

ALLIANCE 2030

BEST OF 3 WORLDS FOR A NEW FUTURE



RENAULT NISSAN MITSUBISHI



RENAULT NISSAN MITSUBISHI

ALLIANCE **TODAY**



Solid
Foundations

Efficient
**Operational
Governance**

Intensified
& Flexible
Cooperation



RENAULT NISSAN MITSUBISHI

ALLIANCE 2030



Leader - Follower scheme
applied to platforms, vehicles
and technologies

Shared vision &
collaborative progress
Sustainability
Electrification
Intelligent & Connected mobility

OPERATIONAL GOVERNANCE
ALLIANCE OPERATING BOARD



Chairman
Jean-Dominique SENARD



General Secretary
Véronique SARLAT-DEPOTTE

RG



CEO
Luca de MEO



Deputy CEO & CFO
Clotilde DELBOS

NISSAN
MOTOR CORPORATION



President & CEO
Makoto UCHIDA



COO
Ashwani GUPTA



President & CEO
Takao KATO



INTENSIFIED & FLEXIBLE COOPERATION

LEADER – FOLLOWER

SCHEME



Key technologies

Opportunities

Common assets

ALLIANCE JOINS FORCES FOR SUSTAINABILITY



Our planet



Decarbonation



Our customers



Safety



Our employees



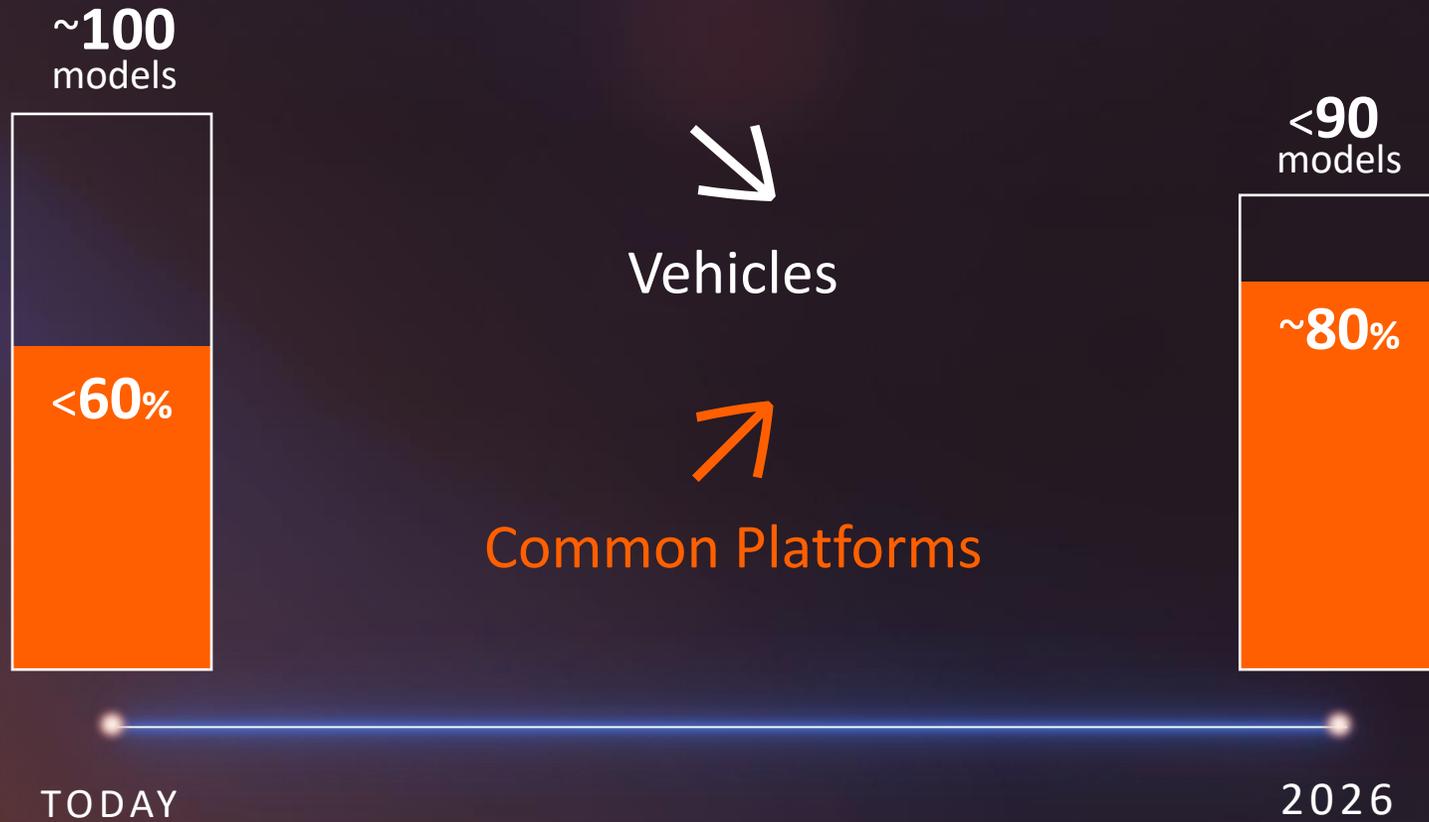
