

DAIMLER



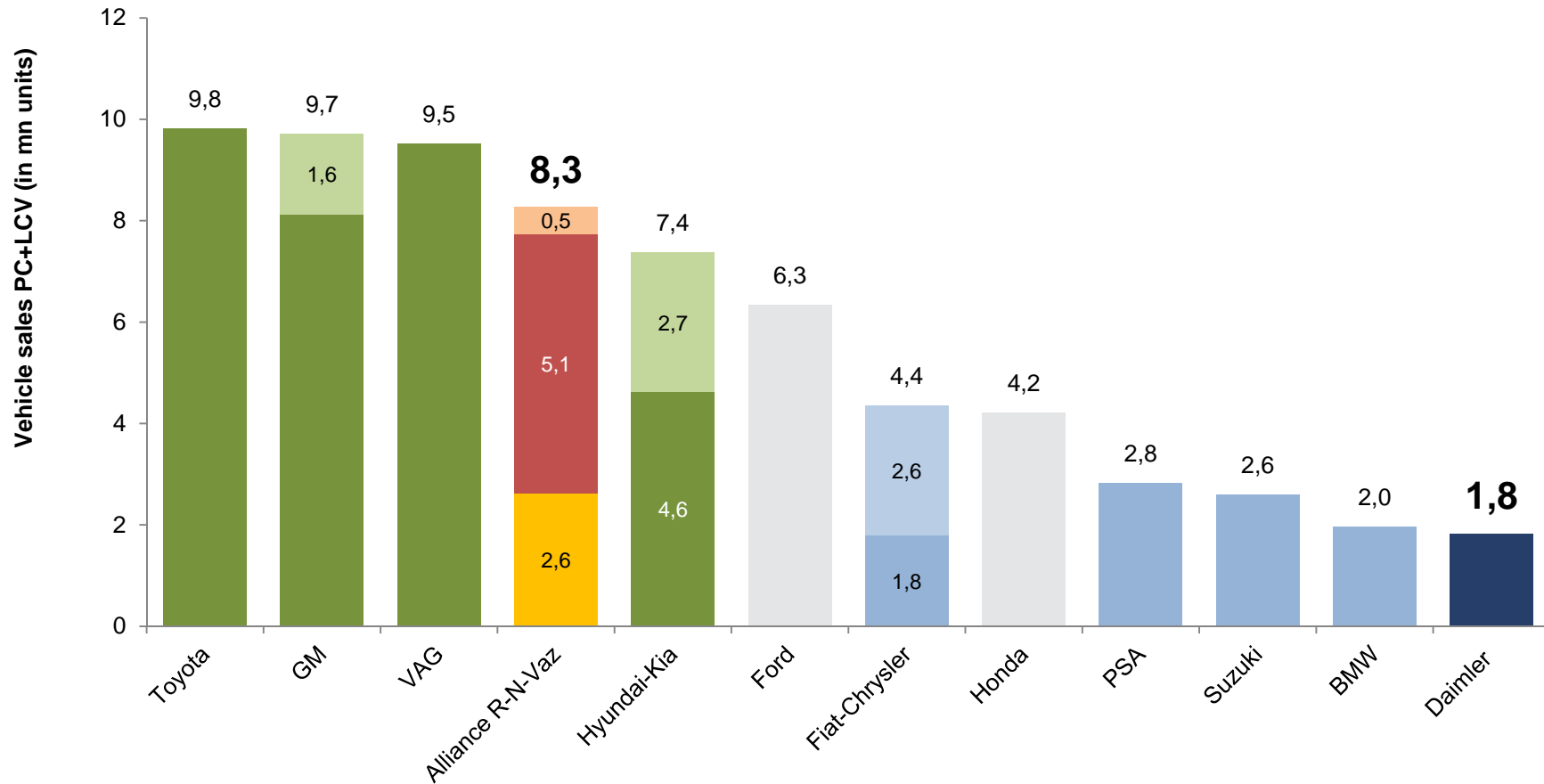
Twingo 3 test drive

Nantes, September 24, 2014

Jacques Verdonck
Alliance Global Director
Cooperation with Daimler Group

MAIN WORLDWIDE OEM - SCALE EFFECTS

2013 Sales by Group

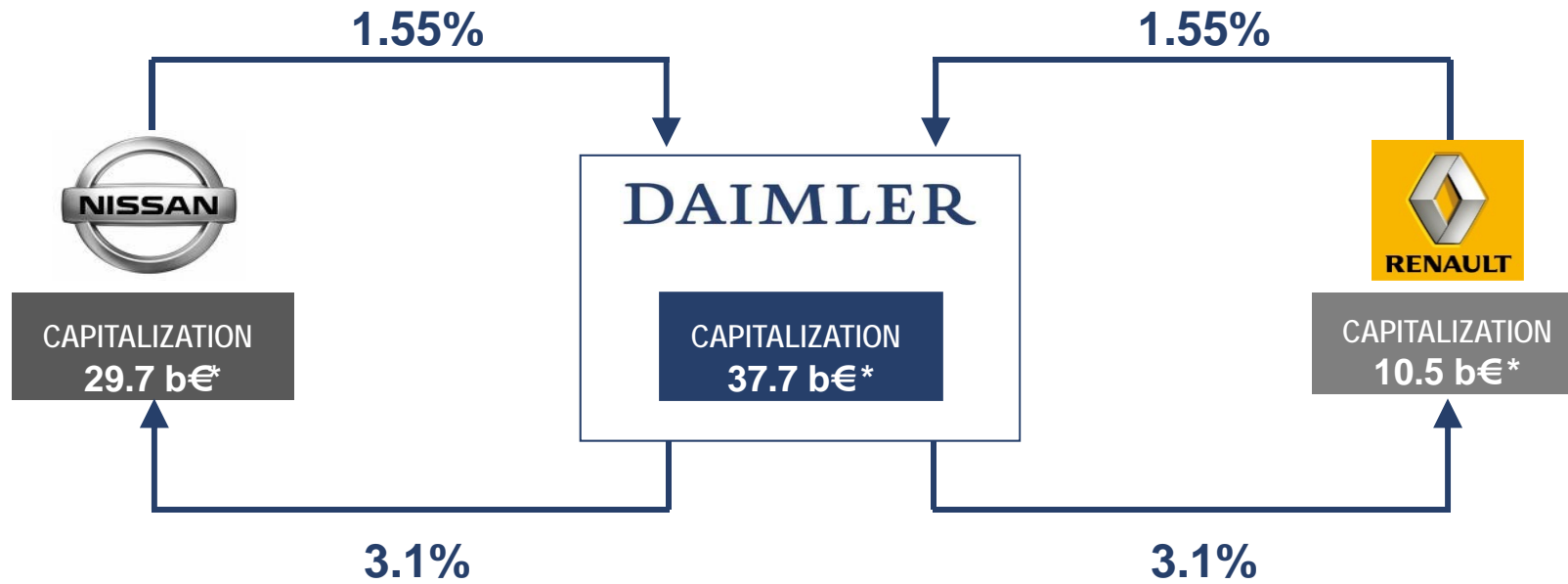


Source: company reports / IHS Global Insight ; GM: includes Wuling



- A Cooperation Committee chaired by D. Zetsche and C. Ghosn meets once a month.
- Steering Committees in place for each project / function, reporting to the Cooperation Committee.

An equity tie-up strengthens the cooperation and provides a stable foundation



* Capitalization on April 6th, 2010

A broad strategic cooperation enabling the three companies to increase each Party's competitiveness

Better access to **new markets** and **segments**
... through leveraging partners's market position

Increased **speed** and **time-to-market**
... by ramping up know how and technology access between partners

Reduced **cost** and **investment**
... through scale, leveraging specific skills between partners, and making use of existing production capacities

