

The Arc: Nissan Business Plan

DRIVING VALUE FOR NOW AND BEYOND

NISSAN
MOTOR CORPORATION



| A bridge toward our ambition

The Arc

DRIVE VALUE
FY24-26

Nissan NEXT
TRANSFORM

Nissan Ambition 2030
REALIZE VISION

RATIONALIZE. PRIORITIZE & FOCUS. INVEST IN FUTURE

Value over volume

Nissan NEXT
TRANSFORM



-20%

reduced
production capacity



-20%

streamlined
product portfolio



12 models

launched ahead of
target timeline



e-POWER

expanded to
B&C segments



Alliance

re-shaped to
value-led collaboration

EMPOWERING JOURNEYS & SOCIETY

A vision to empower mobility and beyond

The Arc

DRIVE VALUE

Nissan NEXT
TRANSFORM

Nissan Ambition 2030
REALIZE VISION



27 new electrified models,
including 19 new EV's



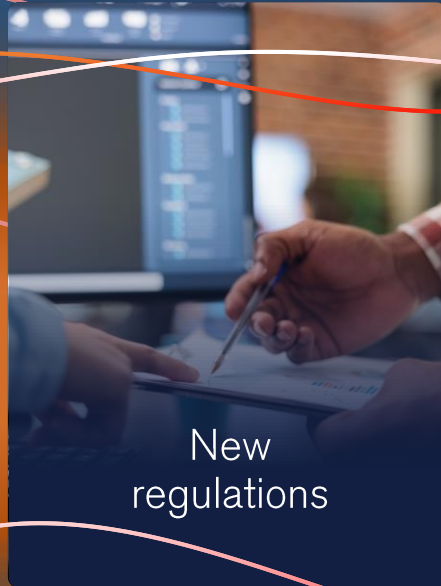
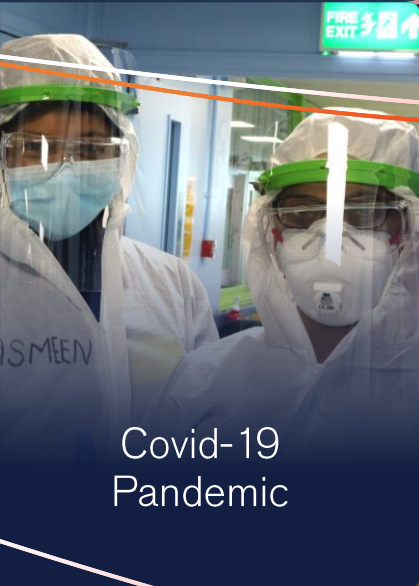
55% electrification mix
among models globally



