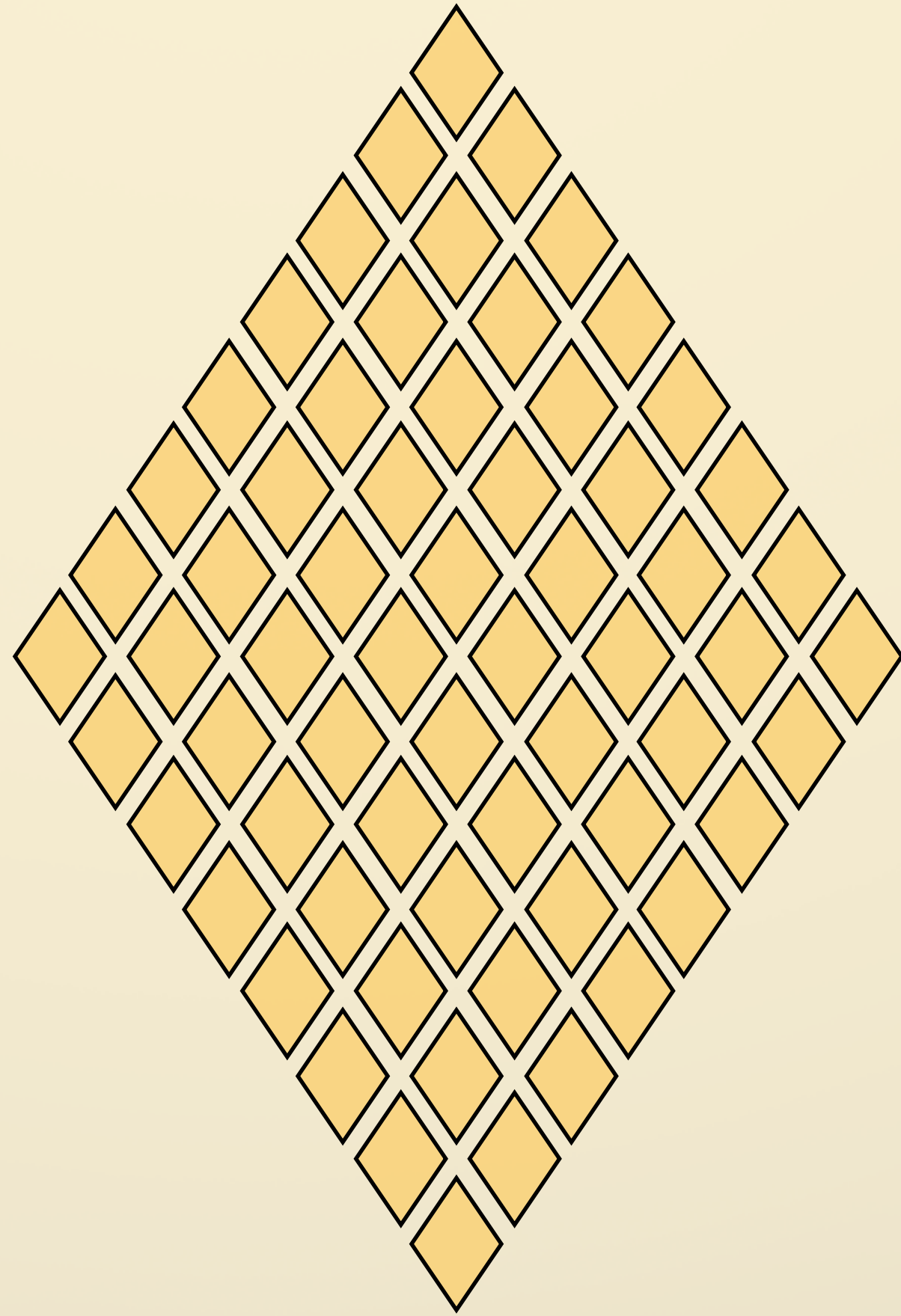
with new initiatives
that partners can join