**Diversity &
Human Rights**

ALLIANCE FROM TODAY TO 2030
PLATFORMS - VEHICLES - TECHNOLOGIES



RENAULT NISSAN MITSUBISHI

ENHANCED ALLIANCE PLATFORMS USAGE



SMART DIFFERENTIATION



Low

Mid

High



Platform



Plant



Powertrain



Battery



NISSAN ARIYA

High



RENAULT MEGANE



Platform



Plant



Powertrain



Battery



RENAULT CAPTUR

High



NISSAN JUKE



Platform



Plant



Powertrain



Battery



NISSAN LIVINA



MITSUBISHI XPANDER



Platform



Plant



Powertrain



Battery



RENAULT KANGOO



NISSAN TOWNSTAR



Platform



Plant



Powertrain



Battery



MITSUBISHI
eK SPACE & eK WAGON

Low



NISSAN
ROOX & DAYZ



Platform



Plant



Powertrain



Battery



X-Trail

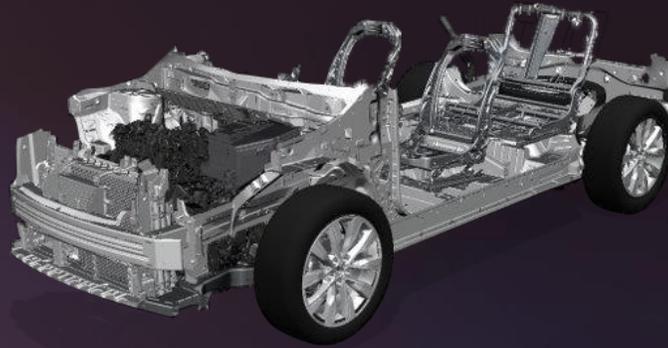
Qashqai

Outlander

Austral

7 seater

CMF-CD



Mid-High



Platform



Plant



Powertrain



Battery

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

New ASX



Platform



Plant



Powertrain



Battery

TO ADDRESS ALL MARKETS & CUSTOMERS NEEDS...

