

■ ALLIANCE FACTS & FIGURES  
2008



  
**RENAULT NISSAN**

## KEY FIGURES 2007

### RENAULT GROUP

(including Renault, Dacia and Renault Samsung Motors)



**DACIA**  
groupe Renault



Revenues	<b>€40,682 million / US\$55,763 million</b>
COP**	<b>€1,354 million / US\$1,856 million</b>
Net income	<b>€2,669 million / US\$3,658 million</b>
Workforce	<b>130,179 employees</b>

- Based on International Financial Reporting Standards (IFRS)
- Exchange rate: US\$1.37 / €, the average rate for fiscal year ending December 31, 2007

### NISSAN GROUP



Revenues	<b>€66.98 billion / US\$94.62 billion</b>
COP**	<b>€4.89 billion / US\$6.91 billion</b>
Net income	<b>€2.98 billion / US\$4.22 billion</b>
Workforce	<b>224,000 employees</b>

- Based on Nissan's accounting standards
- Exchange rates: 161.6Yen/€ and 114Yen/US\$, average rates for the fiscal year ending March 31, 2008

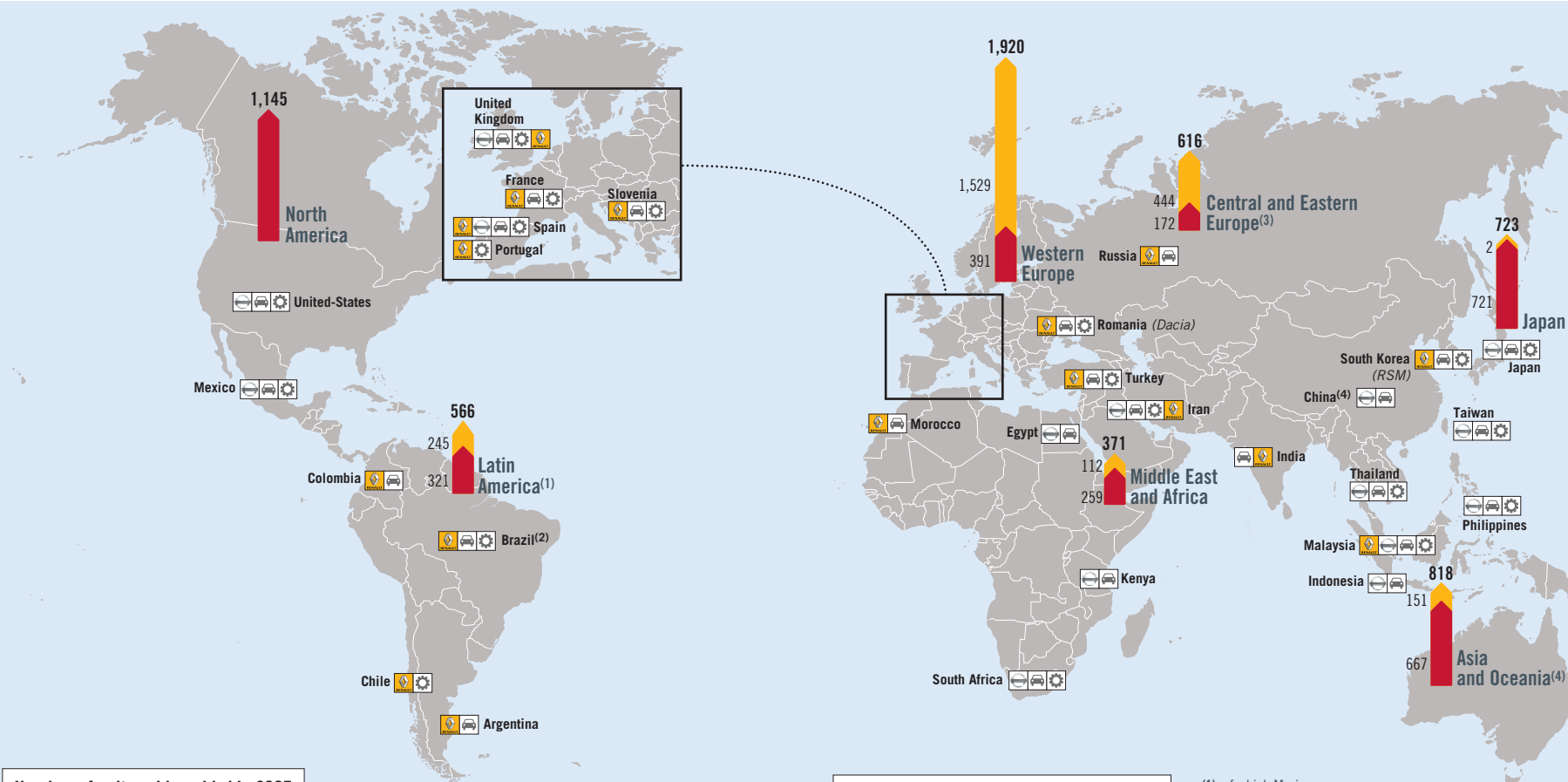
#### OVERVIEW IN FISCAL YEAR 2007\*

\* Renault's 2007 fiscal year begins January 1, 2007, and ends December 31, 2007.

Nissan's 2007 fiscal year begins April 1, 2007, and ends March 31, 2008.

\*\* Consolidated operating profit.

# ALLIANCE COMBINED WORLDWIDE SALES AND PRODUCTION SITES



Number of units sold worldwide 2007	
Renault group	2,484,472
Nissan group	3,675,574
<b>Renault-Nissan Alliance</b>	<b>6,160,046</b>

- Renault group plants and Renault partners plants
- Nissan plants
- Body assembly
- Powertrain

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

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## ■ THE ALLIANCE TODAY

### Renault Nissan Alliance reports record sales of 6,160,046 vehicles in 2007

**Renault and Nissan sold a total of 6,160,046 vehicles in 2007 (+4.2 %) giving a global market share of 9.1% and a new annual sales record for the Alliance.**

Renault and Nissan sold respectively 2,484,472 and 3,675,574 units, Renault's worldwide sales increased by 2.1 %, while Nissan's rose by 5.7 %.

