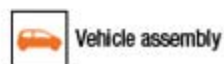


SHARING BEST PRACTICES

In 2009, the Alliance created a dedicated structure (Alliance Industrial Sourcing) in charge of identifying the best Alliance plants for vehicle and powertrain industrial sourcing aimed at reducing total delivery costs, sharing assets (plants and platforms), minimize the entry ticket and open either partners to new market opportunities through cross manufacturing.

Another example of sharing best practice has been the implementation of Nissan's Intelligent Factory Automation (IFA) in Renault factories. This system consists in supplying line workers with supplies in a synchronized and automated way using robots wandering around the shop floor.

Manufacturing synergies



(1) including the joint LCV plant

(2) Nissan and Dongfeng Motor have set up a joint venture to produce and sell a range of vehicles

(3) Including Avtoframos and AvtoVAZ

Increasingly, Renault and Nissan plants are building models for their Alliance partner:

- In South Africa, Nissan's Rosslyn plant builds the Nissan NP200 pickup (based on Logan pickup) and the Renault Sandero.
- In Brazil, Nissan utilizes Renault's Curitiba plant to produce the Frontier, Xterra and Aprio.
- Nissan's Barcelona plant produces the Primastar and the Renault Trafic
- Nissan's Mexican plants located in Cuernavacas started production of Scénic in 2000 followed by Aguascalientes in 2001 with the Clio.. Nissan also produces the Platina (a Clio-based sedan) in Mexico.
- The Renault Samsung plant in Busan, Korea produces cars sold in Russia and the Middle East with a Nissan badge.
- The Renault Batilly plant builds Master II and Interstar (Nissan)
- The Chennai plant that currently produces the Nissan Micra will start producing Renault's Fluence and Koleos in 2011.