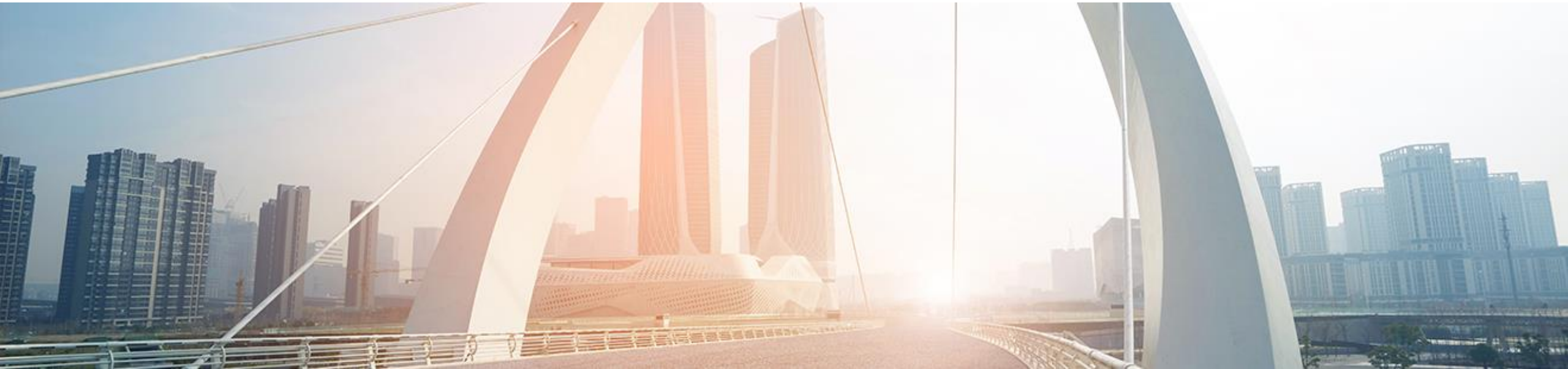




RENAULT NISSAN MITSUBISHI

ALLIANCE PRESS CONFERENCE

May 27, 2020





ALLIANCE NEW COOPERATION BUSINESS MODEL

MORE COMPETITIVENESS AND SUSTAINABLE PROFITABILITY

LEADER / FOLLOWER
VEHICLE



LEADER / FOLLOWER
TECHNOLOGY



REFERENCE REGION



ALLIANCE PURCHASING WITH FURTHER EFFICIENCY



LEADER / FOLLOWER VEHICLE - PRINCIPLES



- ❑ Increase Alliance common platform utilization
- ❑ Push standardization further, from platform to upper bodies
- ❑ Per segment, one mother vehicle (leader car) and sister vehicles engineered by the leading company with the support of the followers' team
- ❑ All leader & followers vehicles for all brands to be produced in the most competitive set-up, including grouping the production when relevant

Up to 40% model investment reduction for vehicle fully under this scheme.



LEADER / FOLLOWER ALREADY APPLIED AND PERFORMING IN LCV

LEADER

VAN & SMALL PU



RENAULT KANGOO
SMALL VAN



RENAULT TRAFIC
MEDIUM VAN



RENAULT MASTER
HEAVY VAN



LOGAN PU
0,5T PU

1T PU



NAVARA



L200

FOLLOWER

VAN & SMALL PU



NV250



NV300



NV400



NP200



EXPRESS



1T PU



ALASKAN

MANUFACTURING

X-MANUFACTURING IN LEADER PLANT – SANDOUVILLE ILLUSTRATION



SANDOUVILLE





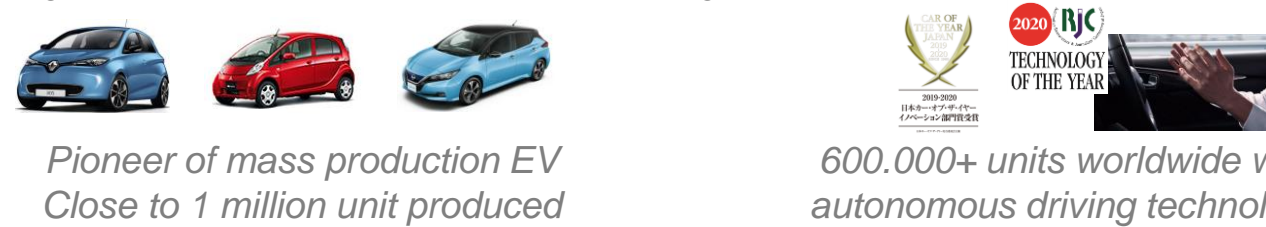
LEADER / FOLLOWER TECHNOLOGY – A PROVEN SCHEME



- **Build on the foundation:** each company continue to share the investment for platforms, powertrains and technologies