The main growth zones for the Alliance were Russia (+49.9 %), Latin and South America (+12.6 %), China (+25.6 %) and the Middle East and Africa (+16.2 %).

Renault sold 2,134,484 vehicles under the Renault brand (+0.9 %), 119,824 under Renault Samsung Motors brand (-1.5 %), and 230,164 Dacia-branded vehicles (+17.2 %). The success of Logan, sold under the Renault and Dacia brands, was confirmed with sales rising more than 48 % to 367,745 units. The Logan family grew in 2007 with the arrival of Logan MCV and Logan Van. The latest Logan-platform model, Sandero, was launched in Mercosur at the end of 2007.

Renault continued to grow internationally, increasing its non-Europe sales by 16.3 % to 861,330, for nearly 35 % of total sales.

Renault started its product offensive in 2007, launching Logan Van, New Twingo, New Laguna sedan and station wagon, QM5 and Sandero. Four new models will be launched in the first two months of 2008: the passenger car and LCV versions of New Kangoo, Clio Estate and Grand Modus. Phase 2 of the Modus will be released as well, together with five other models in 2008. The three brands (Renault, Dacia, RSM) will all contribute to the growth of the Renault group. Sales are forecast to rise over 10% in 2008, driven by increases in all regions.

Nissan sold a record 3,675,574 vehicles under the Nissan and Infiniti brands, up 5.7 % over the prior year. Significant new models introduced in 2007 included the Altima coupe, Livina series and the Rogue crossover. Global sales of Infiniti vehicles increased at 151,683 units, boosted by the G35 sedan and the launch of the G37 coupe.

Nissan recorded sales of over one million units for the third consecutive year with a 4.8% increase in its largest market, the United States. Sales in 2007 were led by the Nissan Versa subcompact, Altima mid-size passenger cars and Infiniti G35 luxury sedan.

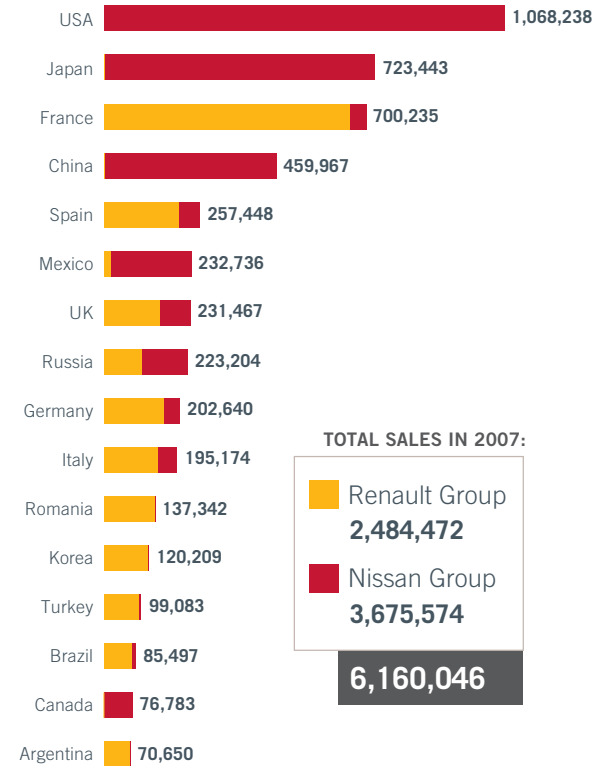
In Japan, Nissan's overall sales fell 6% to 720,973. Despite the decline in the registered vehicle segment, Nissan saw improved volume and market share in the minicar segment bolstered by new products like Pino.

In Europe, annual sales increased slightly. Strong demand in Russia – 59.6% increase vs. 2006 – and the continued success of Qashqai offset challenging conditions in the mature markets.

In other global markets, Nissan sales increased by 8% to 1,024,683 units. In China, sales in calendar year 2007 increased 25% supported by the continued popularity of the Tiida model and new models such as the Livina. In addition, Infiniti and LCV business units continue to grow in markets such as Korea, GCC and China.

### COMBINED RENAULT AND NISSAN SALES IN 2007

(MAIN MARKETS)



## ■ ALLIANCE FACTS

### HOW IT ALL BEGAN...

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

Nissan, Japan's second largest car maker, had billions of dollars of debt and its share of the domestic market was in decline. Its president Yoshikazu Hanawa wanted a partner who would give a substantial cash injection.

In 1999, Renault's CEO Louis Schweitzer offered to buy 36.8% of Nissan's capital for \$5 billion, creating an alliance with each partner keeping its identity and independence.

When Nissan's financial situation improved it bought a 15% stake in Renault and Renault then increased its stake in Nissan to 44.3%.



*Yoshikazu Hanawa and Louis Schweitzer—March 27, 1999*

Meanwhile, Yoshikazu Hanawa met Renault director Carlos Ghosn and asked for his help in Japan.

Mr Ghosn, now CEO of Nissan and Renault, led a reappraisal of the way Nissan operated. Nissan's purchasing costs were to be cut by 20% and further savings made by economies of scale with the setting up of the Renault Nissan Purchasing Organisation.

A total of 43 of the 46 products sold in Japan were unprofitable. Mr Ghosn ruled that no new model would be developed unless it made money.

More changes included the loss of 21,000 jobs, the closure of three assembly plants and two powertrain plants. Manufacturing capacity utilisation was to increase from 53 to 82%.

Cross-functional teams are a hallmark of the new management style. At Nissan nine such teams were set up, impacting on the goals for the Nissan Revival Plan and subsequent business commitments. They continue to form a key part of Nissan and Renault management.

But Nissan was not the only company to gain from the Alliance. Renault's teams were soon benchmarking Nissan's manufacturing operations and technology.