2T yen investment in
electrification

THE WORLD

In a state of constant disruption



Compounded by new challenges



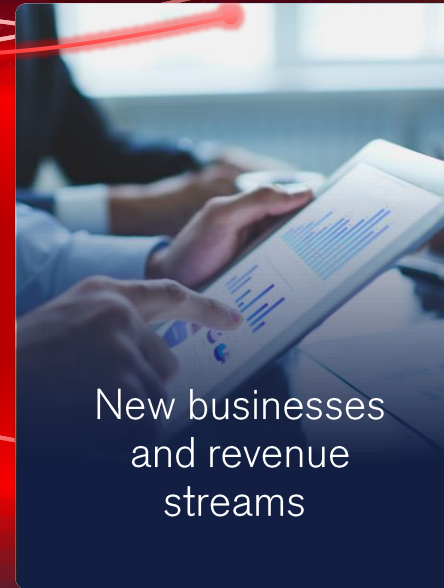
Inconsistent pace of electrification



Uncertain stability of supply chain



Intensified competition from Chinese automakers



New businesses and revenue streams

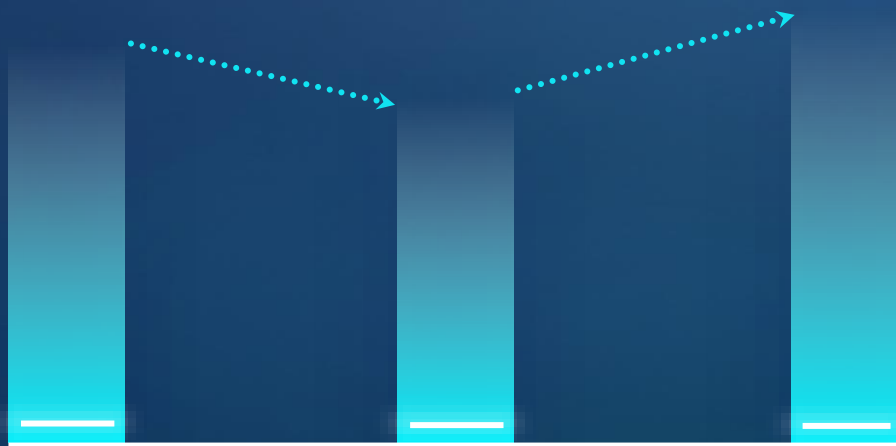


Software Defined Vehicle revolution

RATIONALIZE. PRIORITIZE & FOCUS. INVEST IN FUTURE

Steady progress of operating profits

SALES VOLUME

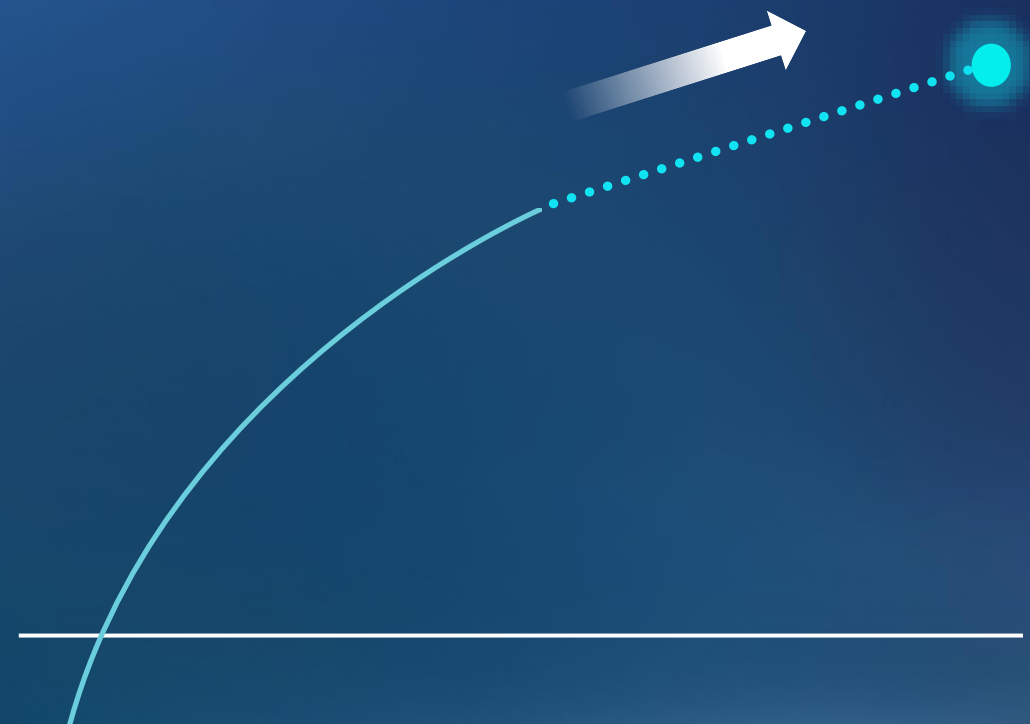


FY20

FY23

FY26

OPERATING PROFIT



FY20

FY23

FY26

Resolve legacy issues to take Nissan into the future

MAKE

More profitable and accessible EVs with a balanced ICE-EV portfolio

TRANSFORM

Manufacturing and build resilient supply chain to prepare for EV transition

ENSURE

Value-led volume growth with tailored regional strategy for evolving customer needs

FORGE

Supplementary partnerships to fill strategic gaps

CAPTURE

New revenue opportunities throughout the entire vehicle lifecycle

MAINTAIN

Financial discipline to deliver shareholder return



MID-LONG TERM

Steady growth, innovation and bases for our future

MID-TERM

Ensure volume growth through tailored regional strategy and prepare for EV transition

MID-LONG TERM

Enable EV transition and realize long-term profitable growth

Balanced portfolio



Volume growth in major markets



Financial discipline



Smart partnerships



EV competitiveness



Differentiated innovations



New revenue streams



MID-LONG TERM

Steady growth, innovation and bases for our future

MID-TERM

Ensure volume growth through tailored regional strategy and prepare for EV transition