- **Build on the foundation:** each company to access to the broad range of capabilities demonstrating the technological leadership



- **Go beyond:** push further the Leader/Follower scheme already applied on some platforms and powertrains with confirmed benefit for efficiency



MAIN LEADER AND FOLLOWER TECHNOLOGY DOMAINS

EXISTING & EXTENDED



AUTONOMOUS DRIVING



**e-Body (Core system of
ELECTRIC-ELECTRONIC)
ARCHITECTURE**

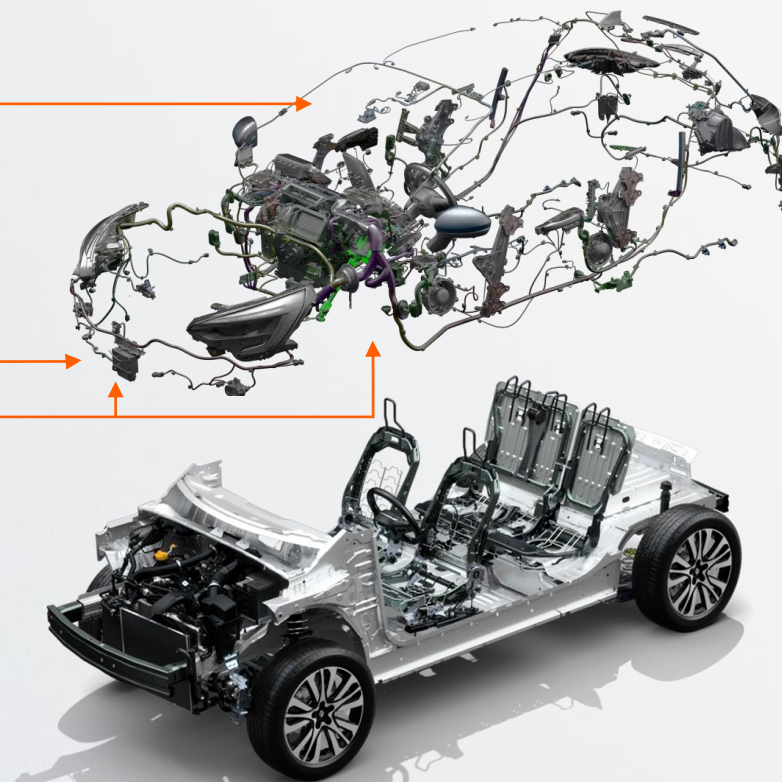


POWERTRAIN*

* Renault: Small Gasoline, Diesel

* Nissan: big Gasoline, Kei-CAR

* Mitsubishi: PHEV for C/D segment



CONNECTED CAR



Android Platform
“China” Platform



E-POWERTRAIN



CMF-A/B ePT
CMF-EV ePT

PLATFORM



Kei-Car PF
CMF-A
CMF-B