A continuously growing strategic cooperation



Decherd Engine plant

MFA2

X-supply Canter/Atlas

Joint-venture Mexico

Infiniti Q30

Infiniti Q50

Edison EV components

Caravan light van

Supply of powertrains

Common Fuel Cell Program

Citan

Co-development of new H engine

Edison

New automatic transmission licensing

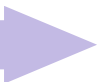
2010

2011

2012

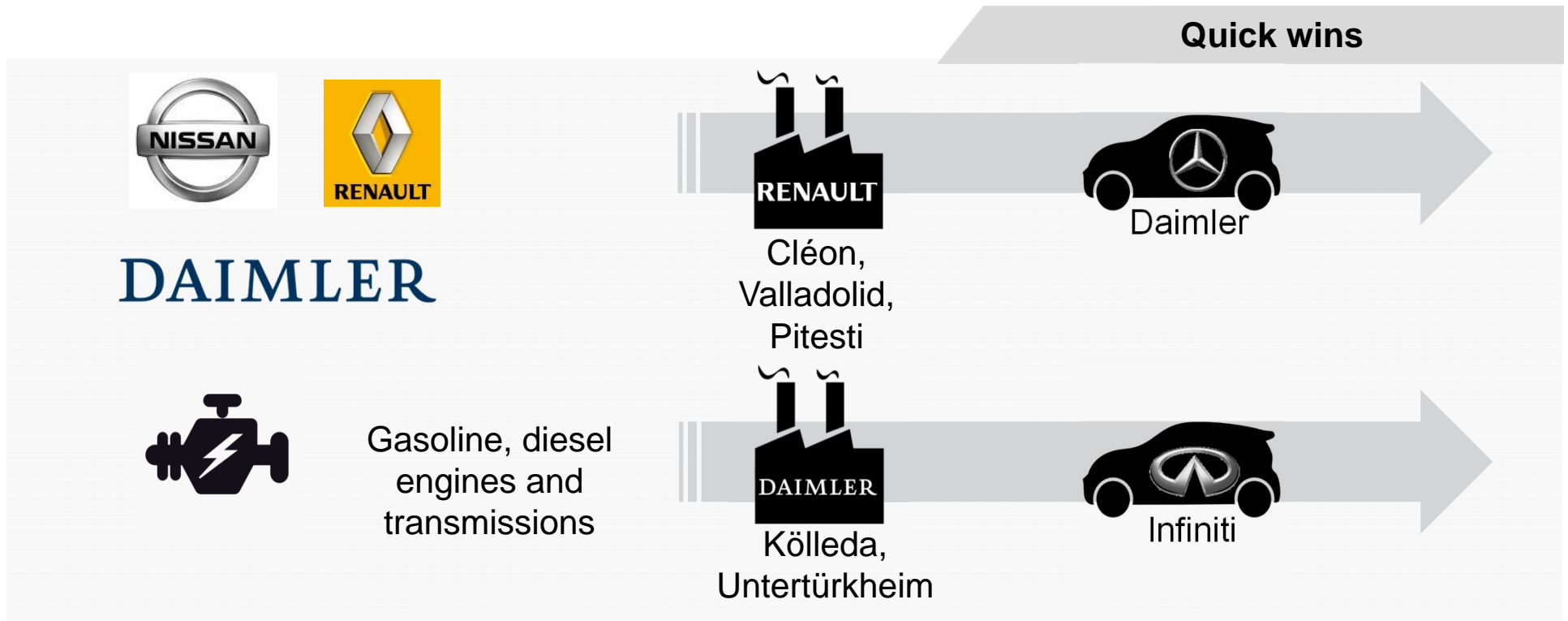
2013

2014



2011

Supply of powertrains

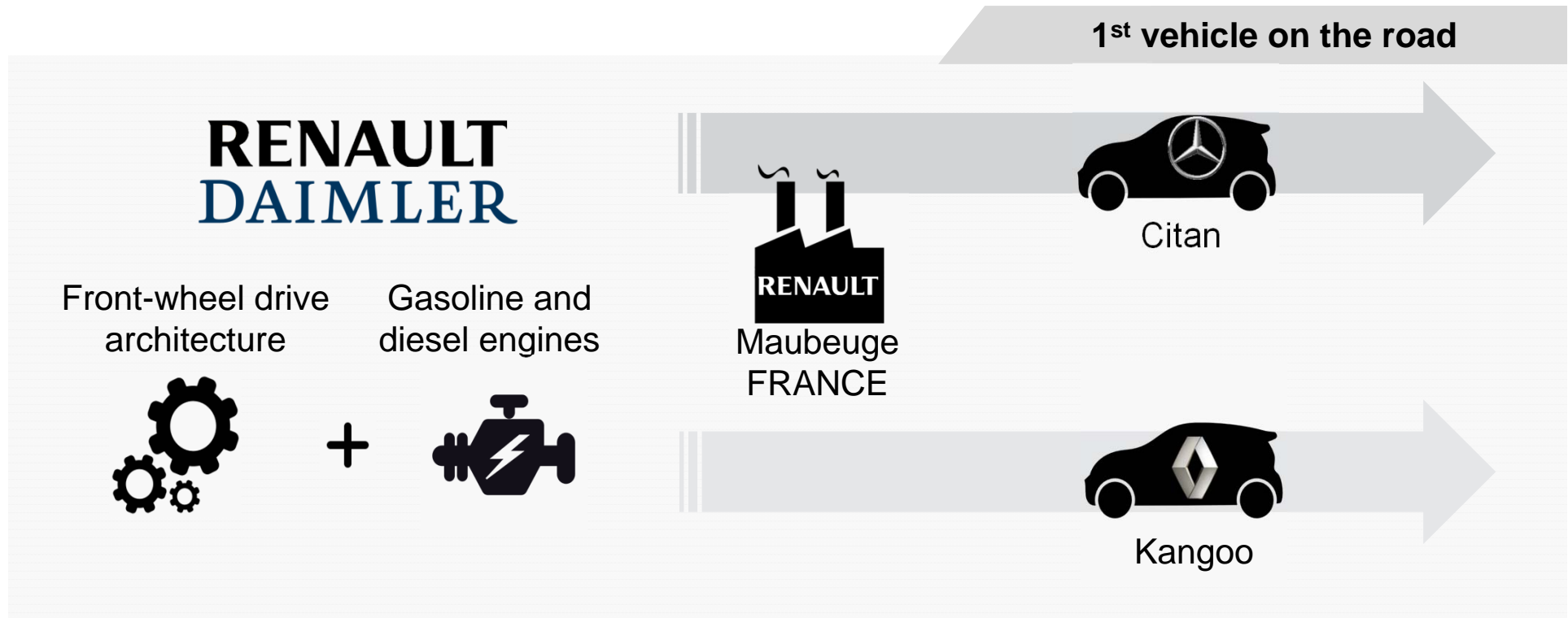


small gasoline engine for smart, 1.5L I4 Diesel for MFA1, 1.6L I4 Diesel for C Class and Vito.

2.2L I4 Diesel for Q50, 2.0L I4 Gasoline for Q50.