Balanced portfolio



Volume growth in major markets



Financial discipline

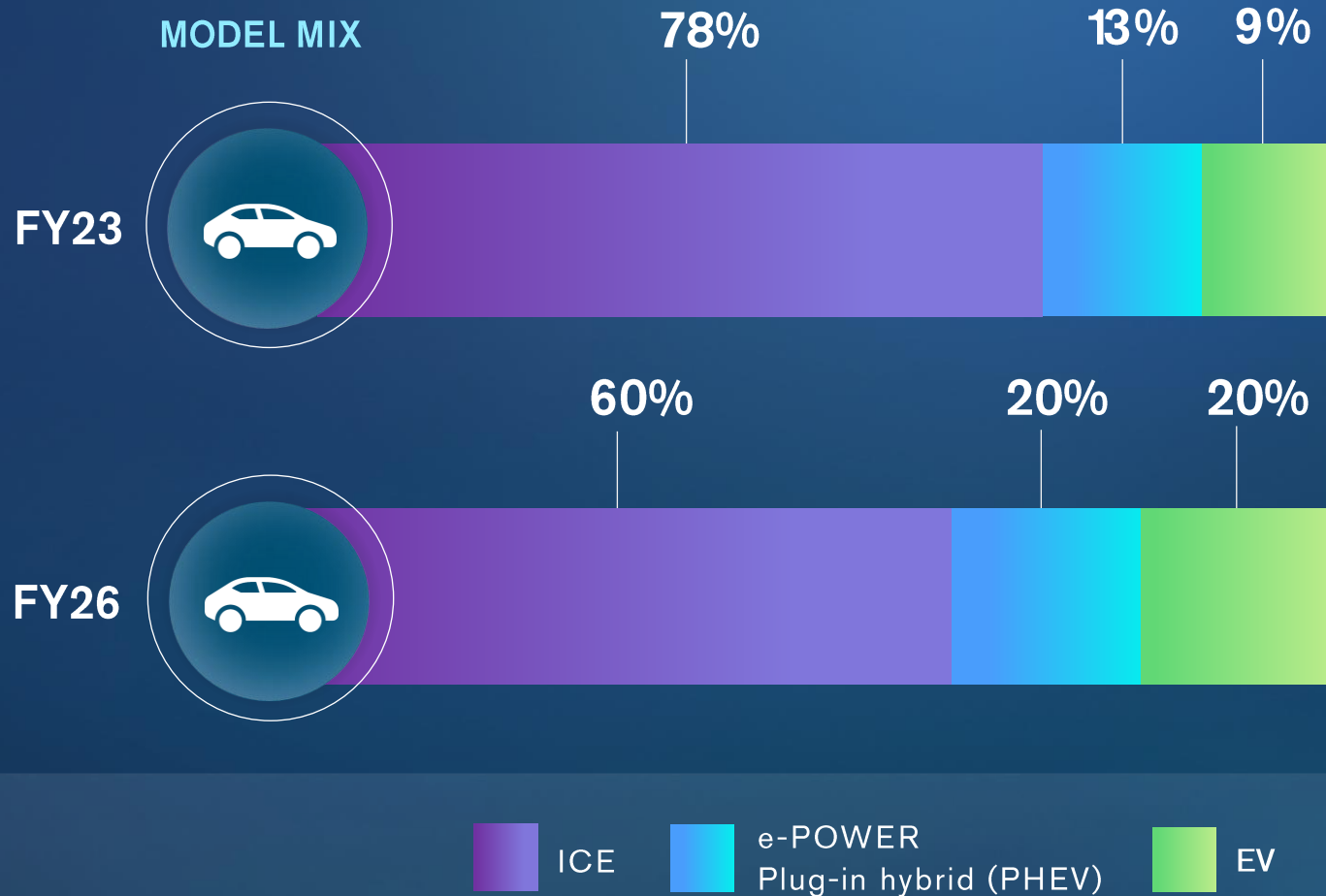




A balanced portfolio

A BALANCED PORTFOLIO

Meet diversified needs of customers



BY FY26

16 new electrified models

14 new ICE models



A BALANCED PORTFOLIO

ICE: Renew and reinforce for volume and profitability

FY24

4 MODELS

INFINITI

- All-new QX80

NISSAN

- All-new Murano
- All-new Patrol/Armada
- All-new Kicks

FY25

6 MODELS

1 brand-new

5 all-new

FY26

5 MODELS

4 brand-new

1 all-new

60%

Renewed and reinforced
ICE passenger car line-up

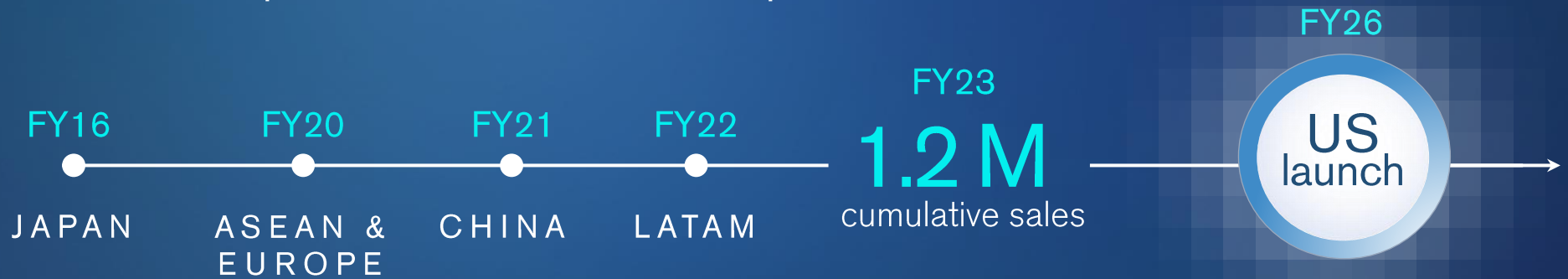
BY FY26



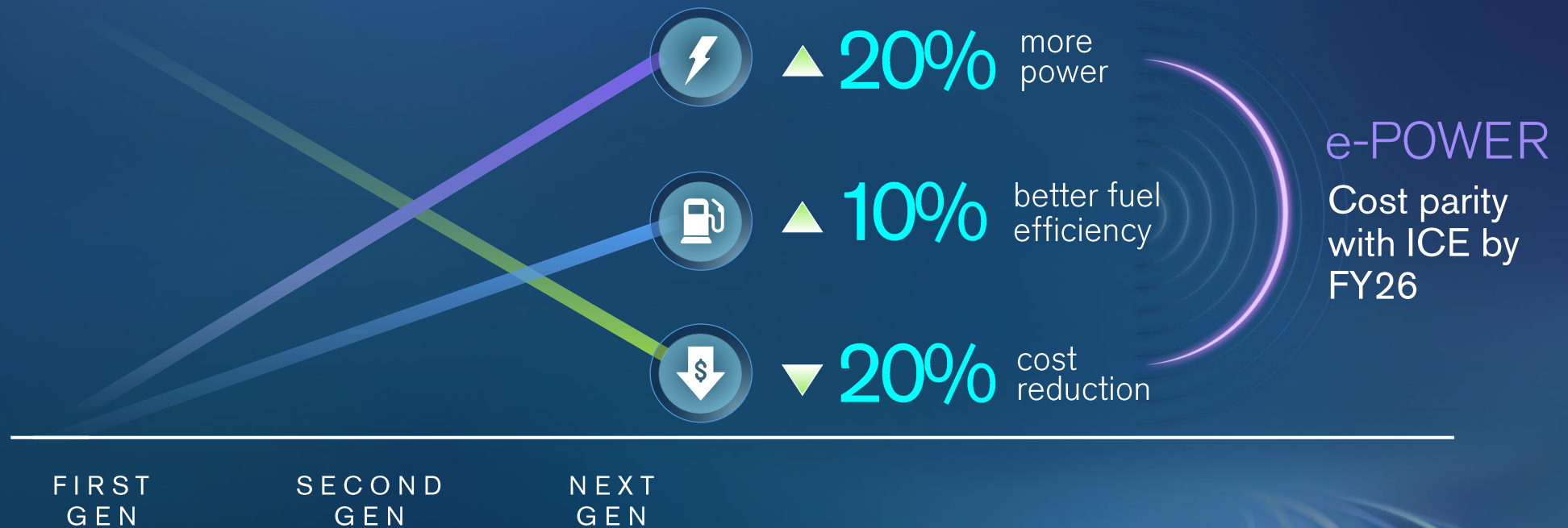
A BALANCED PORTFOLIO

e-POWER: Market expansion and better performance

MARKET EXPANSION

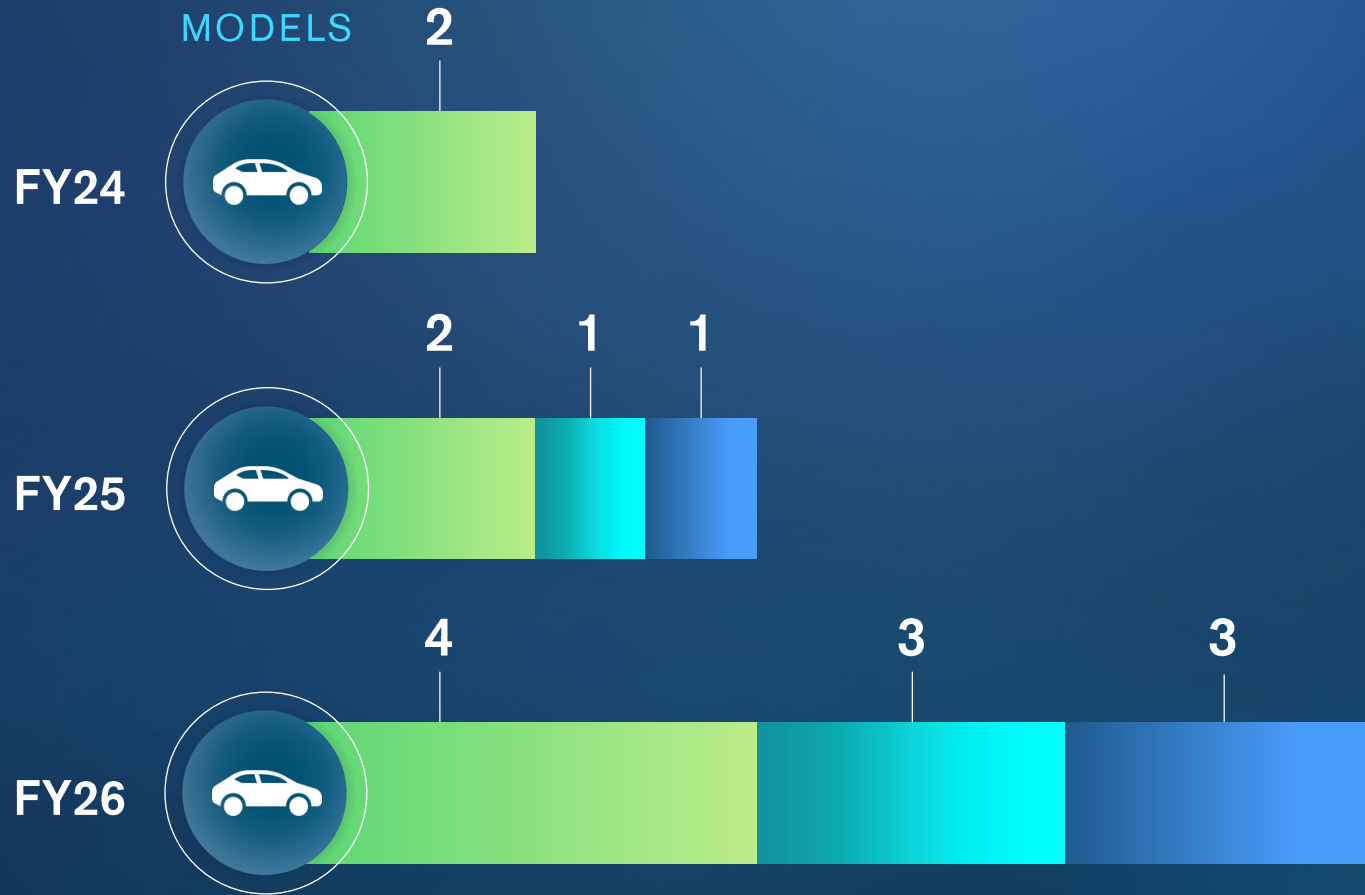


BETTER PERFORMANCE



A BALANCED PORTFOLIO

Electrification: Expand models with diversified powertrains

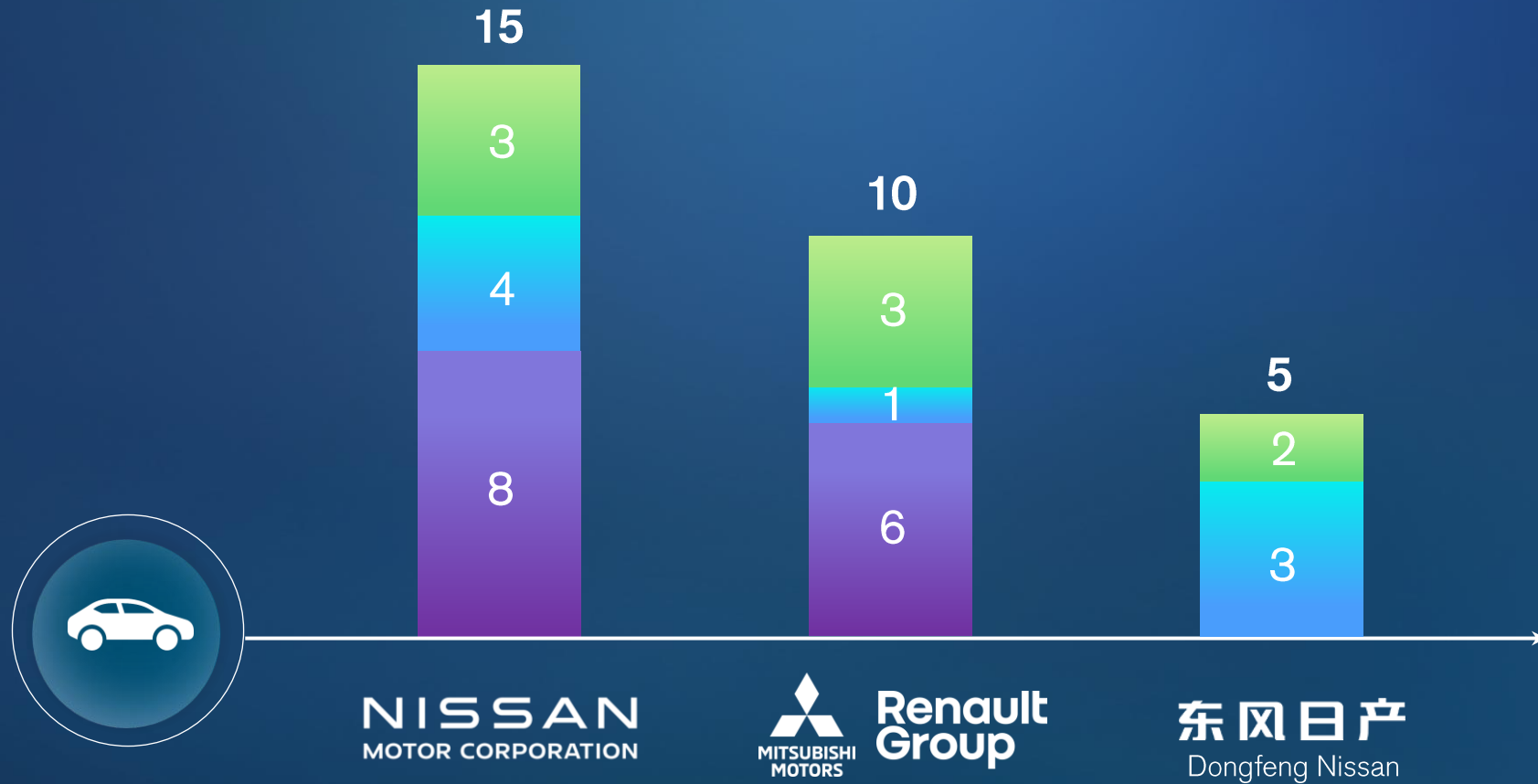


16
new electrified models
BY FY26



A BALANCED PORTFOLIO

Diversity with the Alliance and China joint venture



15 of 30
New models to be developed by strategic partners

EV e-POWER ICE
Plug-in hybrid (PHEV)



Volume growth in major markets

VOLUME GROWTH IN MAJOR MARKETS

Refreshed models and enhanced electrification

AMERICAS



PRODUCT OFFERING

US

CANADA

MEXICO

SOUTH AMERICA

7 all-new models

78%