CMF-C/D
CMF-EV

EXISTING DOMAINS

EXTENDED DOMAINS



REFERENCE REGION - PRINCIPLES

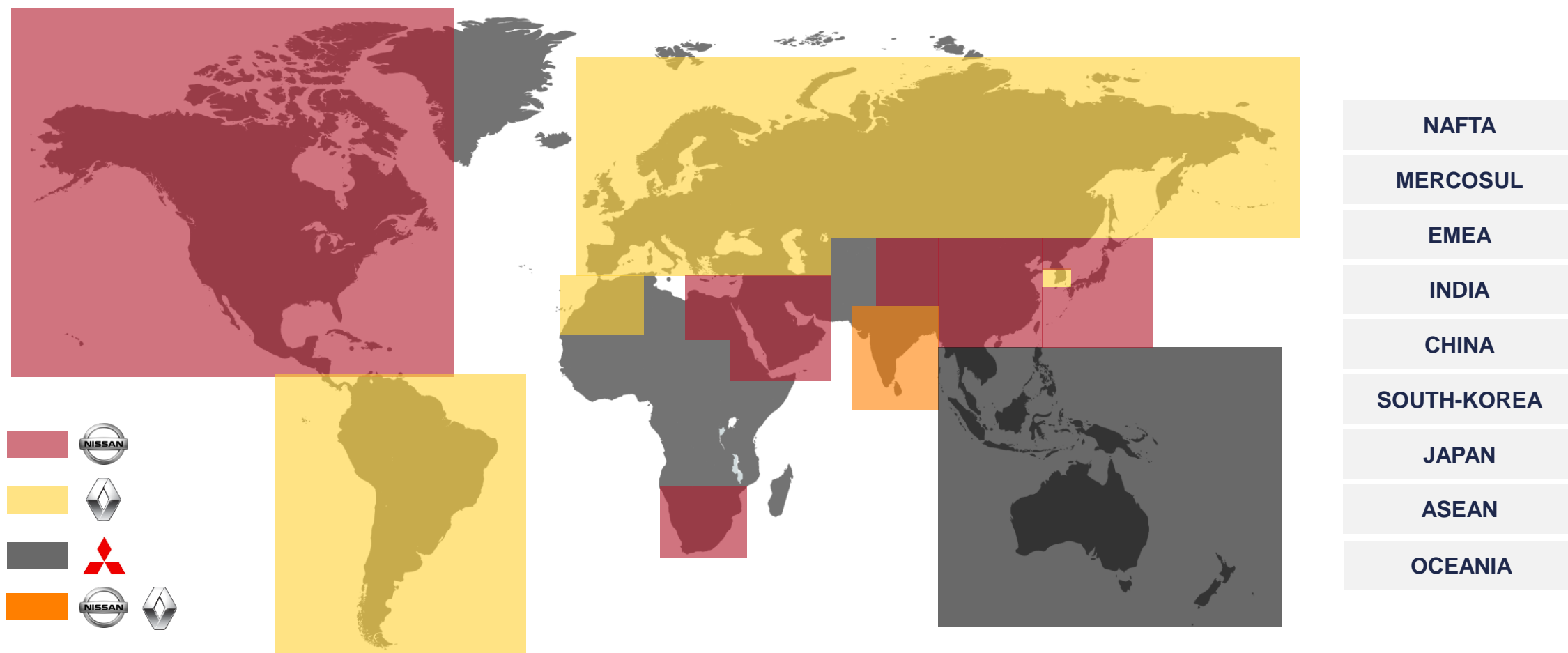


- ❑ Each company will focus on its core regions with the aim to be among the most competitive and serve as a reference to the others to enhance their competitiveness
- ❑ Leader / Follower approach starts from the companies' product portfolio strategy and consequently to the industrial footprint
- ❑ Increase the number of procured services among the companies in each region, covering common business processes and resource sharing



REFERENCE REGIONS – THE COMPLEMENTARY STRENGTHS OF THE ALLIANCE MEMBERS

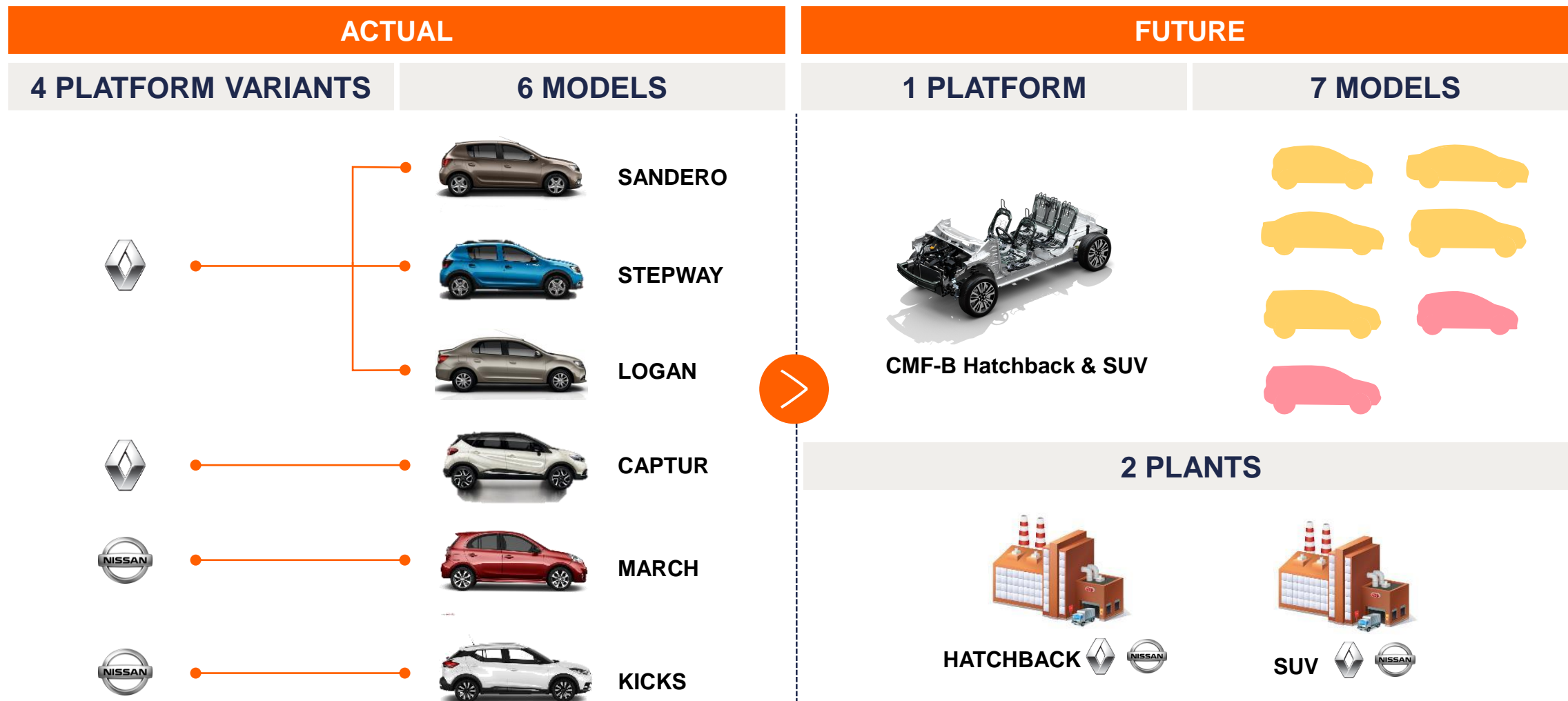
ALLIANCE COVERS 100% OF MAIN AUTOMOTIVE REGIONS