## ALLIANCE FACTS

### HISTORY OF THE ALLIANCE

#### 1999

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- 03.27** Louis Schweitzer and Yoshikazu Hanawa sign the Alliance agreement between Renault and Nissan in Tokyo.
- 03.28** Closing date of the agreement: Renault takes a 36.8% equity stake in Nissan Motor, a 15.2% equity stake in Nissan Diesel and acquires Nissan's five financial subsidiaries in Europe.
- 06.25** Carlos Ghosn (Chief Operating Officer), Patrick Pélatá (Executive Vice President, Product Planning and Corporate Strategy) and Thierry Moulounguet (Senior Vice President, Deputy Chief Financial Officer) join the Nissan Board of Directors.
- 10.18** Carlos Ghosn announces the Nissan Revival Plan (NPR) in Tokyo.

#### 2000

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- 01.** Renault Mexico is established with Nissan's support.
- 06.20** Carlos Ghosn is named President and Chief Operating Officer of Nissan by the Board of Directors.
- 07.** Sales of Renault vehicles in El Salvador and Honduras through Nissan's local partner Grupo Q. El Salvador and Honduras begin.
- 10.** Nissan do Brasil Automoveis is established with existing Renault dealers' support.
- 10.30** Renault Maroc purchase Nissan's distributor SIAB in Morocco.
- 11.** Sales of Renault vehicles in Ecuador through Nissan's local partner Automotores y Anexos S.A. begin.
- 12.6** Production of the Scénic at the Nissan Cuernavaca plant in Mexico begins.

#### 2001

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- 04.2** Renault-Nissan Purchasing Organization (RNPO), a joint purchasing company, is established.

- 05.2** Renault re-enters the Australian market in cooperation with Nissan.
- 06.** Renault Argentina becomes a Nissan importer in Argentina.
- 06.21** Carlos Ghosn is named President and Chief Executive Officer of Nissan by the Board of Directors.
- 09.** Sales of the Renault Kangoo 4x4 fitted with a Nissan 4WD unit begin.
- 11.1** Distribution of Renault vehicles in Indonesia through the local Nissan distributor begins.
- 11.15** Production of the Renault Clio at the Nissan Aguascalientes plant in Mexico begins.
- 12.20** Renault and Nissan inaugurate a LCV plant in Curitiba, Brazil. Production of the Renault Master van, the first model made at the LCV plant in Curitiba, Brazil, begins.

#### 2002

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- 02.** Production of Nissan ND manual transmission begins at the Renault Cacia Plant in Portugal.
- 03.** Sales of the Nissan Interstar in Europe, a double-badged vehicle with the Renault Master, begin.
- 03.1** Renault increases its stake in Nissan to 44.4%.
- 03.4** Production of the Nissan Platina, derived from the Clio sedan, begins at the Nissan Aguascalientes plant in Mexico.
- 03.5** Sales of the Nissan March in Japan, the first vehicle built on the common B platform, begin.
- 03.8** Sales of the Renault Vel Satis, powered by a Nissan 3.5-liter V6 gasoline engine, begin.
- 03.28** Renault and Nissan set up a common strategic management structure, Renault-Nissan bv.

## ALLIANCE FACTS

### HISTORY OF THE ALLIANCE

- 03.29 Nissan acquires a 13.5% stake in Renault.
- 04.22 Production of the Nissan Frontier pickup, the second model produced at the LCV plant in Curitiba, Brazil, begins.
- 04.26 Carlos Ghosn joins the Renault Board of Directors.
- 05.09 Announcement of Nissan 180.
- 05.28 Nissan increases its stake in Renault to 15%.
- 07.1 Renault-Nissan Information Services (RNIS) is established.
- 09. Sales of Renault Mégane II in Europe, the first vehicle built on the common C platform, begin.
- 10.22 Production of the Trafic compact van begins at the Nissan Barcelona plant in Spain—the first cross-manufacturing project in Europe (sold as the Renault Trafic, Nissan Primastar and Opel/Vauxhall Vivaro).
- 12. Sales of the Nissan Almera in Europe, fitted with the Renault 1.5-liter diesel engine, begin.

### 2003

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- 01.23 Sales of the new Nissan Micra, the European version of the Japanese March based on the common B platform in Europe, begin.
- 03. Sales of the Nissan Primera in Europe, fitted with the Renault 1.9-liter diesel engine, begin.
- 04. Sales of the new Nissan Micra in Europe fitted with the Renault 1.5-liter diesel engine begin, completing the new common-rail diesel engine line-up for the European market.
- 07.24 Itaru Koeda joins the Renault Board of Directors, succeeding Yoshikazu Hanawa.
- 10. Sales of the Nissan Kubistar in Europe, a double-badged vehicle with the Renault Kangoo, begin.

### 2004

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- 01. In Mexico, a new common financing program, which proposes auto loans to Renault and Nissan customers and dealers, begins.
- 03.29 “Alliance Vision–Destination” is announced for the fifth anniversary of the Alliance.
- 06. Sales of the Renault Master in Europe, fitted with the Nissan 3.0-liter diesel engine, begin.
- 09. Sales of the Renault Modus, Renault’s first vehicle built on the common B platform, begin in Europe.
- 09. Sales of the Logan, marketed under both Renault and Dacia brands, begin in Romania. The Logan is based on a derivative of the common B platform.
- 09.30 Sales of the Nissan Tiida, based on the common B platform, fitted with the common HR15DE (S2G) engine and the first Alliance co-developed navigation and communication system, begin in Japan.
- 12.01 Sales of the third Renault Samsung Motors model, the SM7, with the technical support of Nissan, begin in South Korea.
- 12.02 Sales of the Nissan Lafesta, Nissan’s first vehicle built on the common C platform, fitted with the common MR20DE (M1G) engine, begin in Japan.

### 2005

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- 02.21 First European application of Alliance co-developed navigation and communication system (on the new Renault Laguna and the Nissan Pathfinder) is announced.
- 03.1 First common 6-speed manual transmission on Renault Modus displayed at the Geneva Motorshow.
- 04.21 Last Alliance Board Meeting with Louis Schweitzer is held.
- 04.25 Announcement of Nissan Value-up.