refreshed passenger model line-up for Nissan

Launch

e-POWER & plug-in hybrid (PHEV) models

Launch

e-POWER

8

all-new models

Expand

e-POWER

6

all-new models

Expand

e-POWER



CUSTOMER ENGAGEMENT

200M USD

investment in integrated customer experience in US

Capture

new business and revenue opportunities



SALES INCREASE

+330K

units in FY26



VOLUME GROWTH IN MAJOR MARKETS

Refreshed models and enhanced electrification

CHINA



PRODUCT OFFERING

73%

refresh of Nissan
branded model line-up

8

new energy vehicles
(NEV) including 4
Nissan-branded models



SALES INCREASE

+200K

units to achieve
1-million-unit sales
in 2026

100K

unit level aimed for
exports from 2025



BUSINESS EFFICIENCY ENHANCEMENT

**Capacity
optimization**




Ongoing production capacity
optimization with partners



VOLUME GROWTH IN MAJOR MARKETS

Refreshed models and enhanced electrification

JAPAN / ASEAN

JAPAN		
 <p>PRODUCT OFFERING</p>	 <p>NEW BUSINESS OPPORTUNITIES</p>	 <p>SALES INCREASE</p>
<p>80% refresh passenger model line-up</p> <p>5 all-new models</p> <p>70% of passenger model line-up to be electrified</p>	<p>Full-scale launch of energy management, utility services, recycling and reuse of batteries</p> <p>Expand mobility services using Nissan's autonomous driving tech</p> <p>Enrich connected services</p>	<p>+90K to achieve 600,000-unit sales in FY26</p>

