

NISSAN

www.nissan-global.com

Nissan New Midterm Plan Announcement

Carlos Ghosn, President & CEO
June 27, 2011



**NISSAN
POWER
88**

NISSAN



Empowering Nissan customers



NISSAN

3

www.nissan-global.com



POWER

Brand & sales power

8

Global market
share by FY16 (%)

8

Sustainable COP (%)

NISSAN

4

www.nissan-global.com



**NISSAN
POWER
88**

SIX-YEAR PLAN

FY11 FY12 FY13 FY14 FY15 **FY16**

NISSAN

5

www.nissan-global.com

NISSAN POWER 88

**Leadership and
Profitability**
in growth markets

**Sustainable
mobility**

**Mobility
for all**



NISSAN

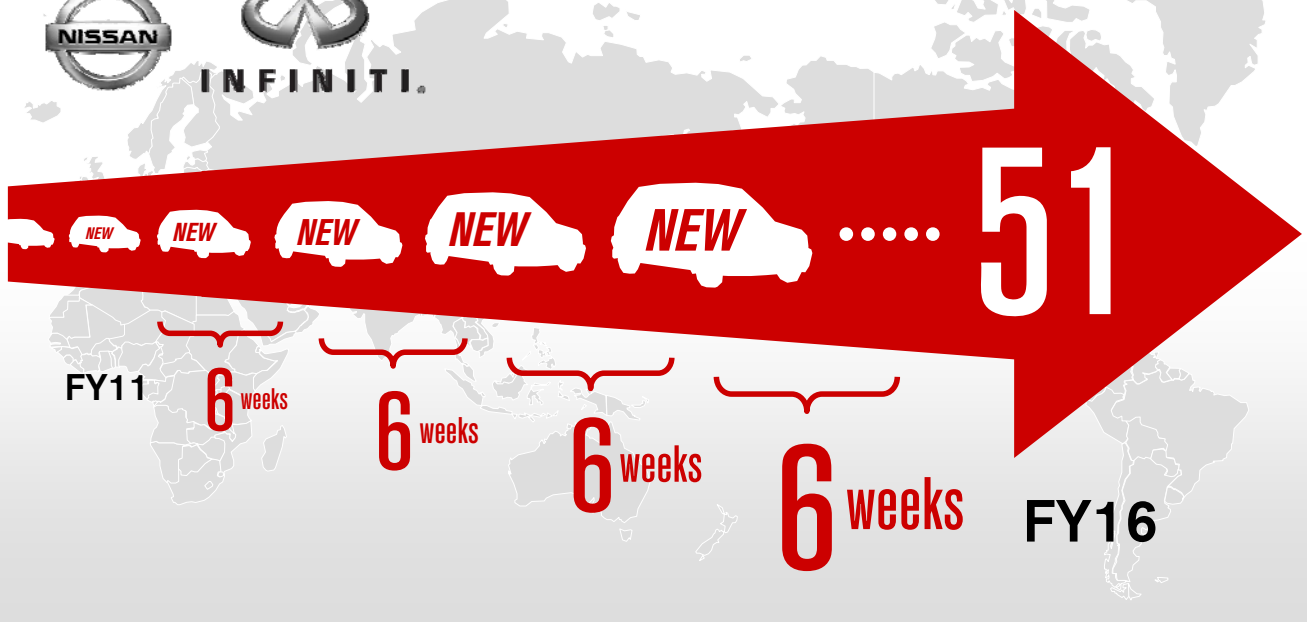
6

www.nissan-global.com

Products



51 new models



NISSAN

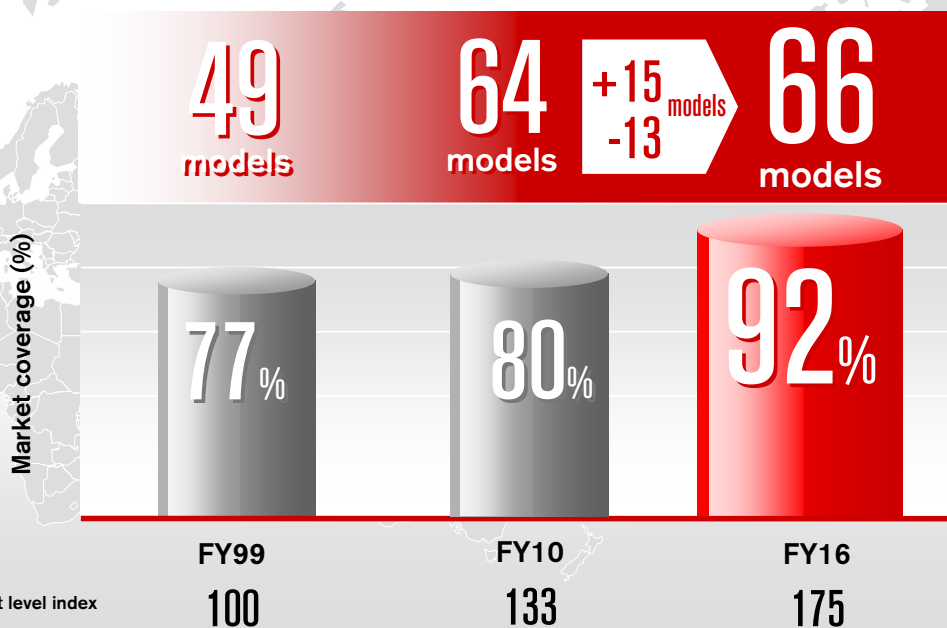
7

www.nissan-global.com

Products



Product range and segment coverage



NISSAN

8

www.nissan-global.com

Nissan of technology



Nissan PURE DRIVE HYBRID

New XTRONIC CVT



ECO Pedal

Around View Monitor (AVM)

Back-up Collision Intervention (BCI)