## ■ ALLIANCE FACTS

### HISTORY OF THE ALLIANCE

- 04.29** Carlos Ghosn is appointed President and CEO of Renault. Louis Schweitzer is appointed Chairman of the Board of Renault.
- 05.31** Sales of Nissan Serena, based on the common C platform and fitted with the common MR20DE (M1G) engine, begin in Japan.
- 06.1** Opening ceremony for Renault and Nissan joint parts warehouse in Hungary is held (established in April 2005).
- 09.16** Sales of Renault Clio III, based on the common B platform and fitted with the common 6-speed manual transmission, begin.

### 2006

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- 01.** Sales of Nissan Tiida, equipped with the common 6-speed manual transmission (MT1), begin.
- 02.7** Exports of Renault Samsung-built sedan SM3 begin to Russia.
- 02.9** Carlos Ghosn announces details of Renault Commitment 2009, which should make Renault the most profitable volume car company in Europe.
- 03.22** Renault unveils new Alliance diesel engine, developed by Renault, the 2.0 dCi. It will be used initially in Megane, Laguna, Espace and Vel Satis models. Nissan vehicles fitted with the engine will be released later.
- 12.22** Renault and Nissan announce that they are working together on EV (electric vehicle) development.

### 2007

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- 04.18** Nissan announced plans to launch its first clean diesel engine in the United States for use in the Nissan Maxima in 2010, powered by an all-new Alliance engine.

- 07.13** Nissan begin sales of the Nissan Aprio, a subcompact car for the Mexican market based on the Renault Logan, built in the Renault passenger car plant in Brazil.
- 09.01** The Kingdom of Morocco and the Renault Nissan Alliance announce the creation of new manufacturing complex in Morocco.
- 09.06** Renault and Nissan to create new technology and business center in India (Renault Nissan Technology and Business Center in India : RNTBCI).
- 11.22** Renault announce the production of Renault Sandero in Nissan South Africa plant from 2009.

### 2008

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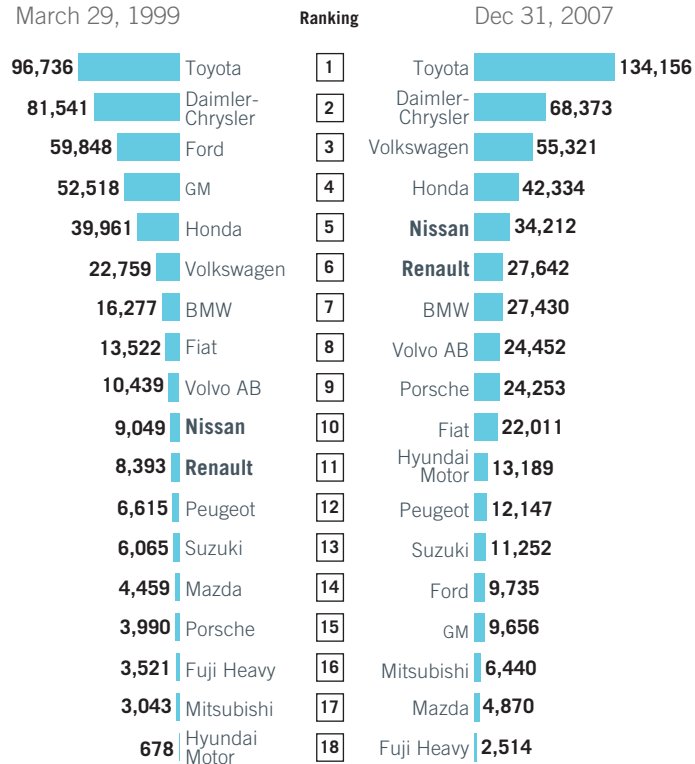
- 01.18** The Kingdom of Morocco and the Renault-Nissan Alliance sign the final agreements.
- 01.21** Renault-Nissan and Project Better Place plan for first mass marketed electric vehicles in Israel.
- 02.22** Renault and Nissan sign MOU with government of Tamil Nadu for industrial automotive facility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

## ALLIANCE FACTS

### EVOLUTION IN FIGURES

### AUTOMAKERS MARKET CAPITALIZATION

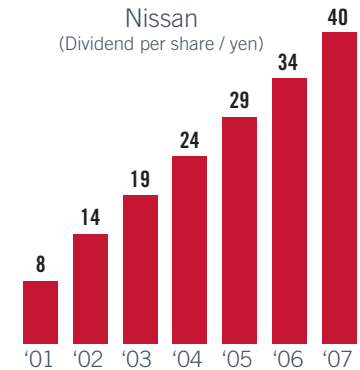
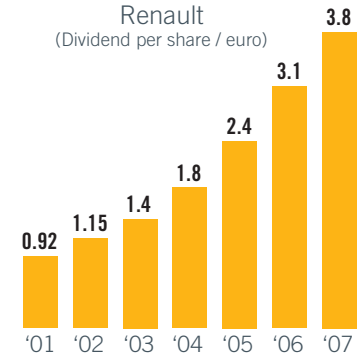
(EUR MILLION)