ASEAN
 <p>PRODUCT OFFERING</p>
<p>Enhance model line-up with EV and e-POWER</p>



VOLUME GROWTH IN MAJOR MARKETS

Refreshed models and enhanced electrification

AMIEO

 PRODUCT OFFERING

EUROPE	MIDDLE EAST	OCEANIA	INDIA	AFRICA
<p>6 all-new models</p> <p>>40% EV passenger vehicle sales mix by FY26</p> <p>Launch 3rd gen e-POWER</p>	<p>5 all-new SUVs</p> <p>Introduce A-segment ICE and C-segment EV</p>	<p>1 ton all-new pick-up</p> <p>Introduce C crossover EV</p>	<p>3 all-new models</p> <p>100K unit level aimed for exports</p>	<p>2 all-new SUVs</p> <p>Expand A-segment ICE vehicle</p>

 CUSTOMER ENGAGEMENT

Ramp up
New revenue opportunities

M&S
transformation

 SALES INCREASE

+300K
units in FY26



A BALANCED PORTFOLIO

Decisive actions & global portfolio to drive volume



30

New models



1M units

Sales volume
increase



6%+

Operating profit

A BALANCED PORTFOLIO

Decisive actions & global portfolio to drive volume

NISSAN
MOTOR CORPORATION

MID-LONG TERM

Steady growth, innovation and bases for our future

MID-LONG TERM

Enable EV transition and
realize long-term profitable growth



Smart
partnerships



EV
competitiveness



Differentiated
innovations



New revenue
streams



Smart partnerships

SMART PARTNERSHIPS

Supplement strategic gaps



SMART PARTNERSHIPS

Reload with the Alliance



SMART PARTNERSHIPS

Collaborative, high-value-creation projects

EUROPE
WITH RENAULT

- Future Compact EV
- 1st software-defined vehicle

INDIA
WITH RENAULT

- A-segment EV, CMF-A/B products
- Alliance plant and engineering center

ASEAN & OCEANIA
WITH MITSUBISHI MOTORS

- Future models
- 1-ton pickup for Oceania

JAPAN
WITH MITSUBISHI MOTORS

- Further collaboration on ICE/EV mini-vehicles

GLOBAL
WITH MITSUBISHI MOTORS

- Next gen 1-ton pickup including EV or PHEV
- Common battery strategy

NORTH AMERICA
WITH MITSUBISHI MOTORS

- Next gen 1-ton pickup produced in MEX
- Mitsubishi to utilize Nissan EV assets
- PHEV