CMF-AEV



KEI-EV



Today
4 COMMON
Alliance EV platforms

CMF-EV



LCV-EV FAMILY



...THE ALLIANCE PROPOSES THE LARGEST GLOBAL OFFER



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

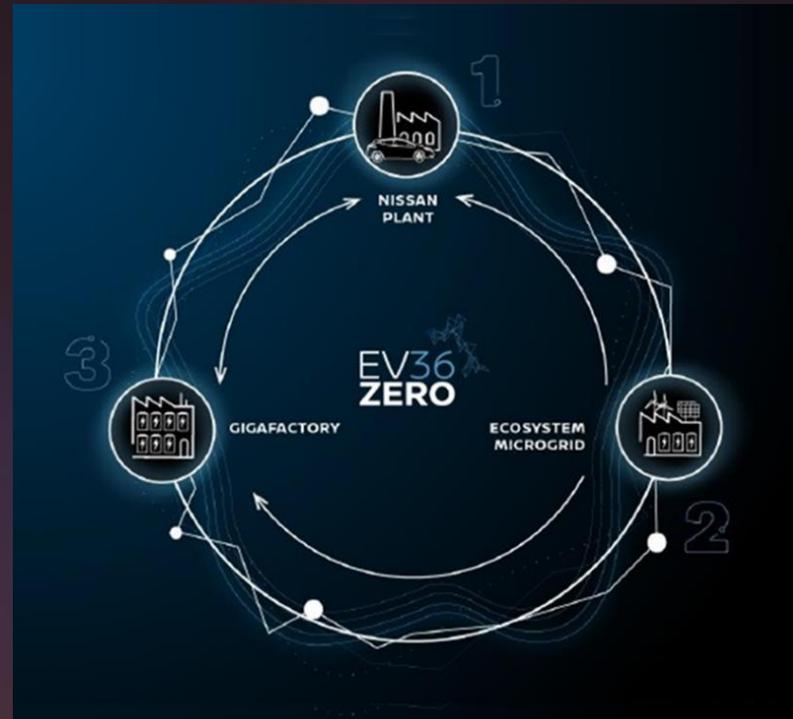
GLOBAL

50%
electrification



Together we empower
mobility and beyond

EUROPE

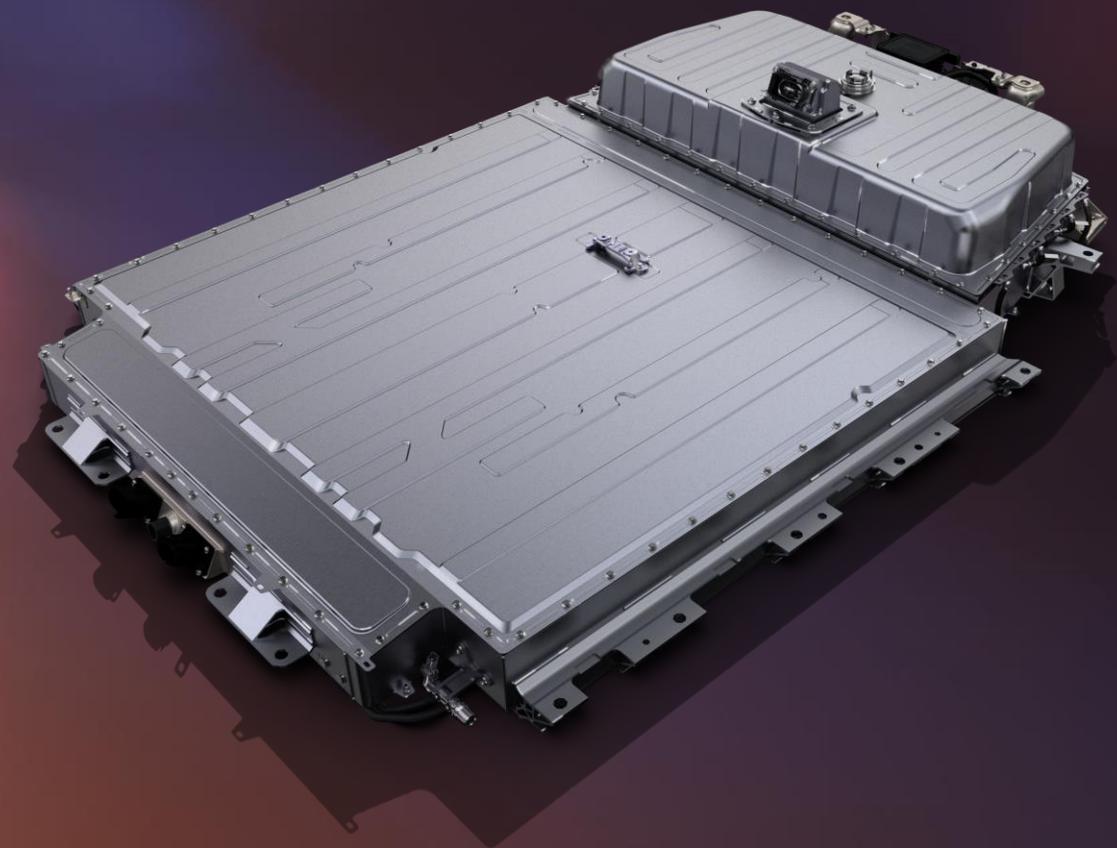