Source: Reuters

### DIVIDENDS OF RENAULT AND NISSAN

2001-2007

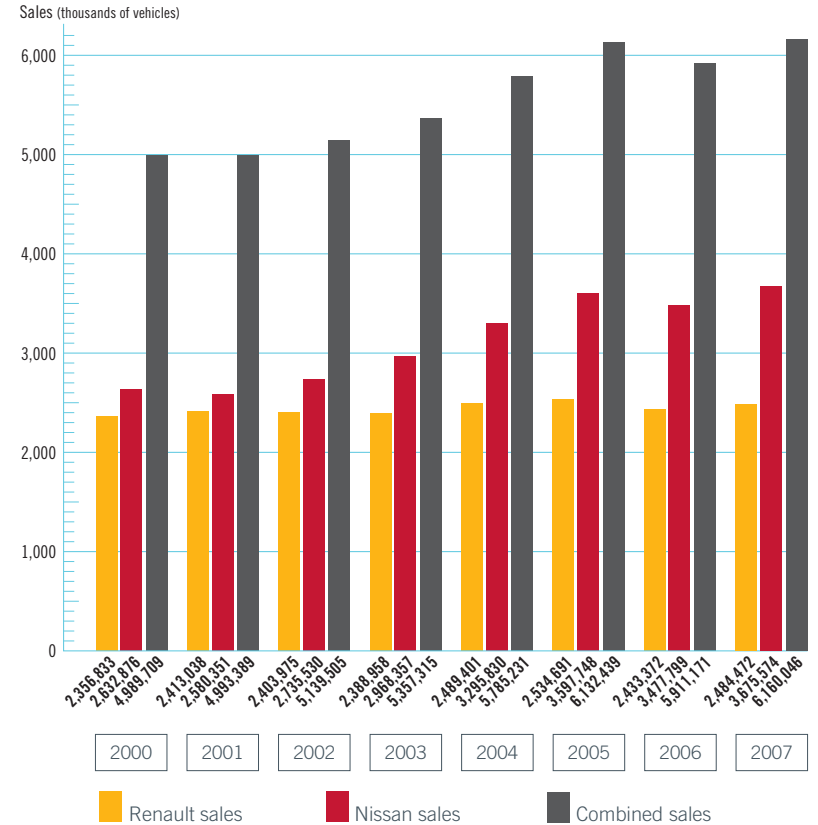


**ALLIANCE FACTS**  
EVOLUTION IN FIGURES

**STOCK PRICE EVOLUTION OF RENAULT AND NISSAN**



**EVOLUTION OF COMBINED RENAULT AND NISSAN SALES**



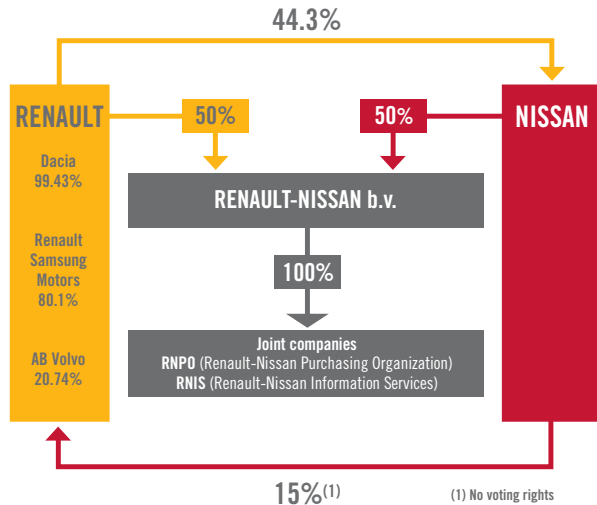
## TEAMWORK

### ALLIANCE BOARD

#### RENAULT-NISSAN ALLIANCE

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

#### STRUCTURE OF THE ALLIANCE



Renault holds a 44.3% stake in Nissan, while Nissan owns 15% of Renault shares. Each company has a direct interest in the results of partner.

#### THE ALLIANCE CHARTER

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.

#### THE ALLIANCE BOARD

The Alliance Board steers the Alliance's medium-and long- term strategy and coordinates joint activities on a worldwide scale. Alliance Board members (AB members) are Carlos Ghosn, the President and CEO of Renault and President and CEO of Nissan, three Renault Executive Vice Presidents (EVPs) and three Nissan EVPs. Members of the Renault Group Executive Committee (CEG) and the Nissan Executive committee (EC) also participate in the Alliance Board Meeting (ABM). AB members officialize decisions at the end of the meeting. 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.

■ **TEAMWORK**  
ALLIANCE BOARD



**Carlos Ghosn**  
President of the Alliance Board

**Alliance Board members from Renault:**



**Patrick Blain**  
Executive Vice President,  
Sales and Marketing &  
LCV Division



**Patrick Pélata**  
Executive Vice President,  
Leader of Europe  
Management Committee



**Jean-Louis Ricaud**  
Executive Vice President,  
Engineering and Quality  
(Vehicle and Powertrain)

**Alliance Board members from Nissan:**



**Toshiyuki Shiga**  
Chief Operating Officer  
Japan Operations (MC-J)  
Domestic Network Management (MC-Dealer)  
Administration for AFLs (MC-AFL)  
Human Resources  
External and Government Affairs  
Intellectual Asset Management  
Industrial Machinery, Marine  
Corporate Governance  
Global Internal Audit



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



**Hidetoshi Imazu**  
Executive Vice President  
European operations (MC-E),  
Manufacturing, SCM (Supply  
Chain Management)

RMC : Regional Management Committee in Renault

**Renault CEG members (in addition to AB members):**



**Michel Gornet**  
Executive Vice President,  
Manufacturing and Logistics



**Thierry Moulouguet**  
Executive Vice President,  
Chief Financial Officer,  
Leader of America  
Management Committee



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



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

**Nissan EC members (in addition to AB members):**



**Hiroto Saikawa**  
Executive Vice President,  
North American Operations  
(MC-NA)  
Purchasing



**Carlos Tavares**  
Executive Vice President,  
Corporate Planning, Product  
Planning, Market Intelligence,  
Brand Management, Design,  
Program Management, LCV  
Business, Infiniti Business, Control



