**Initial projects**

1.) **Next generation smart / Twingo**

Facts:
- Daimler and Renault jointly developed a rear-wheel-drive architecture for the successor of the smart two-seater, the new smart four-seater and the successor of Renault Twingo.
- The smart two-seater will be built at Daimler’s Hambach plant (France), whereas both four-seater vehicles will be produced at Renault’s plant in Novo Mesto (Slovenia).
- The cars will be launched in the second half of 2014 and will remain independent products with an unmistakable unique brand identity.
- Later on, smart will also launch an electric version of its 2 and 4-seater, using power electronics from Renault and its own batteries.

Strategic goals:
- Sharing of one-time architecture costs.
- Generation of economies of scale based on a high level of commonality and joint production.
- Faster market readiness with a clear differentiation between the vehicles.

Current status:
- The new Twingo was revealed on March 3rd, 2014 at the Geneva Motor Show.
- The world premiere of the new smart models took place on July 16, 2014 in Berlin.
- Production preparation is ongoing in Novo Mesto (Slovenia) and Hambach (France).
- Market launch is planned for fall 2014 (Twingo: September 2014; smart fortwo and smart forfour: November 2014).

2.) **Joint use and development of diesel and gasoline engines**

Facts:
- Renault supplies Daimler with a 1.5-liter, 4-cylinder diesel engine adapted by Mercedes-Benz as entry powertrain for Mercedes-Benz premium compact cars. A variant of this engine combined with a Renault transmission is equipped also in the Mercedes-Benz Citan.
- Additionally, Renault will supply Daimler with a 1.6 liter, 4-cylinder diesel engine adapted by Mercedes-Benz as entry powertrain for the Mercedes C-Class. A variant of this engine combined with a Renault transmission is equipped as powerpack in the new Mercedes-Benz Vito with front wheel drive.
- Mercedes-Benz supplies its 2 liter, 4-cylinder gasoline engine as well as its 2.1 liter, 4-cylinder diesel engine, both adapted for Infiniti, together with a 7-speed automatic transmission to Nissan’s premium brand Infiniti.
- Daimler and Renault jointly developed a 3-cylinder gasoline engines for the new generation smart and Twingo.

Strategic goals:
- Making use of economies of scale resulting from higher volumes and reduced development costs.
• Positive impact on unit sales thanks to additional entry-level models.
• Better utilization of production capacity.

Current status:
• The 1.5-liter 4-cylinder diesel has been successfully launched in the new Mercedes-Benz A-Class and B-Class, which went on sale in 2012 and was successively also launched in the GLA and CLA.
• In October 2013, Infiniti launched its Q50 sports sedan with the 4-cylinder diesel engine and automatic transmission from Daimler. In spring 2014, the Q50 went on sale in China with the gasoline engine from Daimler. Within Nissan, Q50 is the first Infiniti vehicle to benefit from the cooperation with Daimler.
• In August 2014, the new Mercedes-Benz Vito went on sale, including the new front-wheel drive version with the 1.6 liter 4-cylinder diesel out of the cooperation.

3.) Citan
Facts:
• Development and production of a new Mercedes-Benz city van Citan based on Renault’s Kangoo light commercial vehicle.
• Citan is produced at Renault’s plant in Maubeuge, France, where also the Renault Kangoo is produced.

Strategic goals:
• Reduction of investment and access to a new market segment, by which Mercedes-Benz becomes a full-range supplier of commercial vehicles.
• Better utilization of the Renault plant in Maubeuge (France).

Current status:
• Launched in September 2012, the Citan is the first vehicle on the road resulting from the Alliance-Daimler strategic cooperation.
• Additional variants (like a 7-seater) were launched during 2014.

Additional projects

4.) Daimler and Nissan joint engine production in North America
Facts:
• Daimler and Nissan jointly produce a 2-liter, turbocharged 4-cylinder gasoline engine with original Daimler design in a newly established Nissan and Daimler powertrain facility in Decherd, Tennessee, USA.
• The engines produced by the Infiniti Decherd Powertrain Plant will be directly supplied to Daimler’s plant in Tuscaloosa (Alabama, USA) for the Mercedes-Benz C-Class and to Infiniti’s plant in Tochigi (Japan) for Infiniti models.
• The new facility will have installed capacity of 250,000 units per year once full ramp-up is achieved.

Strategic goals:
• Sharing of production footprint to reduce investment and increase volumes for local sourcing.
• Expansion of NAFTA footprint for production close to the customer.
Current status:
- Production has started on June 26, 2014 at the newly established Infiniti Decherd Powertrain Plant, Tennessee, USA.

5.) License for Daimler next-generation 9-speed automatic transmissions
Facts:
- Nissan has been granted a license to manufacture Daimler’s advanced 9-speed automatic transmission with latest technology for use in Nissan and Infiniti vehicles.
- The transmissions will be manufactured by Nissan’s subsidiary Jatco starting in 2016 and will feature "start and stop" and "park and shift by wire" technologies.