2012

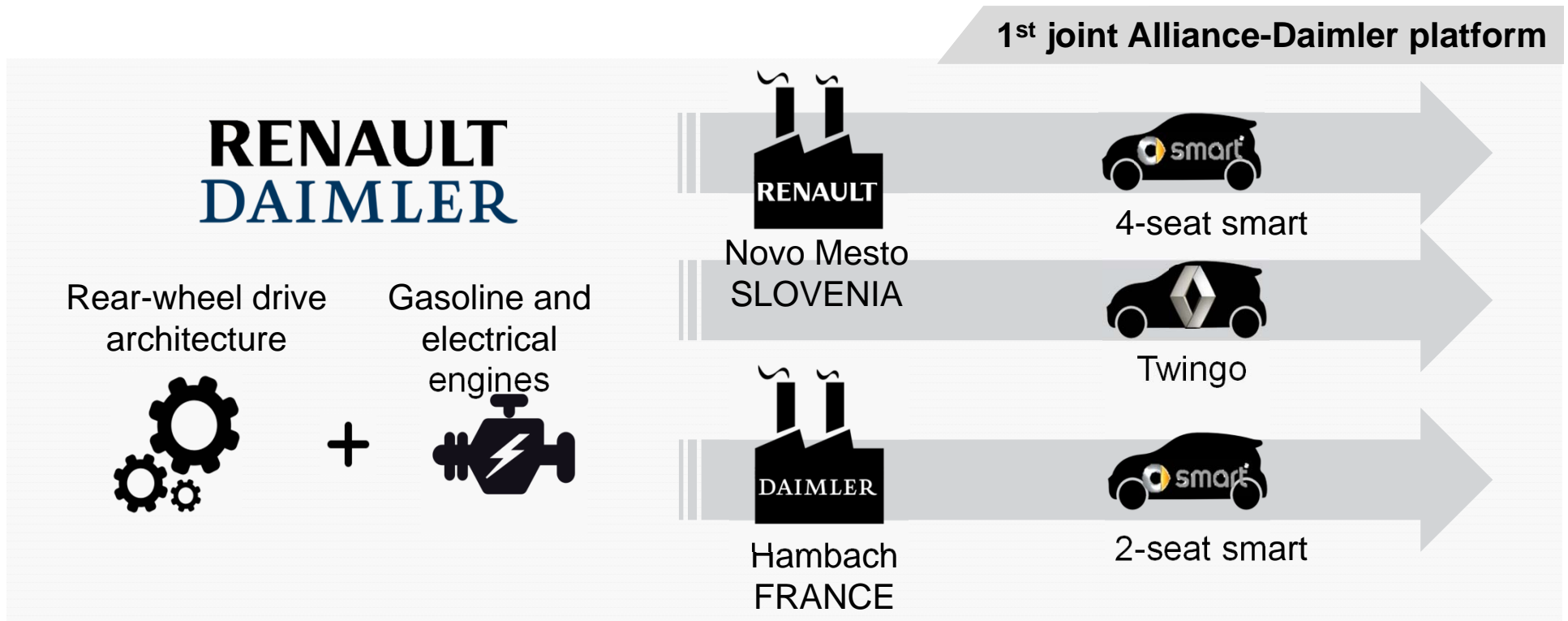
Mercedes-Benz City Van: Citan



Same front-wheel drive architecture and same engine shared by Kangoo and Citan.

2014

Next-generation Smart and Twingo



Same rear-wheel drive architecture and same engine shared by new smart 2- and 4-seater and new Renault Twingo. The cars go on sale in the second half of 2014.

2014

**Manufacturing at the Infiniti Decherd Powertrain Plant (Tennessee)
of a 2.0-liter turbocharged gasoline 4-cylinder developed by Daimler.**



Capable of producing up to 250,000 engines per year.
The engines will initially be used in European versions of the Infiniti Q50 sports sedan and the Mercedes-Benz C-Class assembled in Tuscaloosa, Alabama

2015

Infiniti Q30

1st Infiniti compact premium vehicle

NISSAN MOTOR CO.
DAIMLER

Front-wheel drive
architecture



+

Gasoline and
diesel engines



NISSAN
Sunderland
UK



Infiniti
Q30

Use of components from Daimler's compact car architecture (MFA1) in a brand specific way.