Global Growth Models



NEW



All-new Tiida

NEW



Altima

NEW



Teana

NEW

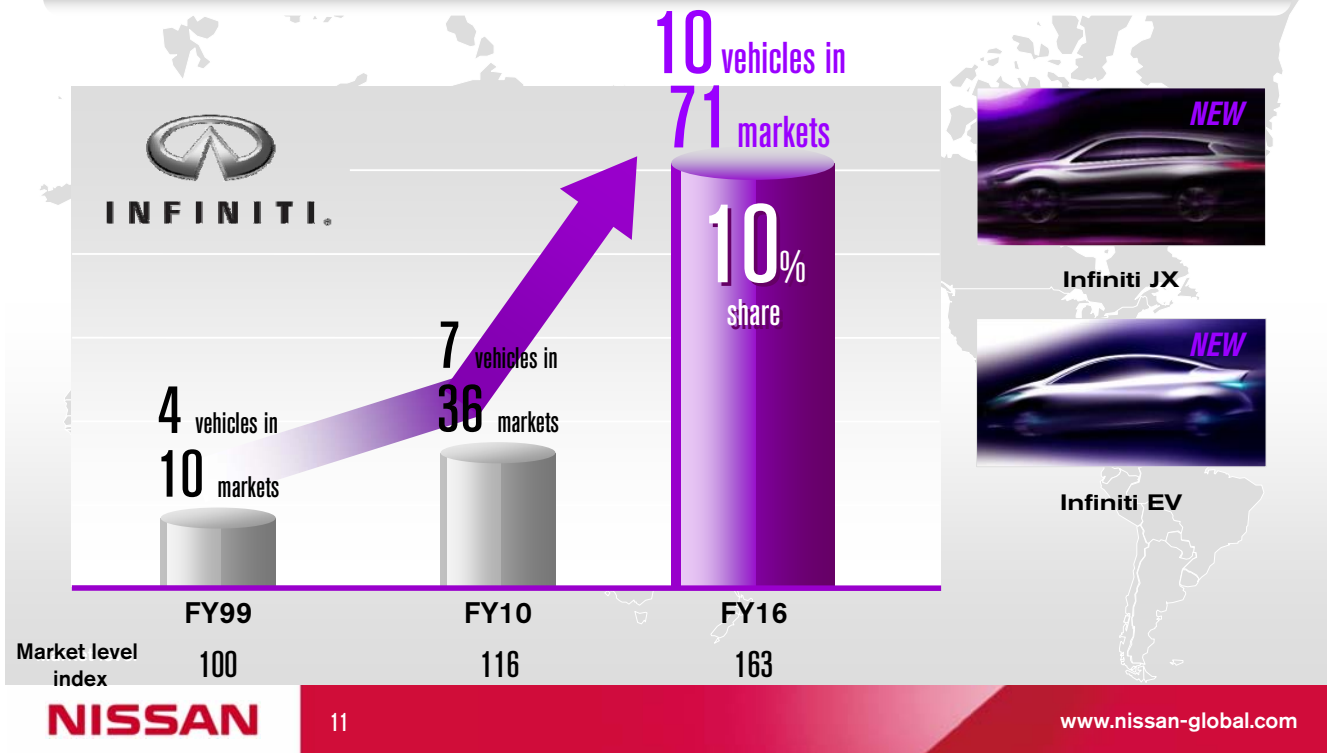


QASHQAI

Product lineup enhancement



Widen the portfolio



Product lineup enhancement



10% market share in China

Product lineup in China:

- Nissan: Gold hatchback, Silver sedan, Blue sedan, Light blue van
- Infiniti: Silver sedan, Brown sedan, Silver sedan, Brown sedan
- Venucia: Blue sedan

Product lineup enhancement



Expand V-platform range



Localized supply base minimum 90%



Product lineup enhancement



Longstanding presence in commercial vehicles



NV200 selected as **“Taxi of Tomorrow”** in **New York City**

Product lineup enhancement



Aiming to be the world's leading LCV manufacturer by FY16



NISSAN

15

www.nissan-global.com

6 Pillars



Pillar 1

Brand power

Pillar 2

Sales power

Pillar 3

Enhancing quality

Pillar 4

Zero-emission leadership

Pillar 5

Business expansion

Pillar 6

Cost leadership

NISSAN