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



**Colin Dodge**  
Senior Vice President  
GOM Operations (MC-GOM)  
China Operations  
Global IS



**Alain Dassas**  
Senior Vice President  
Chief Financial Officer  
Treasury, IR  
Sales Financing Operations

## TEAMWORK

### TEAM WORKING TOGETHER

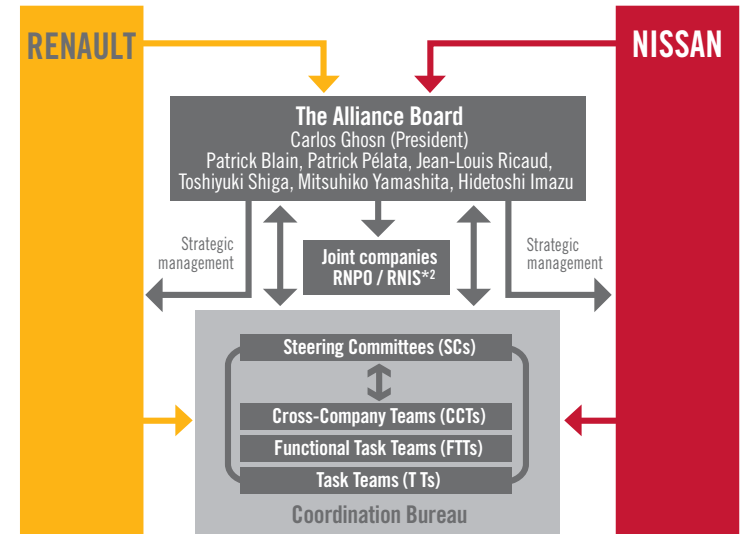
To define a common strategy and manage synergies, and Alliance strategic management company, Renault-Nissan bv\*1, was founded on March 28, 2002. Renault-Nissan bv is jointly and equally owned by Renault and Nissan and hosts the Alliance Board, which met for the first time on May 29, 2002, and holds up to eight meetings a year.

\*1 bv [Besloten vennootschap] is a closed limited liability company under Dutch law.



Alliance Convention 2008 (internal meeting)

## MANAGEMENT STRUCTURES AND GOVERNANCE OF THE ALLIANCE



\*2 RNPO: Renault-Nissan Purchasing Organization  
RNIS: Renault-Nissan Information Services

## ■ TEAMWORK

### GENERAL CONTEXT

#### STEERING COMMITTEES

Steering Committees (SCs) handle cross-group orientations under their responsibility, propose the priority subjects for Alliance Board Meeting (ABM) agenda and coordinate Cross-Company Teams (CCT) / Functional Task Teams (FTT) / Task Teams (TT) activities within the specific scope of the Steering Committees. SCs will decide on operational matters which cannot be solved at the CCT level and report progress to the ABM and – where necessary – requests arbitration or a decision confirmation.

#### CROSS COMPANY TEAMS

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

CCTs are headed by two co-leaders, one from Renault and one from Nissan.

#### FUNCTIONAL TASK TEAMS

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

#### TASK TEAMS

Whenever a specific subject arises, a Task Team (TTs) is assigned to work on it through to completion.

#### COORDINATION BUREAU

The consolidated Alliance Coordination Bureau has two offices, Coordination Bureau Paris Office (CBPO) and Coordination Bureau Tokyo Office (CBTO).



*Renault and Nissan engine experts having face to face discussions.*

## MAJOR AREAS OF COOPERATION

### PURCHASING

RNPO (Renault-Nissan Purchasing Organization) was founded in April 2001 to optimize purchasing performance across the Alliance.

To achieve its goal, RNPO defines worldwide purchasing strategy by product family and selects the best suppliers project by project consistent with the partner companies' QCD\* objectives.

Economies of scale are sought by combining Renault and Nissan order volumes and by developing component standardization.

By April 2008, RNPO was covering 90% of Renault and Nissan purchases, with employees drawn from both companies, using shared processes and tools.

RNPO's worldwide suppliers panel includes both global companies addressing large Alliance-wide order volumes, and local operators offering a close match to the complementary geographical coverage of Renault's and Nissan's individual purchasing departments.

The Alliance supplier relations policy is founded on a strong commitment, for suppliers and employees, to the values of trust, respect and transparency, as set out in the Renault-Nissan Purchasing Way.

\*Quality, Costs and Delivery time



## MAJOR AREAS OF COOPERATION

### ENGINEERING

#### INTERCHANGEABLE COMPONENTS POLICY (ICP)

ICP consists of using same parts or fittings on different models, across several platforms and segments of the Renault-Nissan Alliance. Expanding the scope of common platforms by designing components that can be used for different platforms or segments, this offers greater scope for vehicle and market differentiation.

It contributes to improving cost efficiency, enhancing manufacturing flexibility and support global expansion while preserving the specific identify of each brand and the features of each vehicle.

#### FACING ENVIRONMENTAL CHALLENGES

As part of Renault Commitment 2009, the company is pursuing an environmental plan to reduce greenhouse gas emissions. This plan is based on three commitments: to be one of the world's top three carmakers for low level emissions of CO<sub>2</sub>, to offer a range of models powered by biofuels such as bioethanol and biodiesel, and to develop a wide range of technologies, including electric power, that are affordable for customers.

In December 2006, Nissan introduced Nissan Green Program 2010, a new mid-term environmental action plan. Nissan is focused on three core areas related to the environment: 1. Reducing CO<sub>2</sub> emissions, both from products as well as from day-to-day corporate activities, 2. Reducing exhaust emissions, and 3. Accelerating recycling efforts.

