ALLIANCE 2030

Leader - Follower scheme applied to platforms, vehicles and technologies

Shared vision & collaborative progress
- Sustainability
- Electrification
- Intelligent & Connected mobility
INTENSIFIED & FLEXIBLE COOPERATION

LEADER – FOLLOWER SCHEME

Key technologies  Opportunities  Common assets
ALLIANCE JOINS FORCES FOR SUSTAINABILITY

Our planet
Decarbonation

Our customers
Safety

Our employees
Diversity & Human Rights
ALLIANCE FROM TODAY TO 2030

PLATFORMS - VEHICLES - TECHNOLOGIES
ENHANCED ALLIANCE PLATFORMS USAGE

Today:
- Common Platforms: ~100 models <60%
- Vehicles: <90 models

2026:
- Common Platforms: ~80%
SMART DIFFERENTIATION

Low

Platform

Plant

Powertrain

Battery

Mid

High
NISSAN ARIYA | High | RENAULT MEGANE

Platform  | Plant  | Powertrain | Battery
MITSUBISHI
eK SPACE & eK WAGON

MITSUBISHI
eK SPACE & eK WAGON

NISSAN
ROOX & DAYZ

Platform
Plant
Powertrain
Battery
X-Trail

Qashqai

Outlander

Austral

7 seater

CMF-CD

Platform

Plant

Powertrain

Battery

Mid-High
MITSUBISHI MOTORS REINFORCES PRESENCE IN EUROPE BASED ON RENAULT BEST-SELLERS FROM 2023

New ASX
TO ADDRESS ALL MARKETS & CUSTOMERS NEEDS...

Today
4 COMMON Alliance EV platforms

CMF-AEV
KEI-EV
CMF-EV
LCV-EV FAMILY
...THE ALLIANCE PROPOSES THE LARGEST GLOBAL OFFER

5 COMMON Alliance EV platforms

CMF-AEV

KEI-EV

CMF-BEV

LCV-EV FAMILY

CMF-EV
THE 3 COMPANIES EV LINEUP IN 2030

- **35 models**
- **90% Common Alliance platform usage**
CMF-EV

THE GLOBAL FLEXIBLE ELECTRIC PLATFORM
CMF-EV AT THE HEART OF ALLIANCE EV STRATEGY

**TODAY**
- 2 models

**2030**
- >15 models
- 5 brands
- 1.5 M cars per year
CMF-BEV
THE MOST COMPETITIVE
COMPACT ELECTRIC PLATFORM
CMF-BEV: THE COMPETITIVE BREAKTHROUGH

2024

>30% Cost reduction

Competitive compact EV platform

2026

>250 K units / year

4 brands
NISSAN ELECTRIFICATION STRATEGY
FULLY UTILIZING ALLIANCE ASSETS

GLOBAL

50% electrification

NISSAN AMBITION 2030
Together we empower mobility and beyond

EUROPE

75% by 2026
100% by 2030

Nissan Electrified models in EUR
BATTERIES

30 YEARS’ EXPERIENCE
ALLIANCE COMMON BATTERY ROADMAP

Technology

Standardized cells

Supply base

Capacity Management

COST

-50% by 2026

-65% by 2028

CAPACITY

>220 GWh by 2030

50% by 2026

65% by 2028

>220 GWh by 2030
ALLIANCE COMMON BATTERY MANAGEMENT SYSTEM

TODAY

Alliance in-house
Battery Management System

30 B km
EV accumulated data

Best in class
battery mastery

Already
3rd generation
EV ENERGY ECOSYSTEM TO COME

V2X

EV Battery reuse

COMMON CHARGING STRATEGY

High-power charging via Plugsurfing

B2B turn key solutions

IONITY
Plugsurfing

MOBILIZE
BEYOND AUTOMOTIVE

power solutions
FUTURE

ALL SOLID-STATE BATTERY TECHNOLOGY
FUTURE FULL ASSB TECHNOLOGY

- Cost: \( \frac{1}{2} \)
- Energy Density: \( \times 2 \)
- Charging Time: \( \frac{1}{3} \)
Common EE architecture across all Alliance platforms models

Enhance OTA upgradability, integration & serviceability
20 YEARS’ EXPERIENCE ON ADAS & AUTONOMOUS DRIVE

**TODAY**

24 Alliance models
1.5 M Vehicles cumulated

**2026**

45 Alliance models
>10 M Vehicles cumulated
ALLIANCE MORE CONNECTED THAN EVER

TODAY

3 M
Alliance cars connected to Alliance cloud

2026

25 M
Cars connected cumulated
Software Defined Vehicle

Connected to the ecosystem

Seamless experience

Evolving Over The Air

Creating value
NEW CENTRALIZED ELECTRIC ELECTRONIC PLATFORM

- Actuators
- Ethernet Network
- High Performance Computer
- Cockpit Domain Controller
- Zonal ECU
- Sensors
HARDWARE AND SOFTWARE UNBUNDLED
Full Over The Air upgrades
Capabilities
ALLIANCE 2030
BEST OF 3 WORLDS FOR A NEW FUTURE
Q&A