75% by 2026
100% by 2030

Nissan Electrified models in
EUR



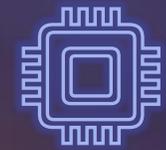




BATTERIES

30 YEARS' EXPERIENCE

ALLIANCE COMMON BATTERY ROADMAP



Technology



Standardized cells



Supply base



Capacity Management

COST

-50% by 2026

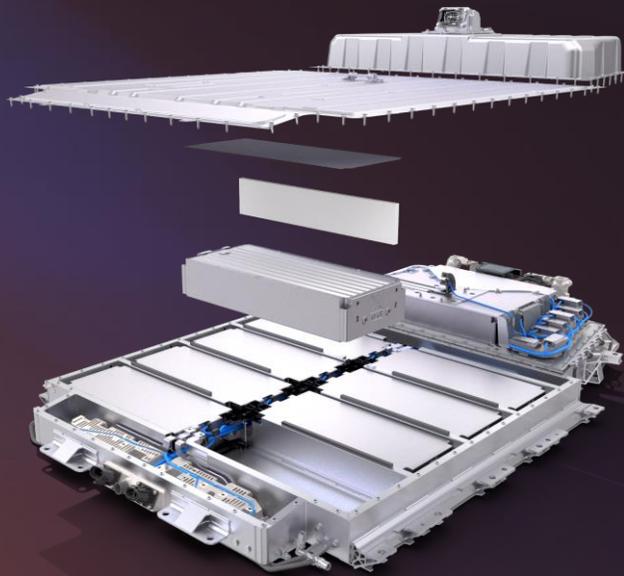
-65% by 2028

CAPACITY

>220 GWh by 2030