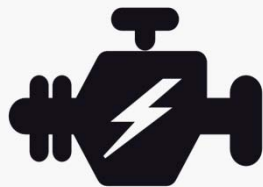
2016

Joint development of Alliance-Daimler 3- and 4- cylinder engines

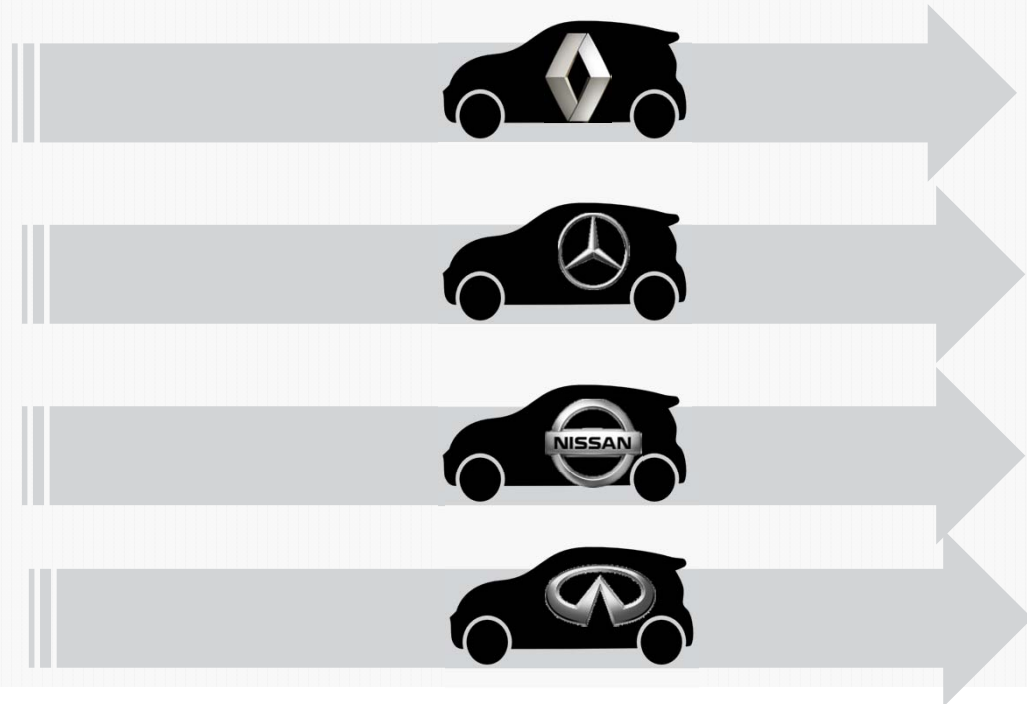
1st joint Alliance-Daimler new engine



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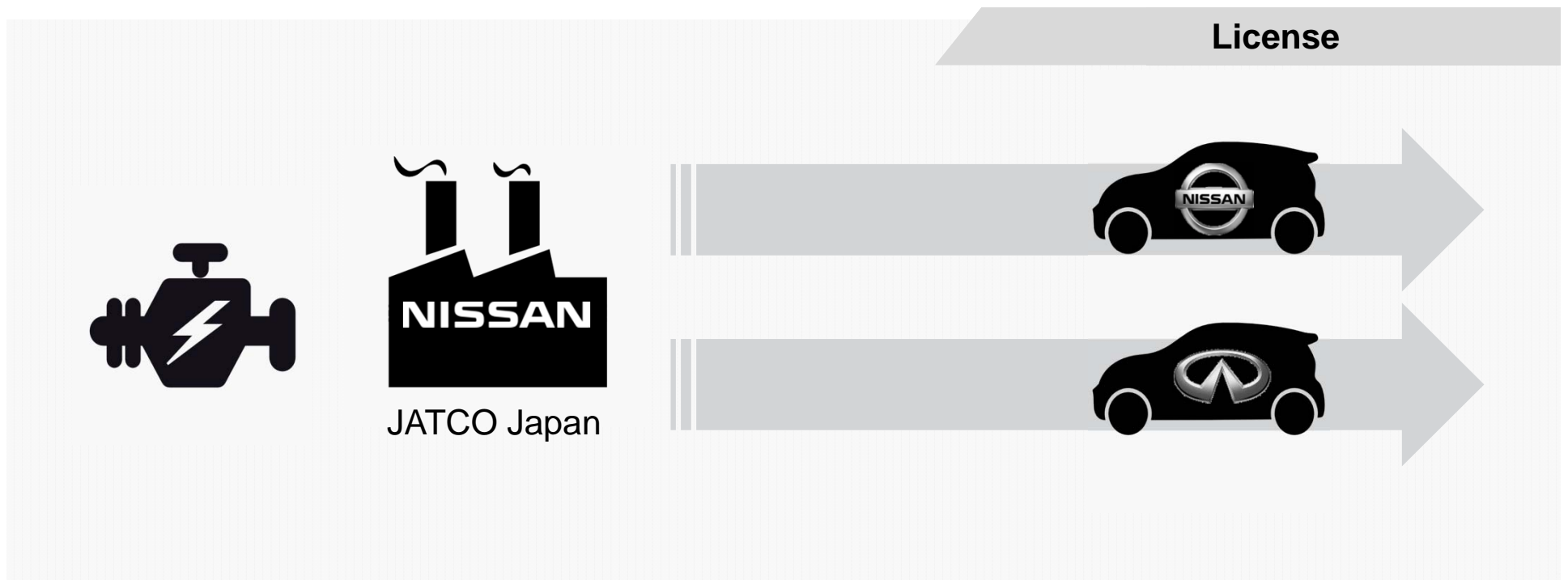
Direct injection
turbocharged
engine family



Renault and Daimler joint development and manufacture of a new direct-injection turbocharged engine family, offering a significant improvement in fuel economy, as well as low emissions. The engines start production in 2016.