**Renault
Group**

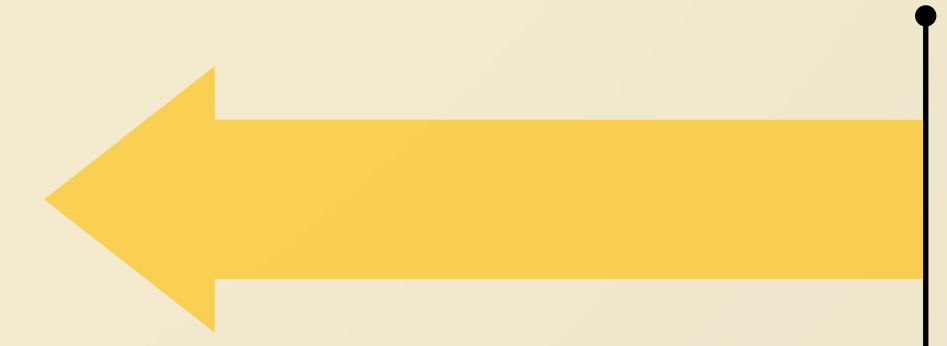
Main shareholder of

AMPERE



NISSAN
MOTOR CORPORATION

Would invest up to 15%



Would consider to invest

Further scale and market coverage for ICE & hybrid technologies

The low-emission ICE & hybrid powertrain technology champion

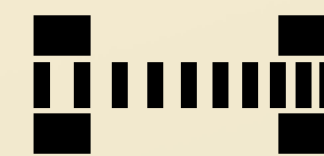
5 million
powertrains per year

8 customers o.w

Renault Group

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MITSUBISHI MOTORS



HORSE project

Strategic agility with key technologies

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All Solid-State Batteries