ALLIANCE COMMON BATTERY MANAGEMENT SYSTEM

TODAY



Alliance in-house

Battery Management System

30 B km

EV accumulated data

Best in class

battery mastery

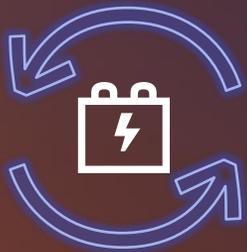
Already

3rd generation

EV ENERGY ECOSYSTEM TO COME



EV Battery reuse



COMMON
CHARGING
STRATEGY

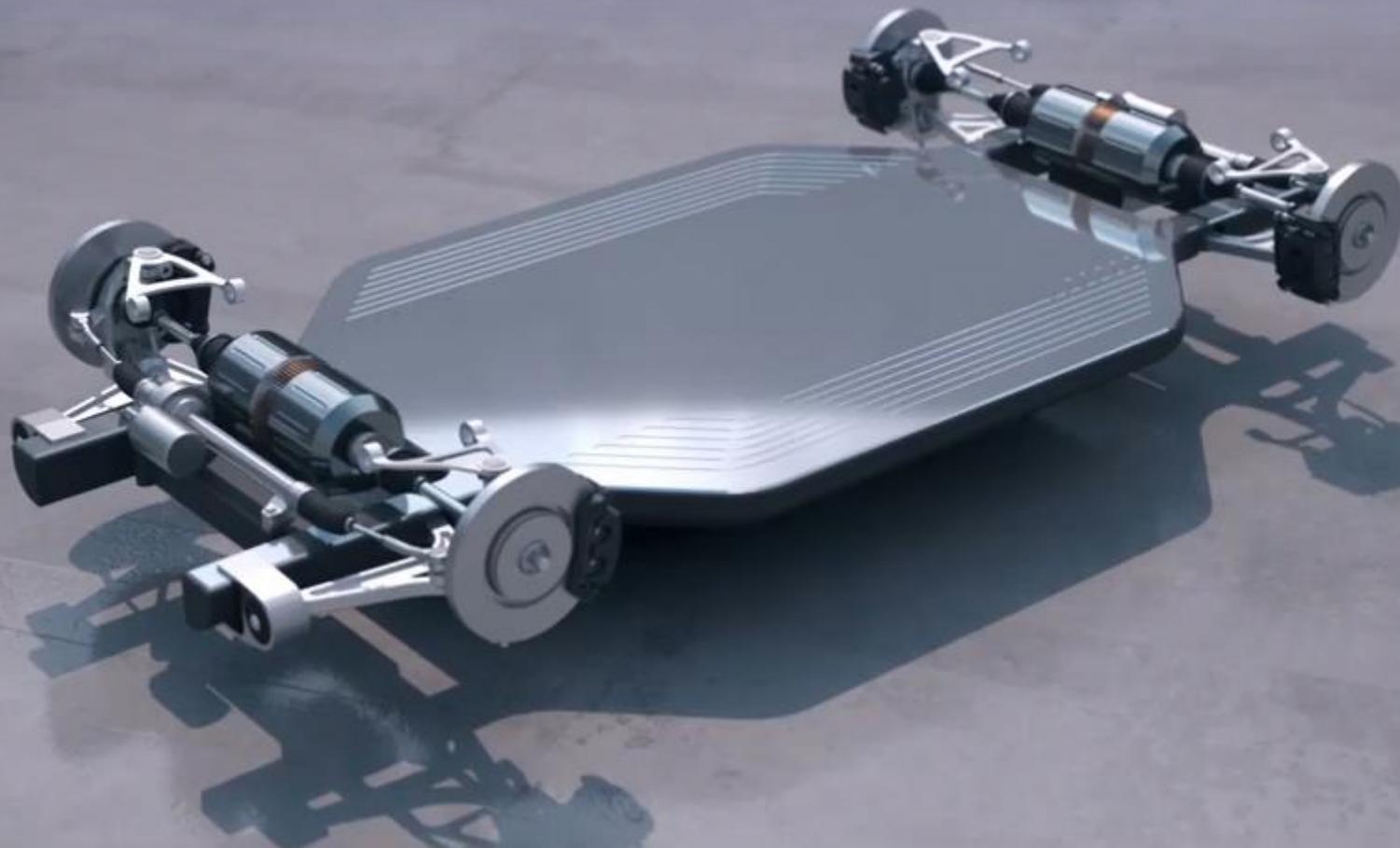