2016

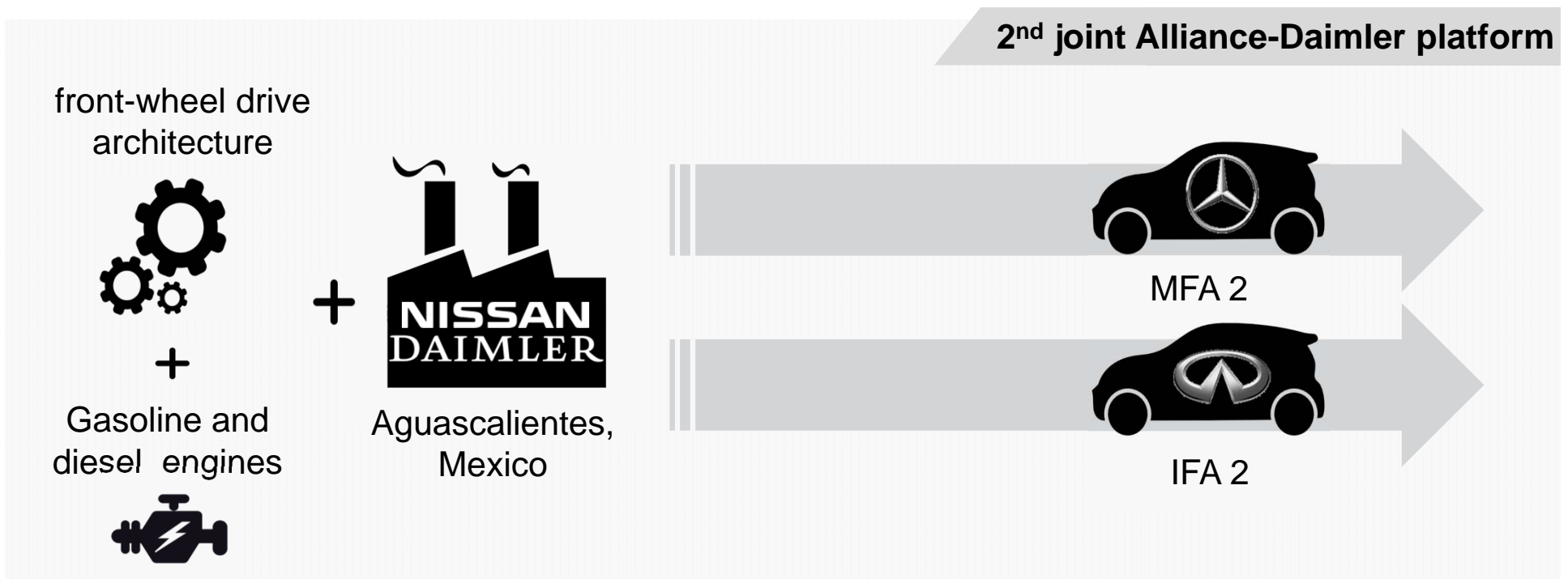
Manufacturing Daimler's advanced 9- speed automatic transmissions for Nissan and Infiniti vehicles



Sharing brand new 9S automatic transmission with "start and stop" and "park and shift by wire" technologies.

2017

Joint development and joint manufacturing of next generation of compact cars MFA2 and IFA2



Production of Mercedes-Benz and Infiniti vehicles at new plant in Aguascalientes, Mexico, starts in 2017.

C-Segment: Next Generation Compact Car

Co-develop a program aiming at the launching of several new products (10 derivatives in 43 months, 6,8 M units LC)

Mercedes Benz CLA, GLA, A & B class next generation (MFA II)

Infiniti New sedan and H/B segment (IFA II)



- Development: Joint development Nissan and Daimler
- Manufacturing: Las Aguascalientes, Mexico and other plants
- Market: EU, US, PRC, etc

Joint production in a new plant in Mexico of the Next Generation Compact Car

- Infiniti and Mercedes-Benz models
- Market: Worldwide
- Manufacturing: Daimler / Nissan Plant Las Aguascalientes (Mexico)



Main Achievements in 4.5 Years

Cooperation has significantly expanded since April 2010



Set of common rules have been agreed



Best Practices

First achievements are visible (Citan, OM607, Decherd, Infiniti Q50, Twingo – smart 2S and 4S)



Excellence Program

Mindset of people involved in the cooperation is good (employees survey results 2010 and 2012)



Yearly communication event with CEOs
Internal events cross company



Clear governance is established (CC meetings, Stecos, workshops, small circle meetings...)

Next steps:

- **Make sure that projects are on track and that products meet each party's expectations.**
- **Initiate new projects to support each party's long term strategy.**
- **Keep on promoting the core values of the strategic cooperation: respect, trust, transparency.**
- **Keep on safeguarding the brand identity and product differentiation of each company**