16

www.nissan-global.com

Pillar 1: Brand power



NISSAN

17

www.nissan-global.com

Pillar 1: Brand power



Nissan LEAF



NISSAN

18

www.nissan-global.com

Pillar 2: Sales power



Dealer network to satisfy customer needs

Network quantity

- Geographic coverage
- Service capacity



India

Network quality

- Customer loyalty
- Dealer performance



U.S.

Pillar 2: Sales power



Brand power supports sales power

The leading Japanese brand in China, Russia and Mexico



Become the largest volume Asian brand in Europe by FY16



Boost sales power in Japan, the U.S. and ASEAN 5*



*Indonesia, Thailand, Malaysia, Philippines and Vietnam

Pillar 3: Enhancing quality



Make steady progress in improving product quality

Nissan:
Rank among the top group of global automakers

Infiniti:
Elevate to leadership among peer brands

Pillar 4: Zero-emission leadership



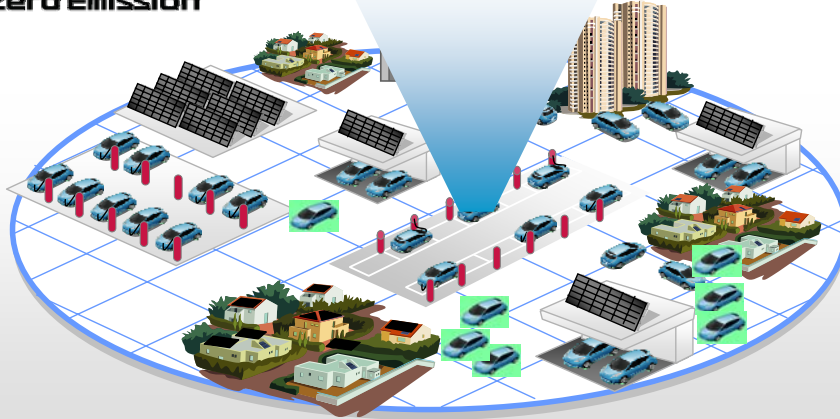
Comprehensive approach toward zero-emission mobility