High-power charging
via Plugsurfing



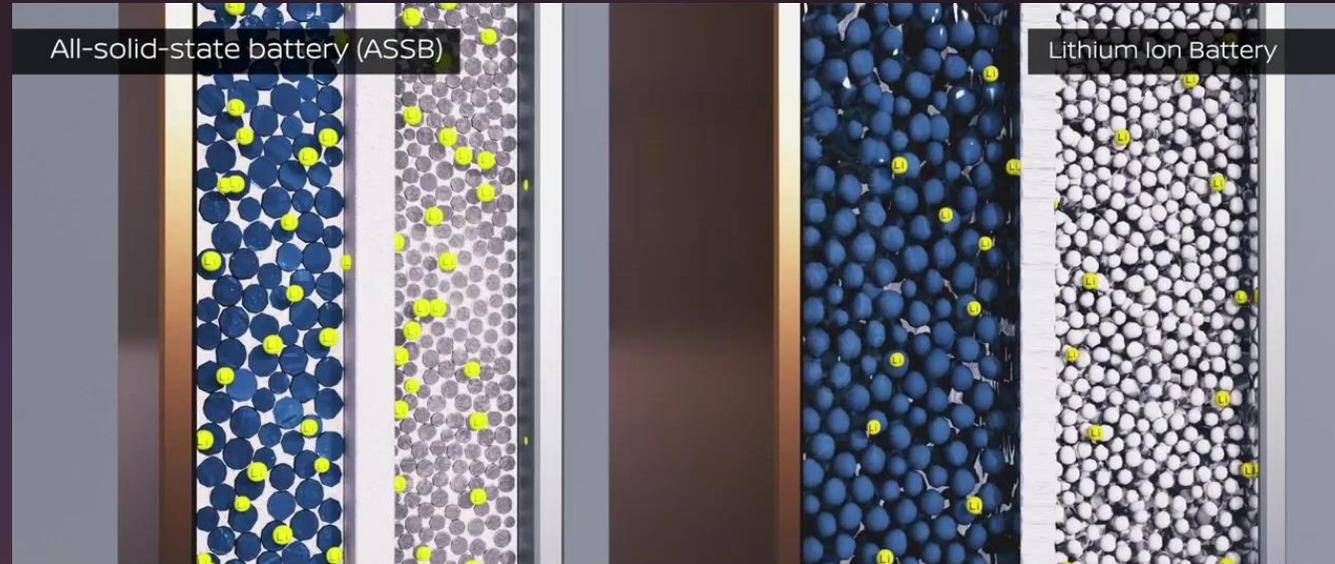
B2B turn
key solutions



FUTURE
ALL SOLID-STATE BATTERY TECHNOLOGY



FUTURE FULL ASSB TECHNOLOGY



Cost **/2**



Energy
Density **x2**



Charging
Time **/3**

COMMON EE ARCHITECTURE ACROSS ALL ALLIANCE PLATFORMS MODELS

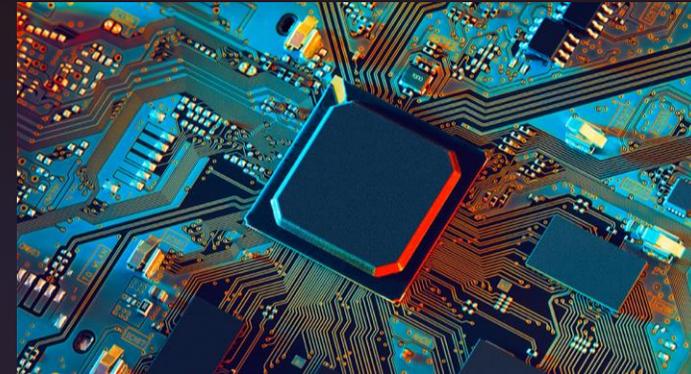
TODAY

