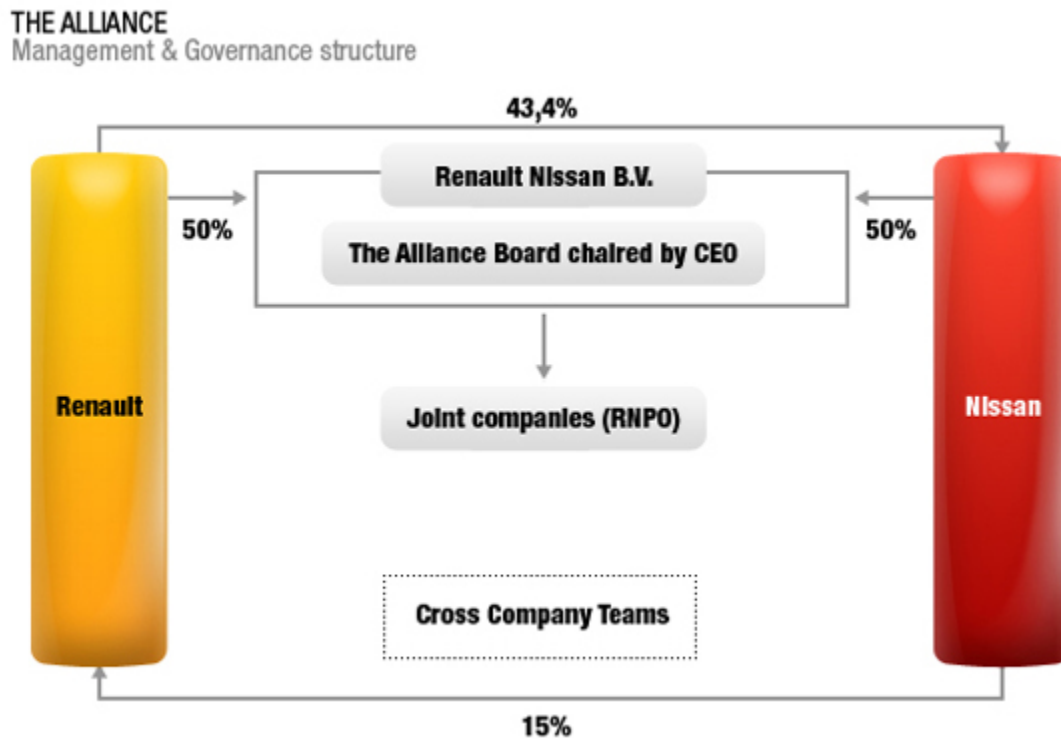


## RNBV: Steering the Alliance

Renault-Nissan BV (RNBV) is a strategic management company originally created in 2002 to manage areas such as corporate governance between the two companies. Based in Amsterdam, it is owned 50/50 by Renault and Nissan and provides a neutral location for the Alliance to exchange ideas, build strategy and help leverage the maximum synergies between the two companies.



When the financial crisis hit in late 2008, it provided an opportunity to revisit the role of RNBV within the Alliance: After 10 years in existence, the time was right to take the Alliance to a higher level, accelerating synergies between Renault and Nissan.

May 2009 saw the creation of an Alliance dedicated team for RNBV which now comprises 16 managing directors and directors who work day-to-day with the Renault and Nissan management.

Key areas covered by the Alliance team are:

- Zero Emission Business
- Global Logistics
- Information Systems/Information Technology
- Purchasing
- Platforms and parts
- Powertrains
- Research and Advanced Technology

- Support functions
- Global Sourcing
- Communications
- Finance
- Battery Business
- Price Entry Vehicle
- Economic Advisory

This team is not a substitute for existing operations; it works with various committees and functions in order to propose and develop synergies that have to be approved by the Alliance Board. Also, if there are conflicts between the two companies, it is expected to provide alternative solutions.

An Alliance managing director is responsible for managing and leading each company's functions for the Alliance and to be accountable for both companies' operations in a given area.

The role of the Alliance directors is to act as coordinators and make sure that the work performed by the functions achieves greater synergies; if it doesn't, they have the authority to stop that work going ahead.

The Alliance gives Renault and Nissan a unique competitive edge in the global auto industry and played a critical role guiding both companies through the 2008/09 economic crisis. The long-term aim remains to deepen the synergies between the two companies and react faster to opportunities and for the mutual benefit of both companies.

Part of the responsibility of the RNBV team is to help measure the value of the Alliance in terms of synergies – total 2010 synergies are estimated at just over €2 billion of which 50 per cent alone will come from finding new savings.

RNBV also promotes awareness of the Alliance internally and externally. Internally, awareness of the Alliance depends on an employee's level of responsibility. It means more to some than to others. RNBV helps by promoting the Alliance in a certain field and explain to all, not just a few, employees that this is a unique tool. Externally, the Alliance is known by shareholders, analysts and the media but to most customers and the public in general it is relatively unknown.