Pillar 4: Zero-emission leadership



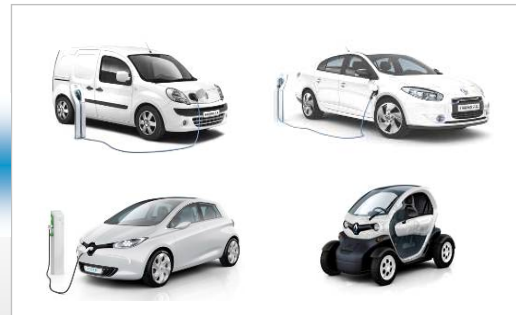
Renewable and various energy sources



Pillar 4: Zero-emission leadership



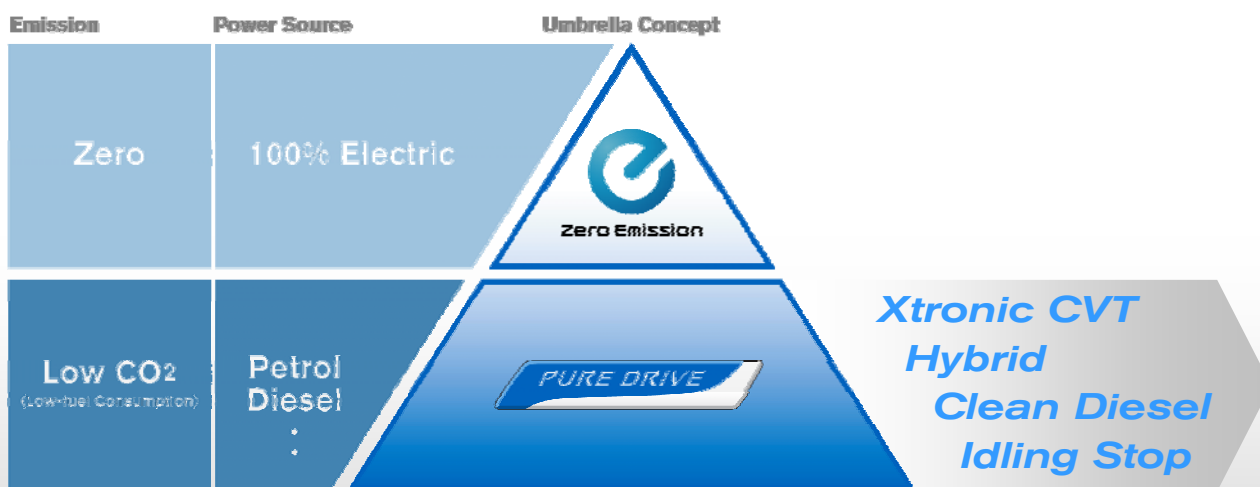
1.5 million EVs by FY16



Pillar 4: Zero-emission leadership



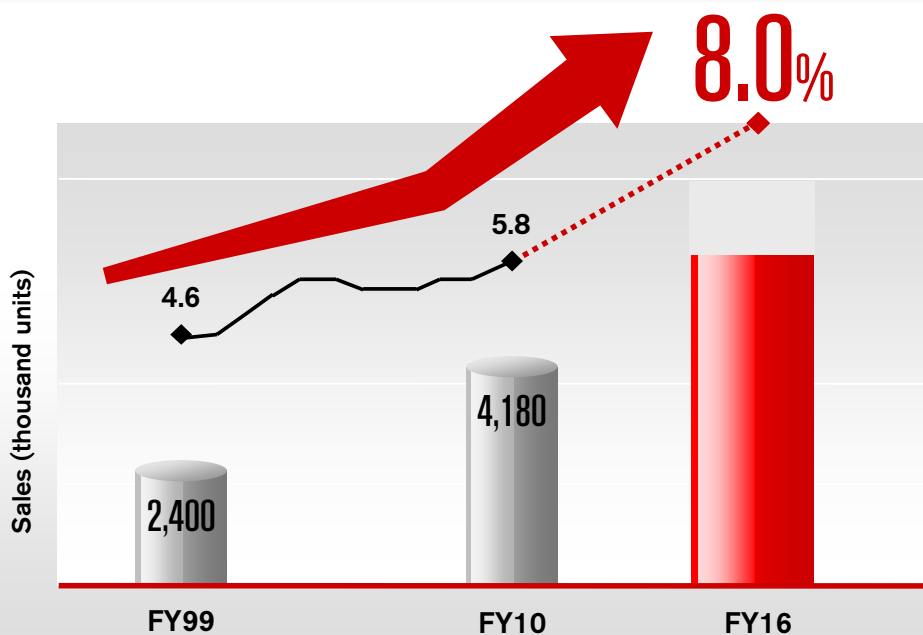
The sustainable mobility solution