**Common
EE architecture**
on all Alliance vehicles built
on CMF platforms



2026

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

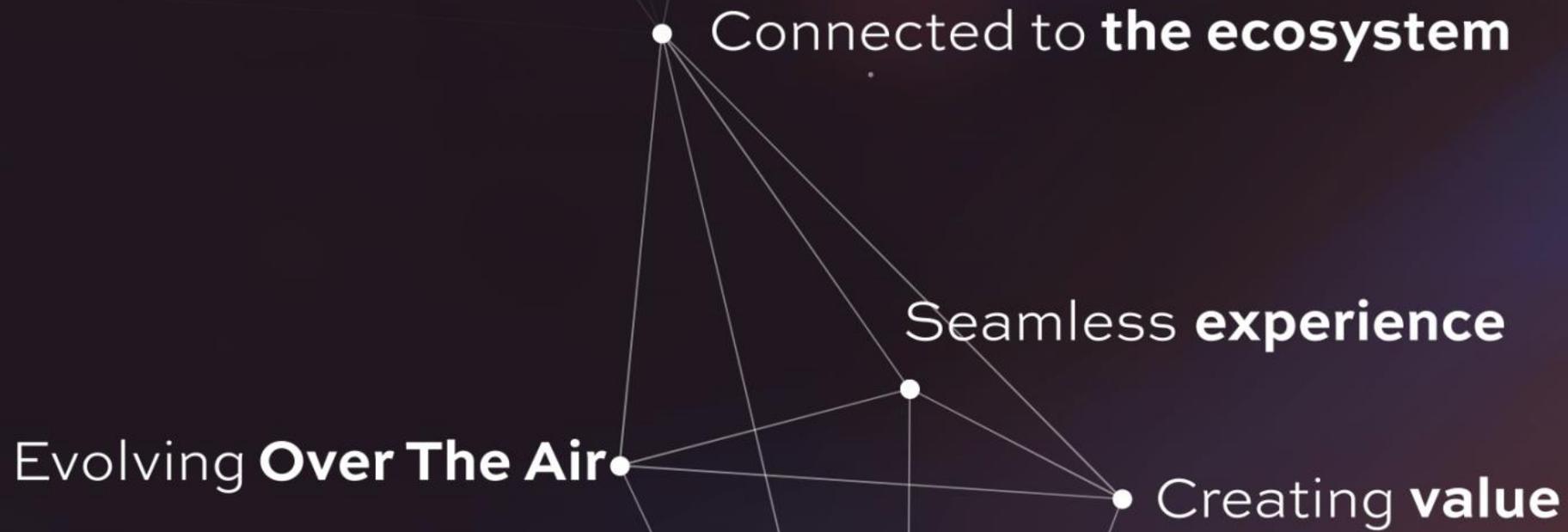
2026



25 M

Cars connected
cumulated

Software Defined Vehicle



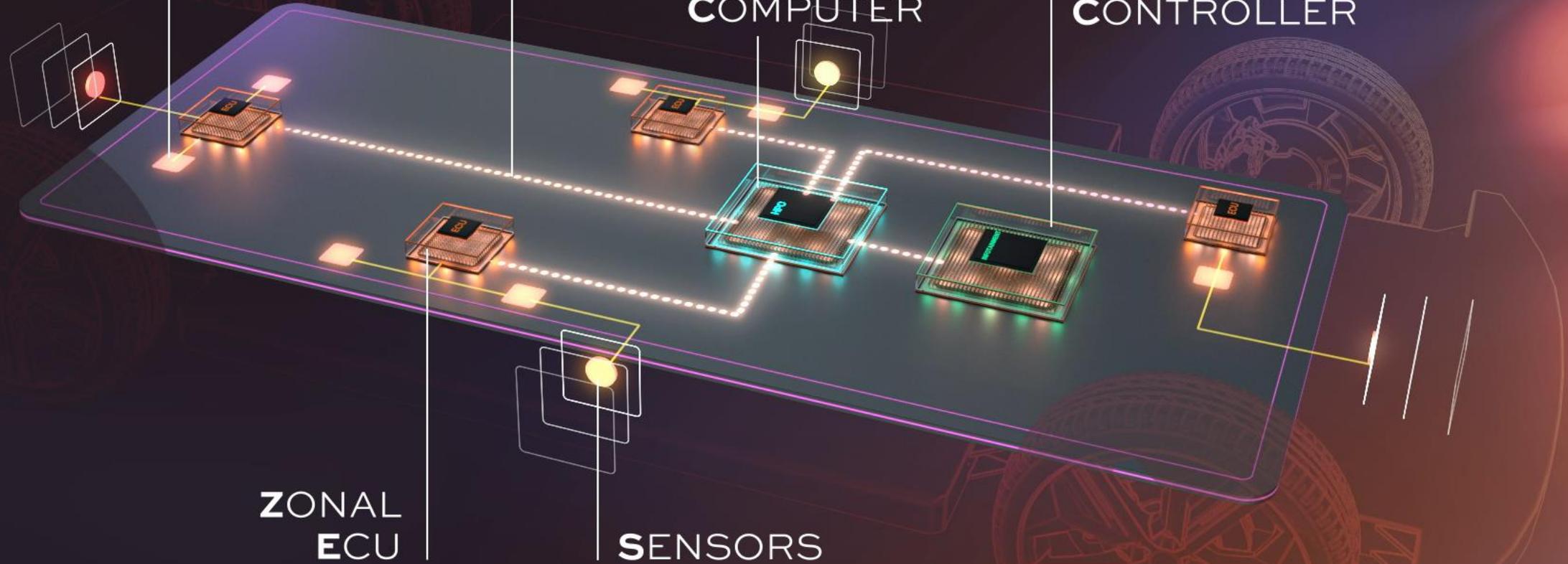
NEW CENTRALIZED ELECTRIC ELECTRONIC PLATFORM

ACTUATORS

ETHERNET