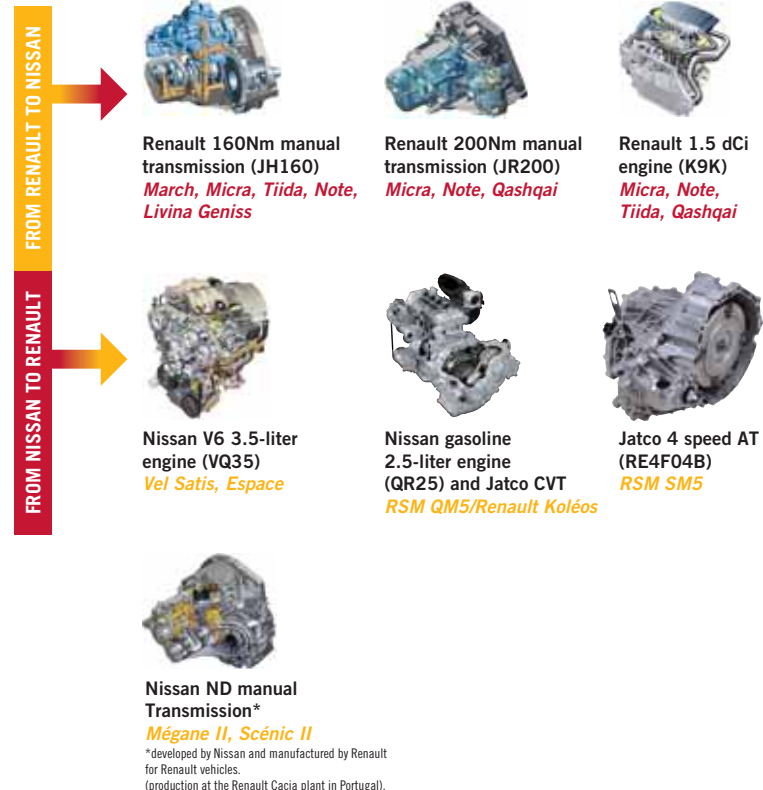
In order to realize these different yet complementary programs, the Alliance invests across a wide range of technologies, including Electric Vehicles (EV), Fuel Cell, Hybrid technologies and improvement of current diesel/gasoline engines or transmissions.

The Renault Nissan Alliance commits to become the global leader in zero-emission vehicles and to launch the first mass-marketed electric vehicles.

Renault-Nissan and Project Better place signed in January 2008 an MOU (memorandum of understanding) with Israel and announced in March 08 its second deployment with Dong Energy in Denmark.

#### POWERTRAINS: COMPONENTS SHARED BETWEEN EACH OTHER

Cooperation in the common use and development of engines and transmissions within the Alliance is accelerating.



## MAJOR AREAS OF COOPERATION ENGINEERING

### POWERTRAINS: COMMON UNITS IN THE ALLIANCE

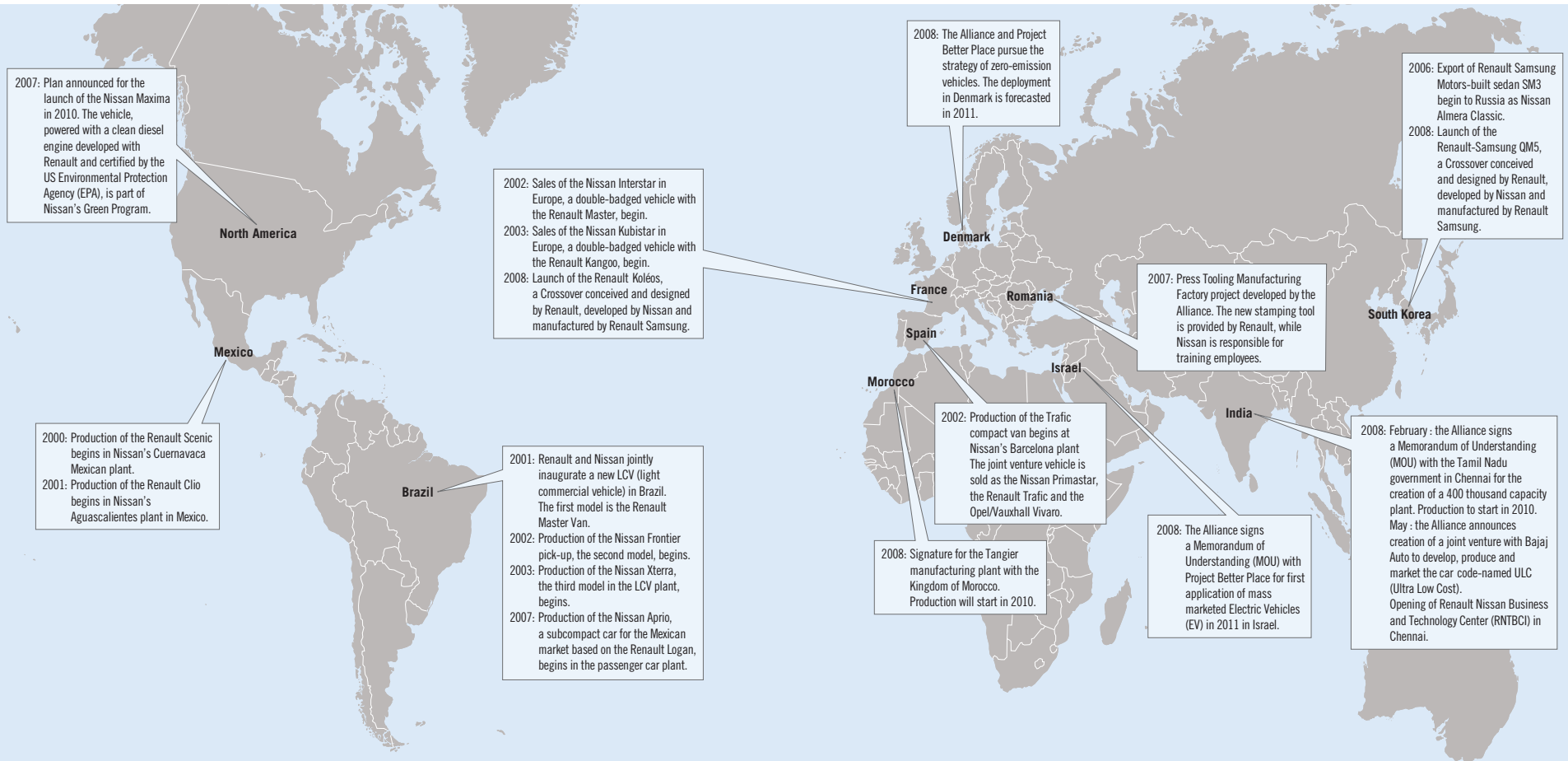


	4 cylinder 1.5-liter-1.6-liter gasoline engine	
<b>RENAULT</b>	Modus	
	Clio	
	Mégane/Scénic	
	RSM SM5	
	Laguna	
	RSM QM5/Koléos	
	Espace	
	Vel Satis	
	Trafic	
	Kangoo	
<b>NISSAN</b>	March/Micra	• (HR15DE, HR16DE)
	Cube	• (HR15DE)
	Tiida/Tiida Latio/Versa	• (HR15DE, HR16DE)
	Note	• (HR15DE, HR16DE)
	Wingroad	• (HR15DE)
	Bluebird Sylphy	• (HR15DE, HR16DE)
	AD/AD Expert	• (HR15DE)
	Lafesta	
	Serena	
	Sentra	
	Livina Geniss	• (HR15DE)
	Qashqai/Dualis	
	X-TRAIL	
Primastar		