LATAM
WITH RENAULT

- A-segment EV
- Half-ton pickup by Renault and one-ton pickup by Nissan

SMART PARTNERSHIPS
Feasibility study

NISSAN
MOTOR CORPORATION



HONDA



SMART PARTNERSHIPS

Secure battery production capacity by FY30

25 GWh EUROPE

US 60 GWh

40 GWh CHINA

JAPAN 10 GWh



WITH PARTNERS INCLUDING

AESC | CATL | VEJ | SUNWODA

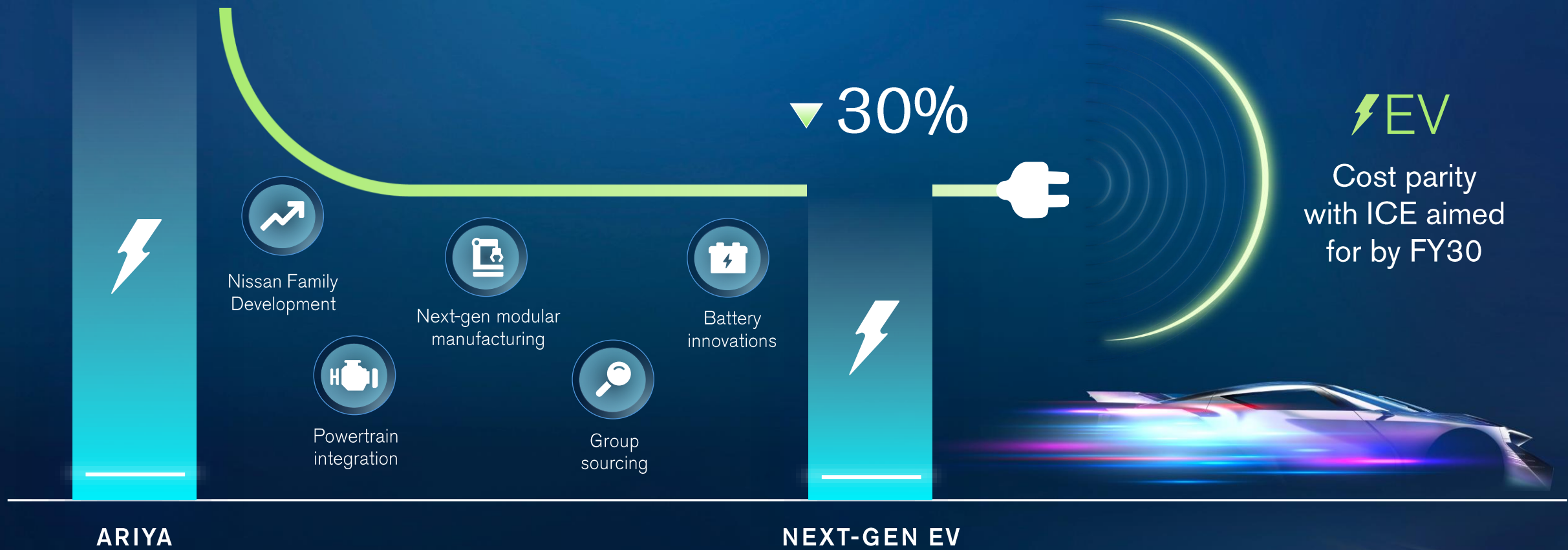


EV competitiveness

EV COMPETITIVENESS

A methodical approach to making EVs affordable and profitable

VEHICLE COST REDUCTION ROAD MAP

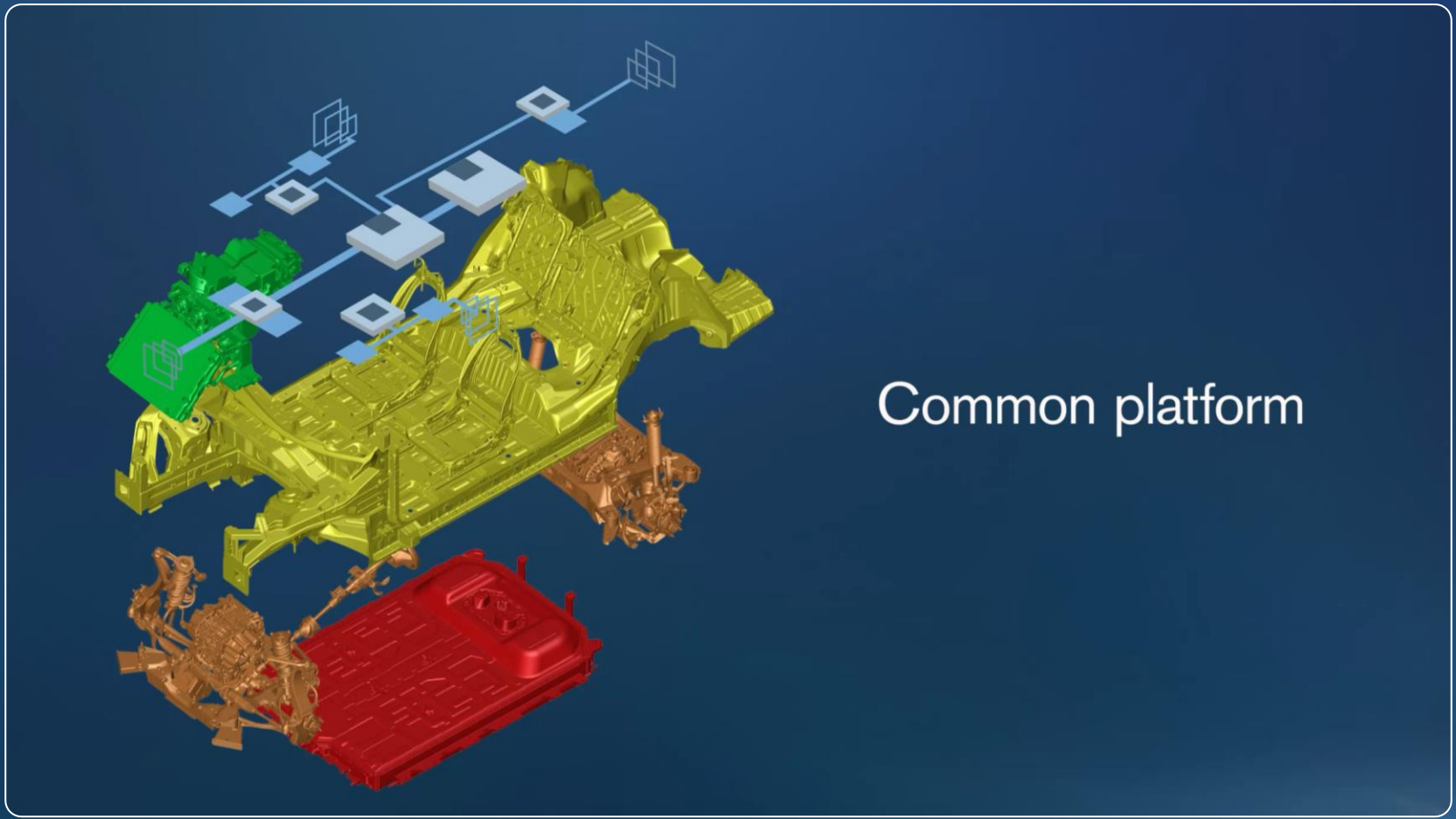




Modularize
for cost efficiencies

MODULARIZE FOR COST EFFICIENCIES

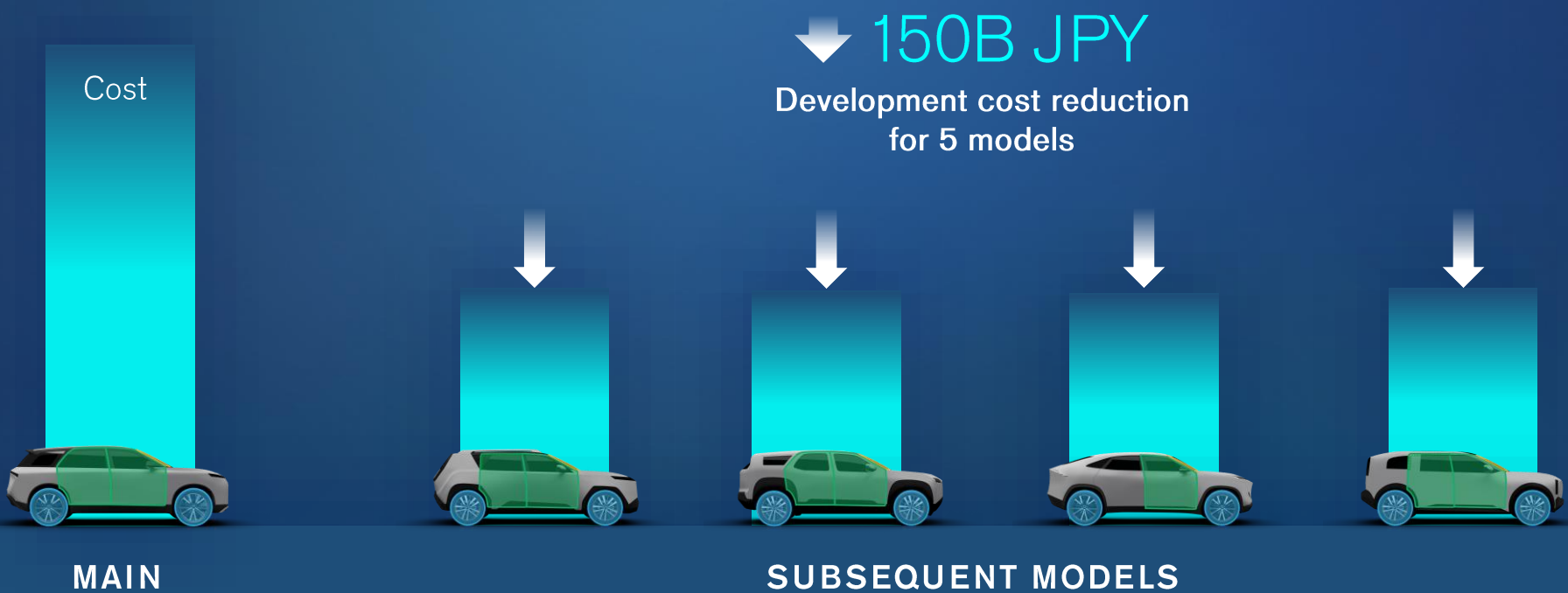
Nissan Family Development



Common platform