NETWORK

HIGH
PERFORMANCE
COMPUTER

COCKPIT
DOMAIN
CONTROLLER



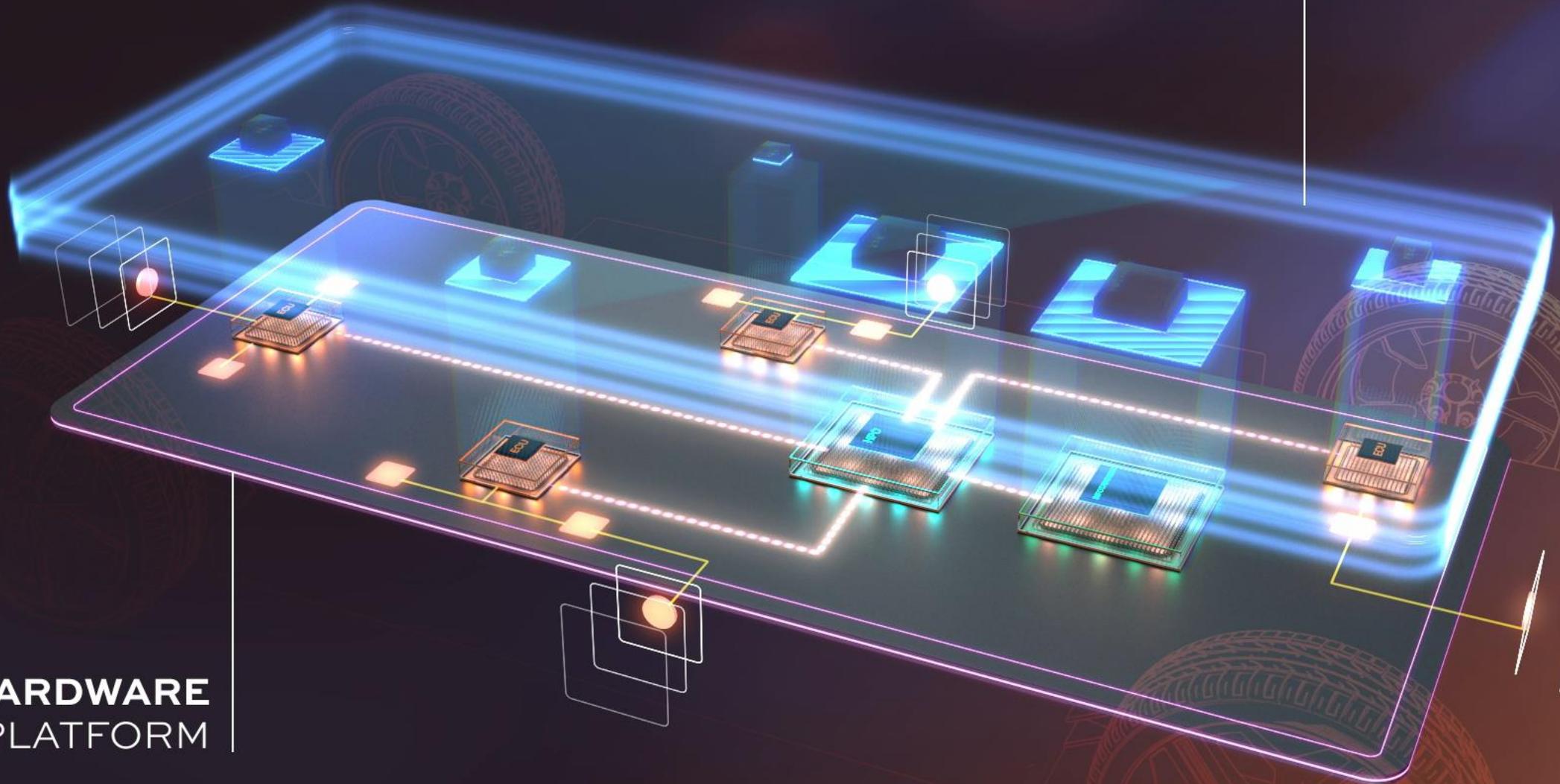
ZONAL
ECU

SENSORS

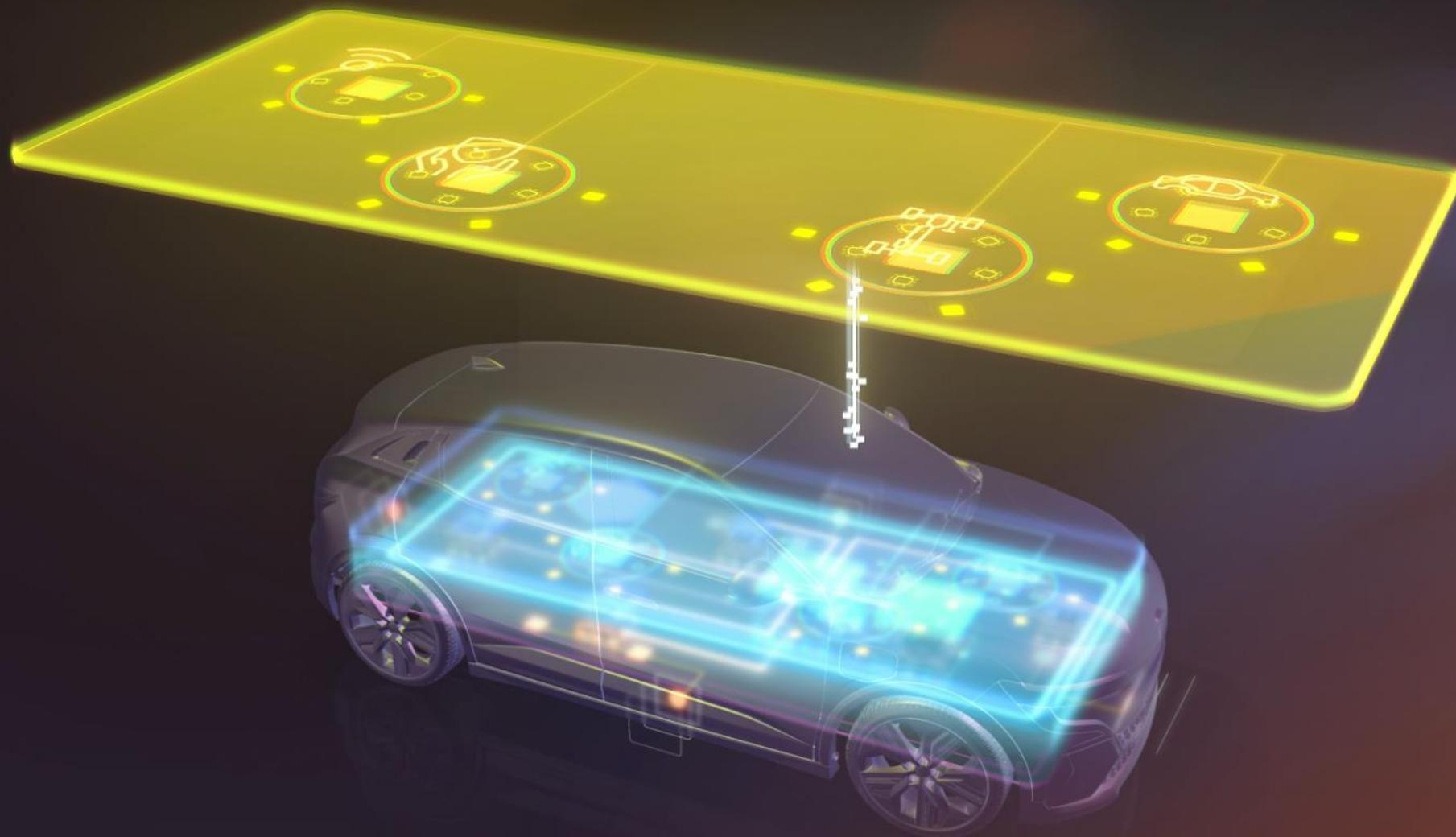
HARDWARE AND SOFTWARE UNBUNDLED

SOFTWARE
PLATFORM

HARDWARE
PLATFORM



Full Over The Air upgrades Capabilities



ALLIANCE 2030

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Q&A