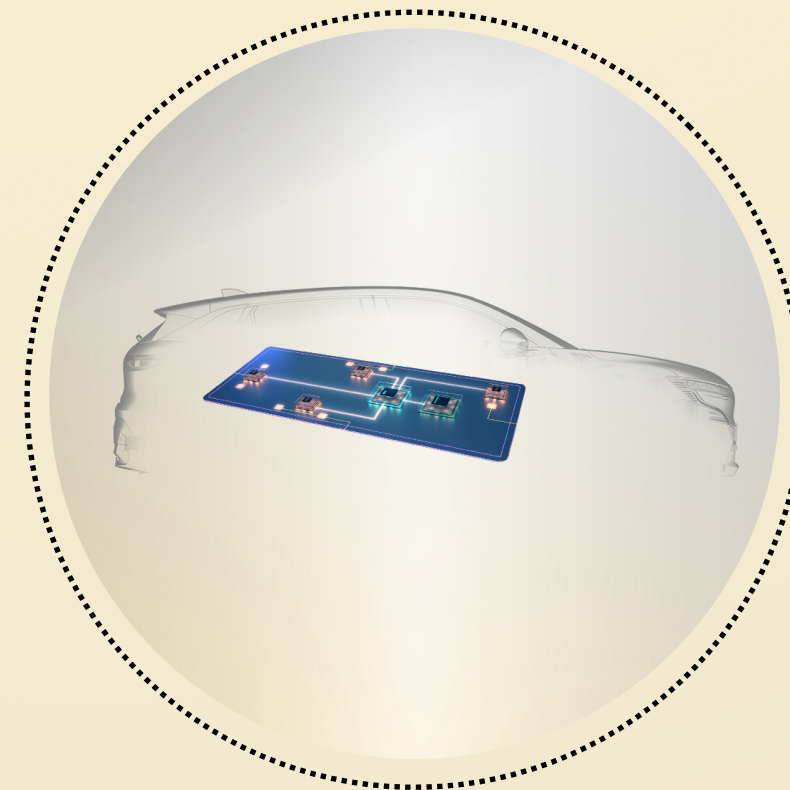
Cost /2

Charging time /3

Energy density x2

Renault
Group

Software-Defined Vehicle



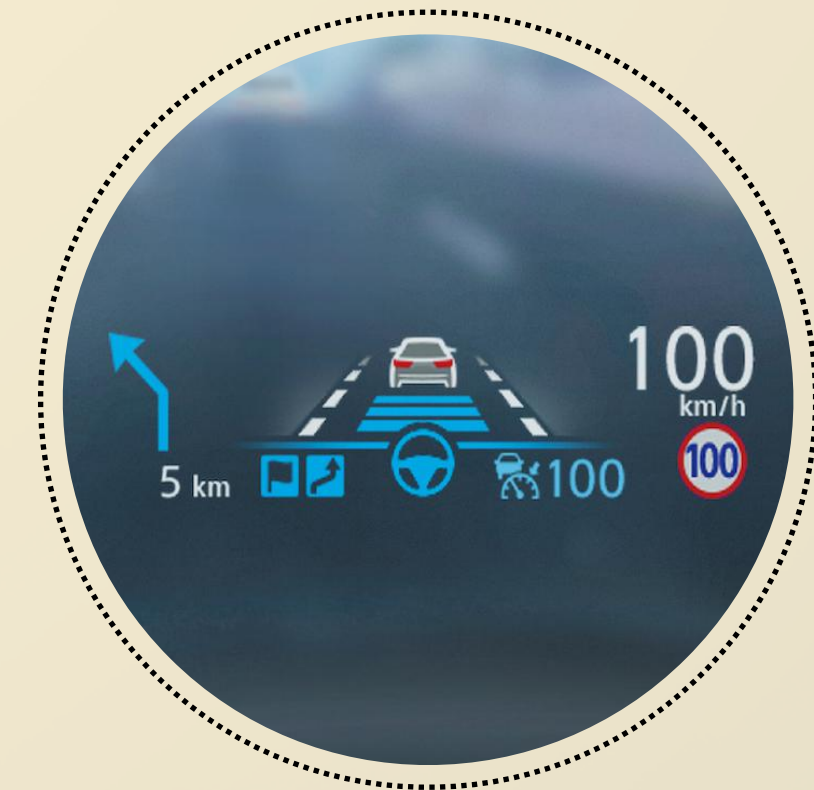
-25% R&D cost

+2-3pts residual value

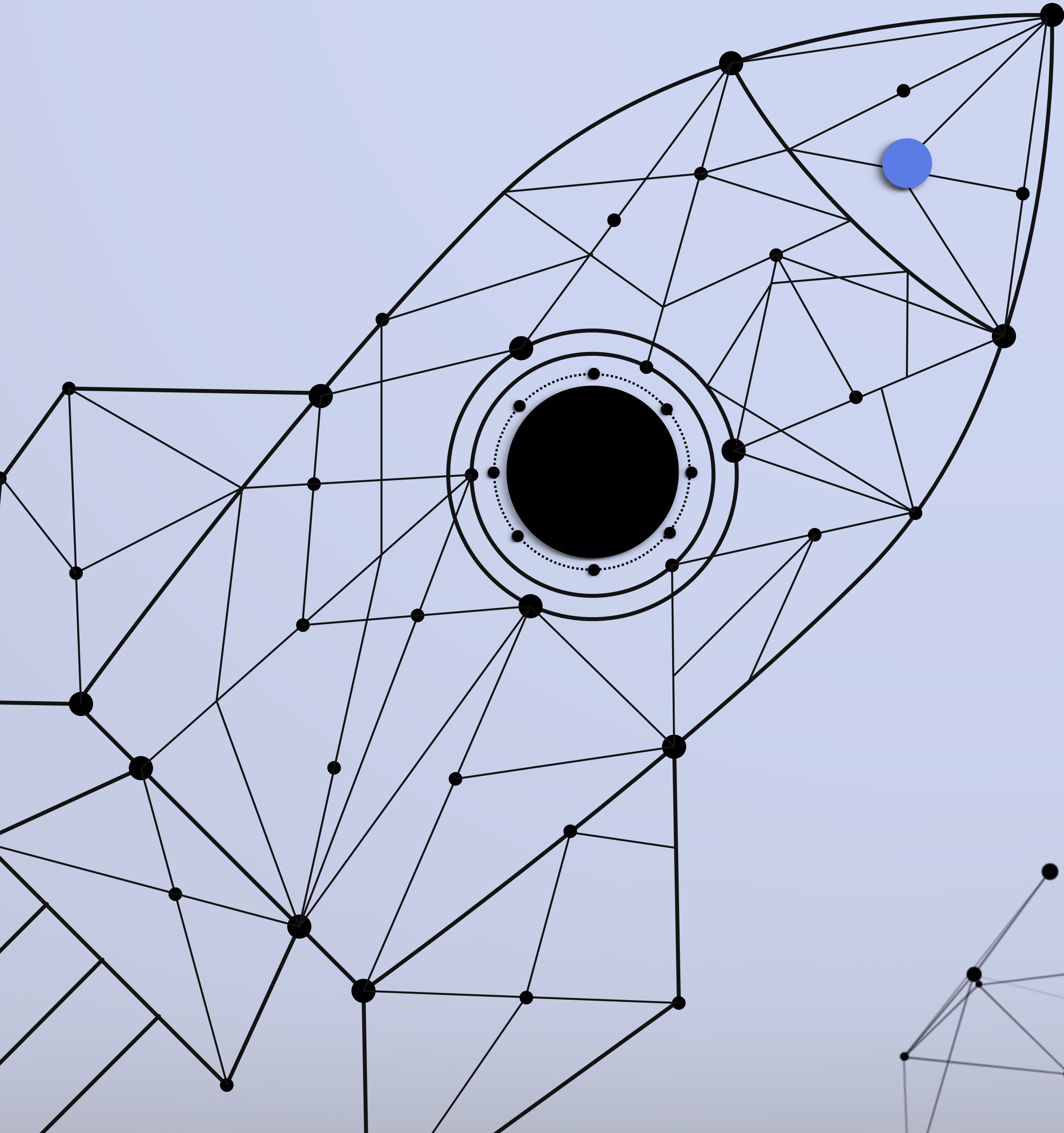
+10 pts aftersales retention

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ADAS & Autonomous Driving

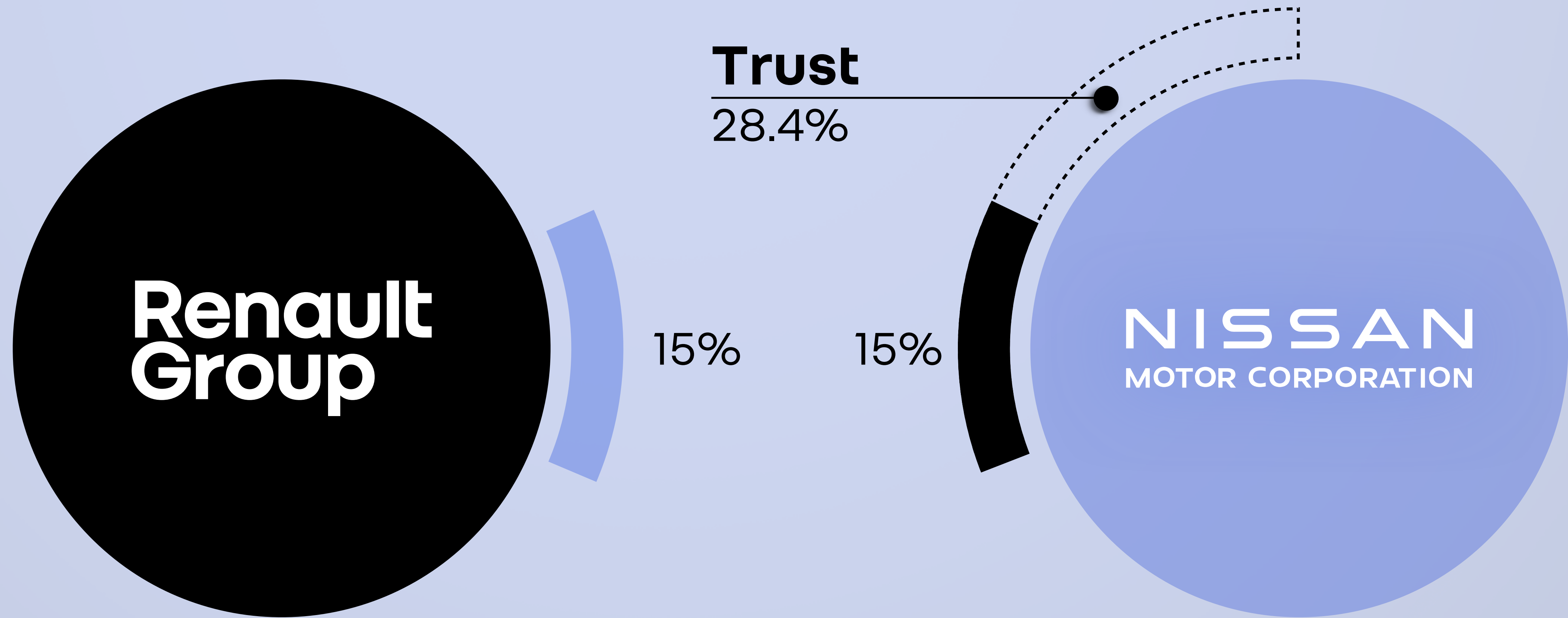


10m vehicles equipped by 2026,
on 45 Alliance models



3

Unleashing value with
a balanced governance
and cross-shareholding



15% cross-shareholding, with a lock-up obligation, as well as a standstill obligation

Transfer of 28.4% of Nissan shares into a French trust,
the transfer to the trust would trigger no impairment in Renault Group financial statements

15% of voting rights each

Renault Group would instruct the trustee to sell the entrusted Nissan shares if commercially reasonable for Renault Group, in a **coordinated and orderly process**, but it has no obligation to sell the shares within a specific pre-determined period of time

**Renault
Group**

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