Pillar 5: Business expansion



Global market share target: 8% by FY16



Pillar 5: Business expansion



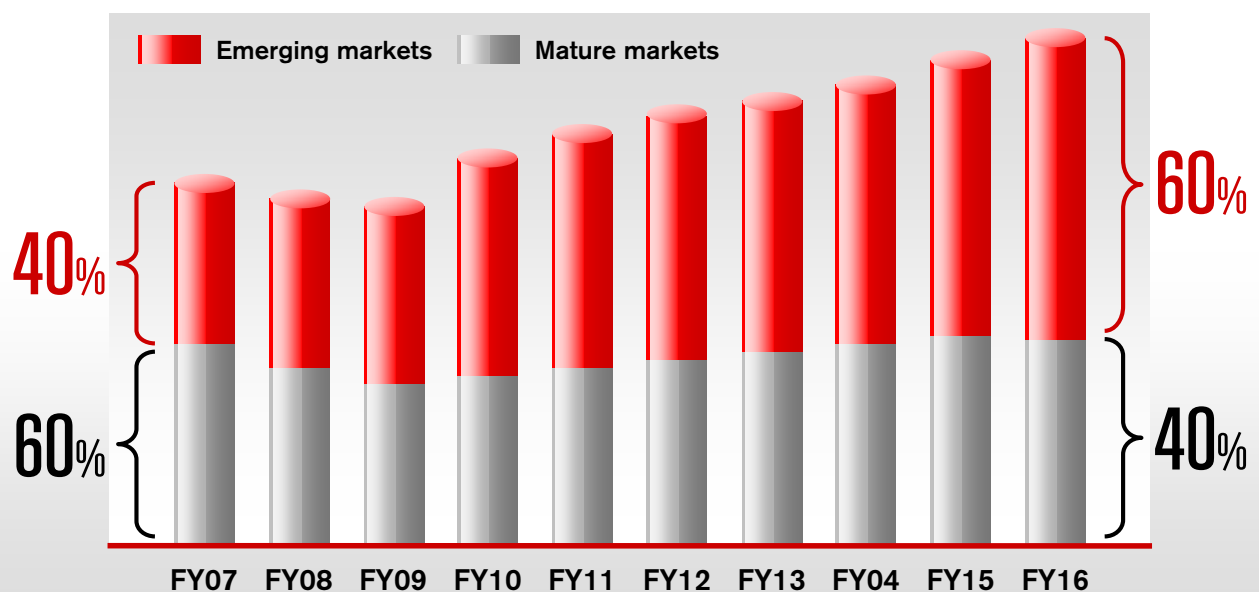
Segment and market growth

- Expansion of Infiniti business
- Expansion of LCV business
- Increase presence in Brazil, India, Russia
- Increase presence in the next wave of emerging markets such as the ASEAN 5

