

Contents	Corporate direction	Environmental	Social	Governance	Data / Index
Nissan Ambition 2030	CEO Message	CSO Message	Chair of the Board of Directors Message	The Alliance	Sustainability at Nissan

The Alliance

The Renault-Nissan-Mitsubishi alliance is one of the world's leading automotive alliances. Through a new cooperation business model, the Alliance aims at enhancing the competitiveness and profitability of each of the member companies by capitalizing on individual company's strengths and complementing their strategies.

The environment surrounding us is changing dramatically. It is necessary to hone technological, software and service development capabilities to drive mobility into the future and achieve net zero emissions.

While Nissan as a pioneer has set standards for electrified vehicles and autonomous technologies, its greatest differentiators is the alliance with Renault and Mitsubishi Motors. Nissan can rely on the 20-year partnership and advantage of common assets, standards and processes that have supported growth, a strength that other OEMs do not have.

In 2020, the Alliance defined a new operating scheme based on the Leader/Follower principle, working on key technologies, seeking for opportunities and developing common assets. According to this scheme, each technology

is developed by one leading team with the support of the followers' team. By proceeding that way, each member of the Alliance has access to all of the key technologies.

Since then, the member companies have been expanding the commonization strategy, increasing the efficiency of product and technology development. The companies work together as an Alliance to promote standardization in order to strengthen competitiveness and expand economies of scale. Nissan has been able to work closely together with Renault and Mitsubishi Motors, because of the trust that has been built up over the years, and a great strength for Nissan to realize its long-term vision.

The Alliance has a solid foundation and benefits from an efficient operational governance and defined cooperation on various projects based on identified synergies.

Contents	Corporate direction	Environmental	Social	Governance	Data / Index
Nissan Ambition 2030	CEO Message	CSO Message	Chair of the Board of Directors Message	The Alliance	Sustainability at Nissan

In January 2022, Renault-Nissan-Mitsubishi alliance announced common projects and actions to accelerate and to shape their shared future towards 2030, focusing on the mobility value chain.

This common 2030 roadmap on pure-EV and Intelligent & Connected mobility, sharing investments for the benefits of its three-member companies, will enable each company to provide a higher level of value to their respective customers. This includes a plan consisting of 35 new EVs across the three member companies in 2030, based on the five common EV platforms.

Highlights of the roadmap includes a methodology that defines for each vehicle the desired level of commonality, integrating several parameters of possible pooling - for example, platforms, factories, powertrains or vehicle segment. This is supplemented and enhanced by a stricter approach on design and upperbody differentiation. Also, the member companies have aligned roadmaps on EV battery technologies, selection of a common battery supplier, and a common vision on Electric & Electronic Architecture.

Also in this announcement, Nissan unveiled an all-new EV based on the CMF-BEV Alliance platform to replace the Micra in Europe; vehicle planned to be manufactured at Renault ElectriCity, the electric industrial center in Northern France. Also, Nissan will lead development of breakthrough all-solid-state battery technology.

Through these strategic initiatives, the Alliance continues to enable each member company to utilize their expertise to full potential, which in turn reinforces their competitiveness, sustainable profitability, and social and environmental responsibility.

Between now and 2030, the Alliance's momentum will expand at a pace it has never experienced in the past.

In May 2022, Nissan hosted a townhall meeting of head of Alliance and member companies with key leaders in Nissan and Mitsubishi Motors