Strategic goals:
- Reduced development costs.
- Faster market readiness for Nissan.

Current status:
- Licensing agreement signed in July 2012.

6.) Joint development of small gasoline engines
Facts:
- Renault, Nissan and Daimler are jointly developing a new direct-injection turbocharged small gasoline engine family. The new engines will feature state-of-the-art technology in a compact package and will offer a significant improvement in fuel economy, as well as low emissions. The new engines will debut in Daimler, Renault and Nissan vehicles in 2016.

Strategic goals:
- Making use of economies of scale resulting from higher volumes and sharing of development costs.
- Positive impact on unit sales thanks to additional entry-level models.

Current status:
- Contract signed on pre-development; joint development activities are ongoing.

7.) Nissan and Mitsubishi Fuso cross-supply of light duty trucks in Japan
Facts:
- Nissan and Mitsubishi Fuso Truck and Bus Corporation, a Daimler subsidiary, agreed on the cross-supply of light-duty trucks for the Japanese market.
- Nissan supplies Fuso with the “Atlas F24” (payloads: 1.15 to 1.5 tons), sold under the name “Canter Guts,” while Fuso supplies Nissan its “Canter” (payloads: 2.0 to 4.0 tons), sold under the name “NT450 Atlas”.

Strategic goals:
- Expansion of business with light-duty trucks in Japan, additional unit sales and reduced development and manufacturing costs.

Current status:
• Fusco Canter Guts (payload: 1.5 tons) and NT450 Atlas (payload: 2.0 tons) are available in Japan since January 2013. Total sales were approximately 1,300 units in the Japanese market in the first year.

8. Fusco Canter Van for Middle-East markets
Facts:
• Nissan will supply Mitsubishi Fuso Truck and Bus Corporation (MFTBC) with its “NV350 Urvan” commercial van for export from Japan to Middle East markets, to be sold as “Canter Van”.

Strategic goals:
• Expansion of product portfolio, thus continually enhancing business solutions for customers.
• Additional business from cross-supply.

Current status:
• Formal contract regarding timing and volumes signed in September 2014.
• Start of Sales for Middle East markets in 2014.

9. Fuel-cell technology
Facts:
• Daimler, Nissan and Ford are working on the development of a joint fuel-cell stack and system to accelerate the market-readiness of fuel-cell electric vehicles by the end of the decade.

Strategic goals:
• Synergies through the joint development and sharing of investment.
• Utilization of economies of scale in the area of this particularly cost-intensive technology of the next generation.

Current status:
• The agreement on the joint development of a fuel-cell system was signed in January 2013; the cooperation is running according to plan.

10. Infiniti Q30 and QX30 compact cars based on Daimler’s compact car architecture
Facts:
• Development of a future luxury entry-level Infiniti compact car for which Infiniti will use components from Daimler’s compact car architecture, that will be used in a brand specific way.
• In mid-2015, Infiniti will begin production of its new compact hatchback premium vehicle Q30 at Nissan’s Sunderland plant in the UK with production of the QX30 compact SUV starting shortly thereafter.
• Infiniti plans to supply the Q30 and QX30 globally from Sunderland, including to the US and China.

Strategic goals:
• Reaching new consumers and growing in key markets such as Western Europe.
• Additional business from cross supply activities.
Current status:
- The Infiniti Q30 concept car was unveiled at the 2013 Frankfurt Motor Show.
- Production preparation is ongoing in Sunderland (United Kingdom).

11.) Joint development of premium compact vehicles
Facts:
- In June 2014, the Renault-Nissan Alliance and Daimler announced that Nissan and Daimler will jointly develop next-generation compact vehicles for Mercedes-Benz and Infiniti.
- Infiniti and Mercedes-Benz teams will work together to develop some common modules for next generation premium compact vehicles.

Strategic goals:
- Sharing of development costs.
- Reducing costs through higher volumes, increasing further localization.

Current status:
- The project was announced June 2014.
- No further details on investment cost or modules, or specific regional sales channels can be provided at this time.

12.) Joint production of premium compact vehicles in Mexico
Facts:
- Renault-Nissan and Daimler will jointly manufacture the next-generation premium vehicles at a new plant in Nissan’s manufacturing complex in Aguascalientes, Mexico.
- Start of production is planned for 2017 with Infiniti models. The production of Mercedes-Benz brand vehicles will follow in 2018.
- Daimler and Nissan will share the total investment cost for Aguascalientes of approximately €1 billion. Aguascalientes plant will hire about 5,700 additional workers to build the vehicles.
- The plant will be able to produce 300,000 vehicles at full capacity.

Strategic goals:
- Sharing of investment.
- Local production in the NAFTA area to improve market access.

Current status:
- Project was announced in June 2014.