PLATFORM AND PRODUCTION RATIONALISATION

BRAZIL





PRODUCTS UNDER LEADER FOLLOWER SCHEME

EUROPE & RUSSIA

LCV VAN



- Pursue Leader / Follower model



C SUV



- Russia - 2023
- Renewal post 2025 : Nissan leader worldwide



B SUV



- Russia – 2022
- Future renewal by 2025 for Europe



B



- Future development & renewal





FOCUSED APPLICATION IN OTHER REGIONS

JAPAN, ASEAN AND OCEANIA



JAPAN

- Nissan is a leader for Kei Platform
- Kei is Nissan and MMC's Joint planning, R&D is done by Nissan, and Production is done by MMC

KEI PLATFORM



ASEAN

- Expand MMC's OEM supply of Xpander to Nissan (Livina) in ASEAN.
- Collaboration in production in ASEAN. For example in Philippines.

XPANDER



LIVINA



OCEANIA

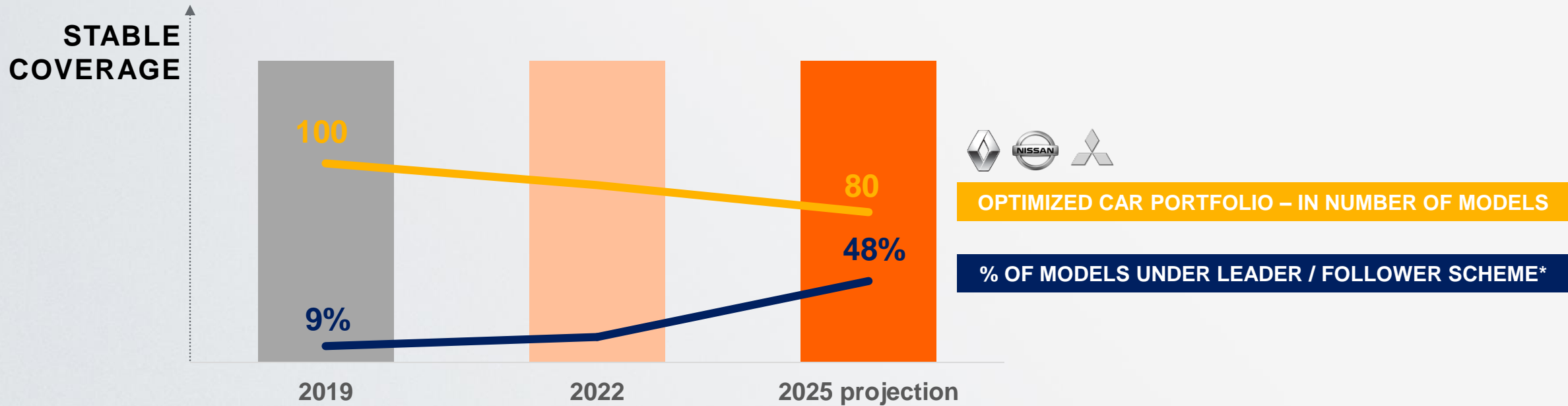
- OEM supply of VAN from Renault to Mitsubishi in Australia and New Zealand

EXPRESS





ALLIANCE EFFICIENCY WILL IMPROVE WITH INCREASING MODELS UNDER LEADER/FOLLOWER



RATIONALIZED NUMBER OF MODELS
WILL IMPROVE **ECONOMY OF SCALE**

MORE MODELS UNDER **LEADER / FOLLOWER SCHEME**
WILL IMPROVE **R&D-CAPEX / CAR RATIO**

* excluding dedicated models for US and China



THANK YOU



QUESTIONS & ANSWERS SESSION