Pillar 5: Business expansion



Global TIV evolution

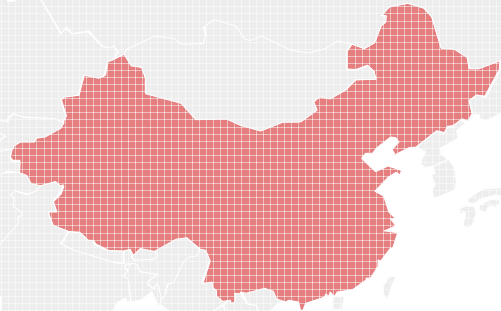


Pillar 5: Business expansion



China

- Current market share: 6.2%
- Increase manufacturing capacity to achieve future growth
- Expand and strengthen retail network
- Target: 10% market share

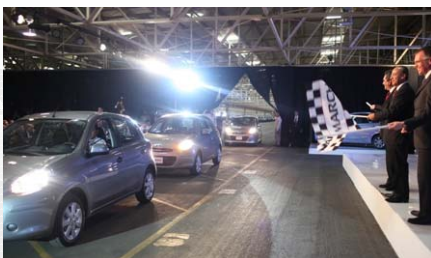


Pillar 5: Business expansion



Mexico

- Current market share: 23.1%
- Invest to expand manufacturing capacity
- Retain number one market share



Pillar 5: Business expansion



Brazil

- Current market share: 1.2%
- Build a new plant in Brazil; capacity 200k units as 1st step
- Expand retail network
- Target: minimum 5% market share



Pillar 5: Business expansion



Europe

- Become the largest volume Asian brand in Europe
- Nissan to become a shareholder of AvtoVAZ
- Increase market share to 7% in Russia



Pillar 5: Business expansion



India

- Add 5 new models built in Chennai
- Grow retail network



Pillar 5: Business expansion



ASEAN 5

- Current market share: 6% in ASEAN 5
- Industrial base and export hub in Thailand
- Increase capacity in Indonesia from 50k units to 100k
- Target: 15% market share in ASEAN 5



Pillar 5: Business expansion



NISSAN

35

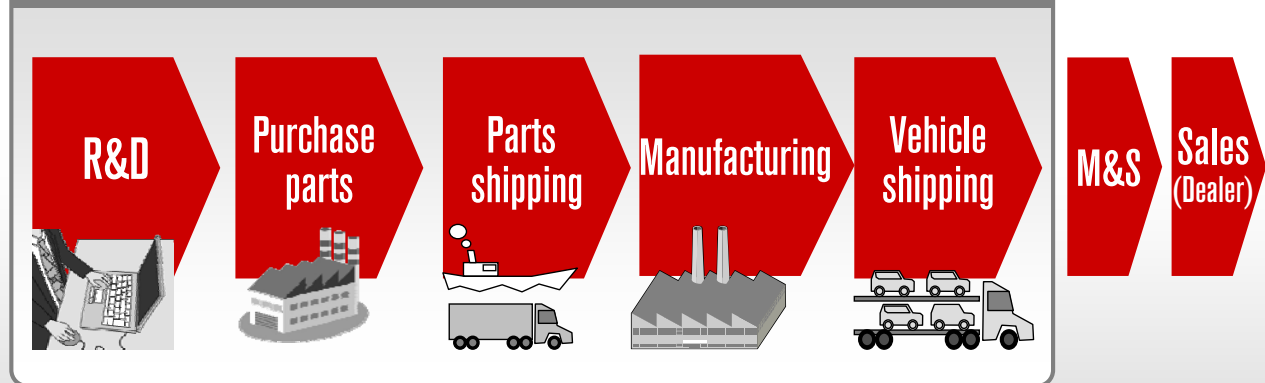
www.nissan-global.com

Pillar 6: Cost leadership



Reduce total cost by 5% each year

Monozukuri enhancement



NISSAN

36

www.nissan-global.com

Alliance and established partnerships



DAIMLER



NISSAN

37

www.nissan-global.com

Alliance and established partnerships



DAIMLER



NISSAN

38

www.nissan-global.com

Nissan's dividend policy

- Enhance shareholder returns through profitable and sustainable business growth