MODULARIZE FOR COST EFFICIENCIES

Significant cost savings on subsequent models



-50%
development
costs



-70%
variation of
trim parts



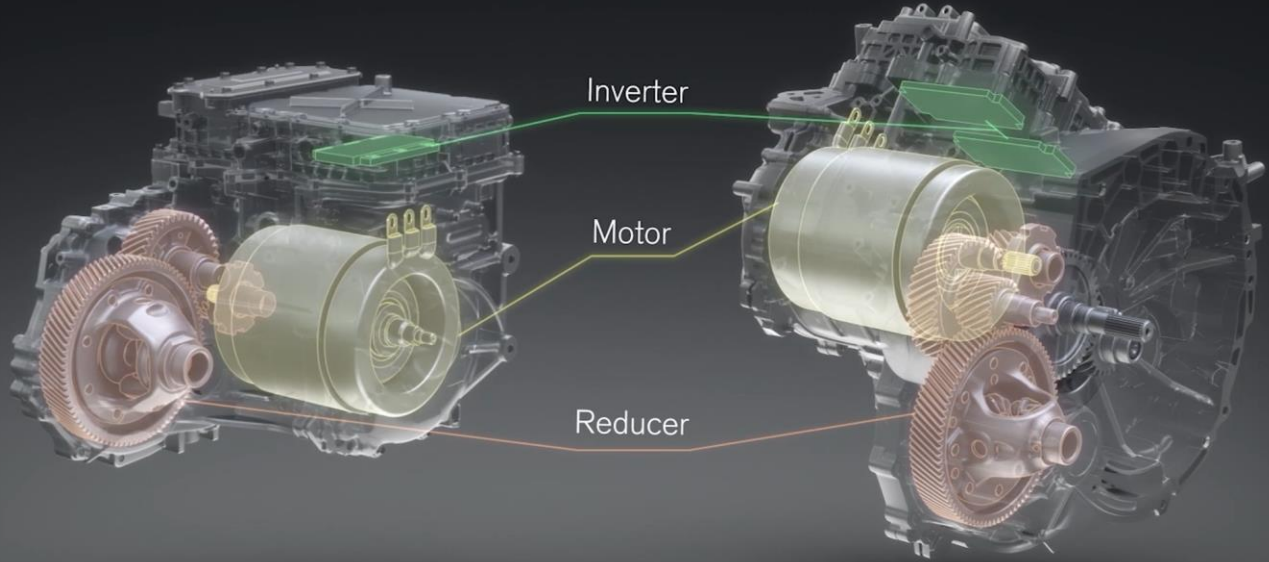
4 months
shorten lead
time

MODULARIZE FOR COST EFFICIENCIES

Powertrain integration: X-in-1

3-in-1 for EV

5-in-1 for e-POWER



-30%
reduced
cost and size



3-in-1
to be launched in
C-crossover EV

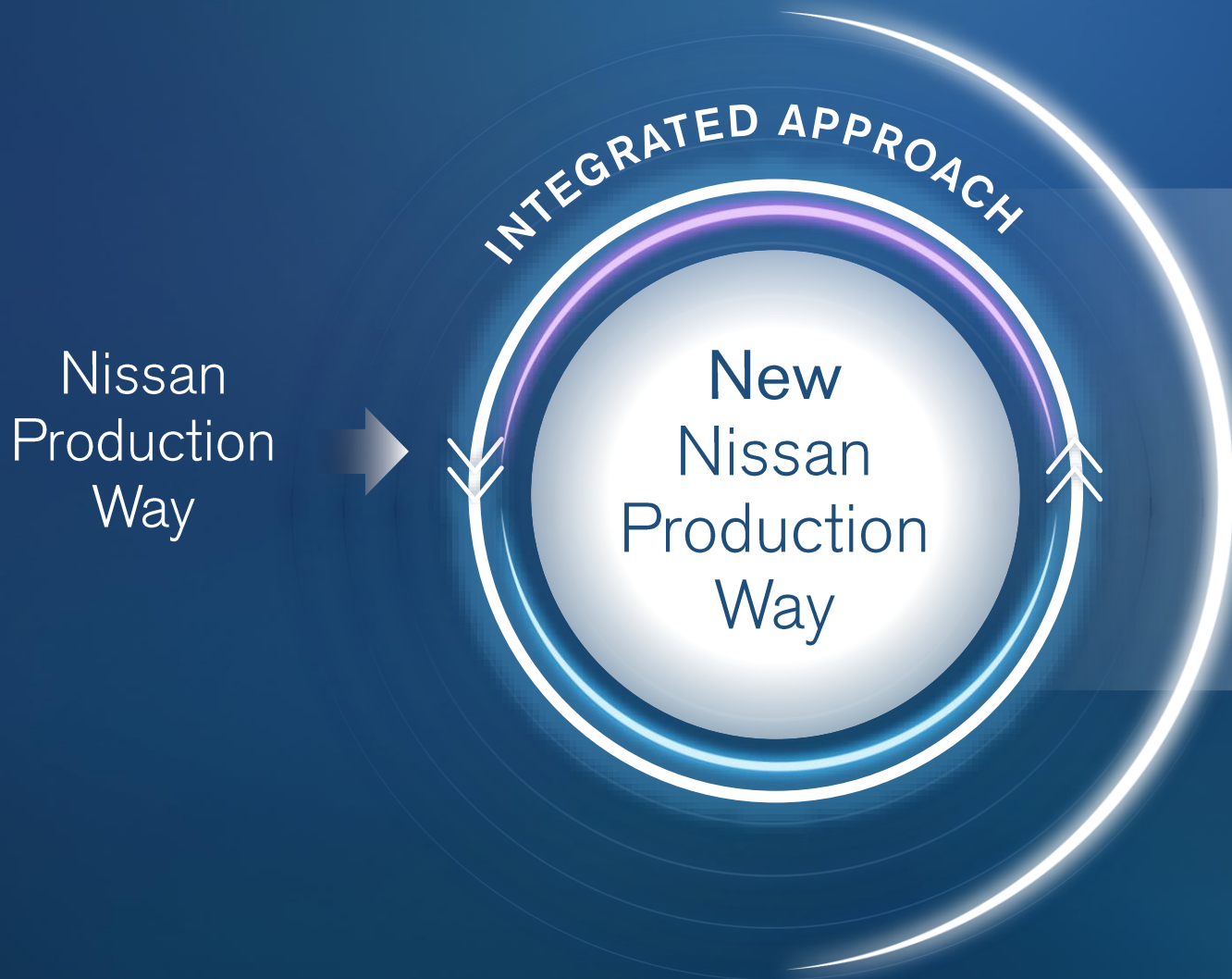


LEANER & EFFICIENT

Next-gen manufacturing
& resilient supply chain

NEXT-GEN MANUFACTURING

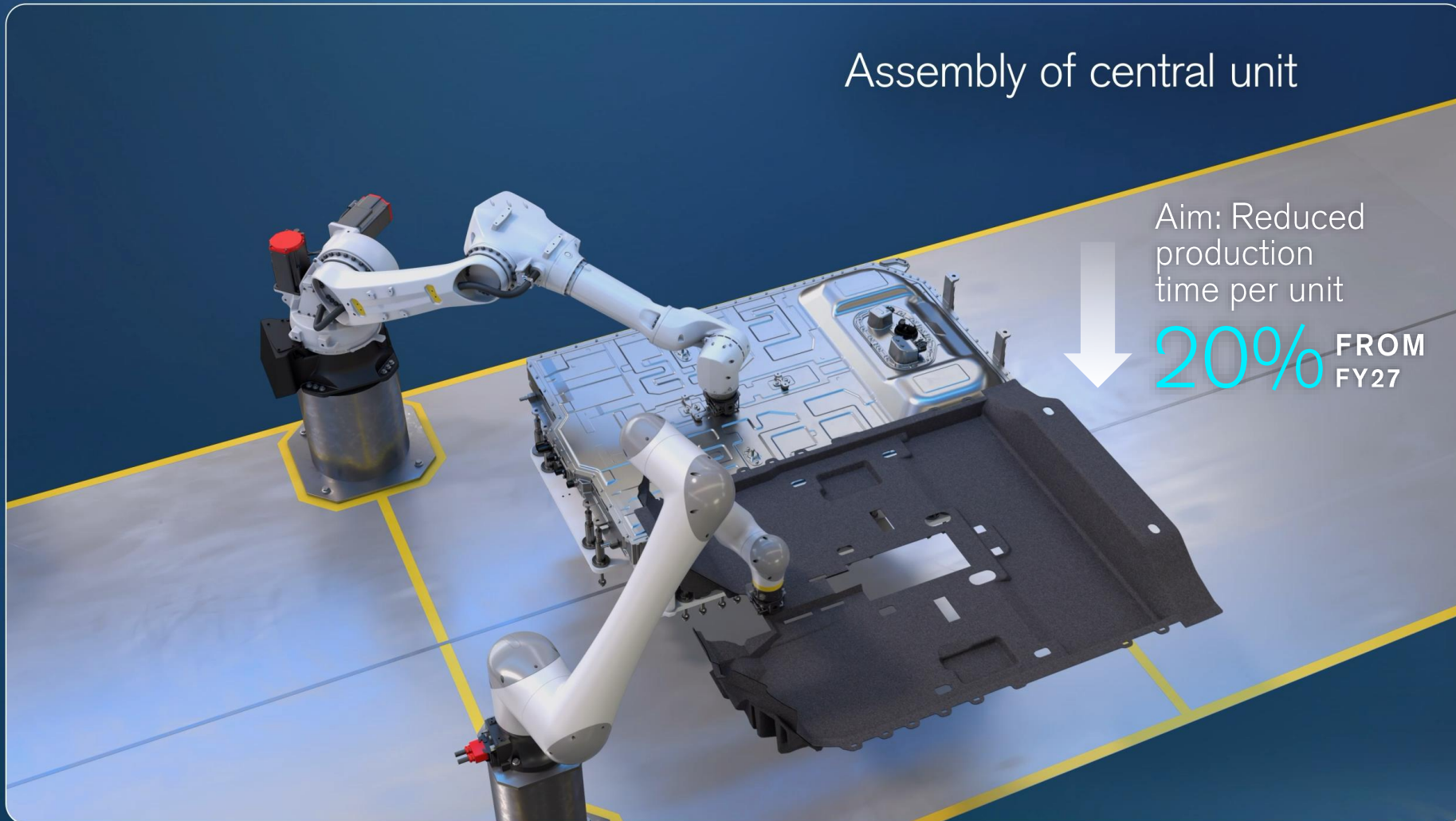
Rethinking our approach



MODULARIZING FOR COST EFFICIENCIES

Next-gen modular manufacturing

Assembly of central unit



Aim: Reduced
production
time per unit

20% FROM
FY27