4 cylinder 1.8-liter-2.0-liter gasoline engine	4 cylinder 2.0-liter diesel engine	240Nm 6-speed manual transmission
		• (TL4)
• (M4R)		• (TL4)
	• (M9R)	• (TL4)
• (M4R)		
• (M4R)	• (M9R)	• (TL4)
	• (M9R)	
	• (M9R)	
	• (M9R)	
	• (M9R)	
	• (M9R)	
		• (TL4)
• (MR18DE)		• (RS6F94R)
		• (RS6F94R)
• (MR18DE)		
• (MR20DE)		
• (MR18DE)		
• (MR20DE)		
• (MR20DE)		• (RS6F94R)
• (MR18DE)		• (RS6F94R)
• (MR20DE)	• (M9R)	• (RS6F94R)
• (MR20DE)	• (M9R)	• (RS6F94R)
	• (M9R)	

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

## AREAS OF COOPERATION



# RENAULT AND NISSAN PRODUCT LINE-UP

## RENAULT GROUP LINE-UP



TWINGO <sup>(1)</sup> (A)



CLIO III-3-door (B)



CLIO III-5-door (B)



CLIO II CAMPUS (B)



CLIO ESTATE (B)



THALIA / SYMBOL / CLASSIC (B)



MODUS (B)



GRAND MODUS (B)

(1) Exists also in Renault Sport and GT versions.



LOGAN (B)



SANDERO (B)



MEGANE-5-door <sup>(1)</sup> (C)



MEGANE SPORT HATCH (C)



MEGANE COUPE CABRIOLET (C)



MEGANE GRAND TOUR (C)



MEGANE SPORT SALOON(C)



SCENIC (C)



GRAND SCENIC (C)



LAGUNA <sup>(2)</sup> (D)

(1) Exists also in Renault Sport and GT versions.  
 (2) Start of sales from October 12, 2007.

# RENAULT AND NISSAN PRODUCT LINE-UP

## RENAULT GROUP LINE-UP



LAGUNA GRAND TOUR <sup>(1)</sup> (D)



VEL SATIS (A)



ESPACE <sup>(2)</sup> (E)



KOLEOS (CROSSOVER)



KANGOO <sup>(3)</sup> (B)



KANGOO EXPRESS (LCV)



TRAFIC VDC



TRAFIC VAN

(1) Start of sales from January 2008.  
 (2) Exists also in Grand Espace version  
 (3) Exists also in 4WD version



MASTER (LCV)



MASTER RWD (LCV)



SM3 (C)



SM5 (E)



SM7 (E)



QM5 (CROSSOVER)



LOGAN (B)



LOGAN MCV (C)



LOGAN VAN (LCV)



SANDERO (B)

## RENAULT AND NISSAN PRODUCT LINE-UP

### NISSAN GROUP LINE-UP



OTTI



MOCO



PINO



MARCH / MICRA (B)



CUBE / CUBE CUBIC (B)



PLATINA (B)



NOTE (B)



TIIDA / VERSA HATCHBACK (B)



TIIDA LATIO / VERSA SEDAN (B)



LIVINA (B)



APRIO (B)



BLUEBIRD SYLPHY (B)



SENTRA (C)



WINGROAD (C)



ALTIMA COUPE (E)



ALTIMA SEDAN (E)

Major models are shown.

## RENAULT AND NISSAN PRODUCT LINE-UP

### NISSAN GROUP LINE-UP



TEANA (E)



FUGA (F)



MAXIMA (E)



CIMA (F)



SKYLINE (E)



SKYLINE COUPE (E)



FAIRLADY Z / 350Z



NISSAN GT-R



X-TRAIL (4x4)



PATHFINDER (4x4)



PATROL (4x4)



ARMADA (4x4)



XTERRA (4x4)



QASHQAI / DUALIS (CROSSOVER)



ROGUE (CROSSOVER)



MURANO (CROSSOVER)

Major models are shown.

Latest model for US market.  
Introduction in Japan is FY08.

## RENAULT AND NISSAN PRODUCT LINE-UP

### NISSAN GROUP LINE-UP



QUEST (MPV)



ELGRAND (MPV)



LAFESTA (MPV)



LIVINA GENISS/GRAND LIVINA (MPV)



PRESAGE (MPV)



SERENA (MPV)



CLIPPER RIO (MPV)



FRONTIER / NAVARA (PICK UP)



TITAN (PICK UP)



EXPERT (LCV)



CARAVAN (LCV)



VANETTE (LCV)



CIVILIAN (LCV)



ATLAS (LCV)



CABSTAR (LCV)



INTERSTAR (LCV)



PRIMASTER (LCV)

Major models are shown.

## ■ RENAULT AND NISSAN PRODUCT LINE-UP

### INFINITI LINE-UP



INFINITI G 35 SEDAN (E)



INFINITI G 37 COUPE (E)



INFINITI M (F)



INFINITI FX (CROSSOVER)



INFINITI QX (4x4)



INFINITI EX35 (CROSSOVER)

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The logo for Renault Nissan, featuring a stylized horizontal line above the text "RENAULT NISSAN" in a bold, sans-serif font.

**RENAULT NISSAN**