RESILIENT SUPPLY CHAIN

Build trust with suppliers

Transactional and negotiation-based approach



END-TO-END SUPPLIER INTEGRATION

KNOWLEDGE CREATION

Share knowledge Optimize processes

Be innovative partners Group sourcing Share infrastructure and costs

STRATEGIC INTEGRATION



Agile



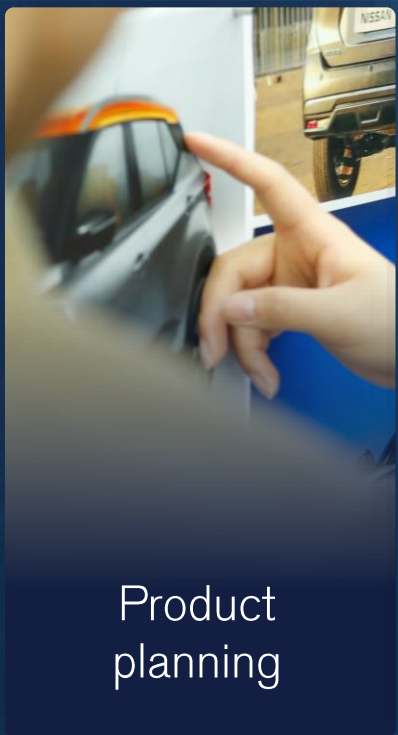
Resilient



Cost optimized

RESILIENT SUPPLY CHAIN

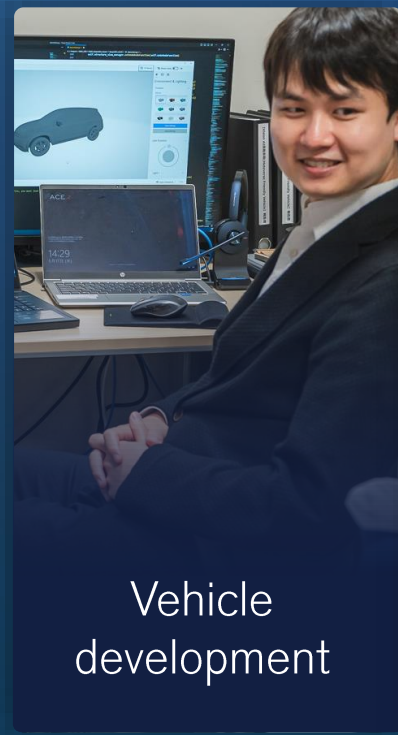
Group sourcing driving efficiencies



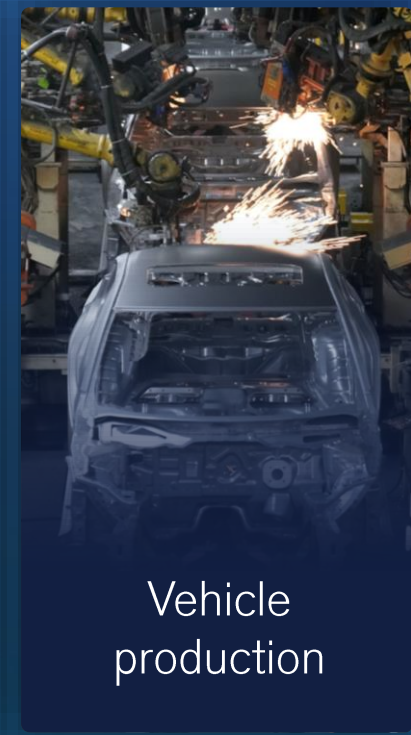
Product planning



Parts development



Vehicle development



Vehicle production



Optimize investment



Achieve competitive cost



Shorten time to market



END-TO-END SUPPLIER INTEGRATION



DIFFERENTIATED INNOVATIONS

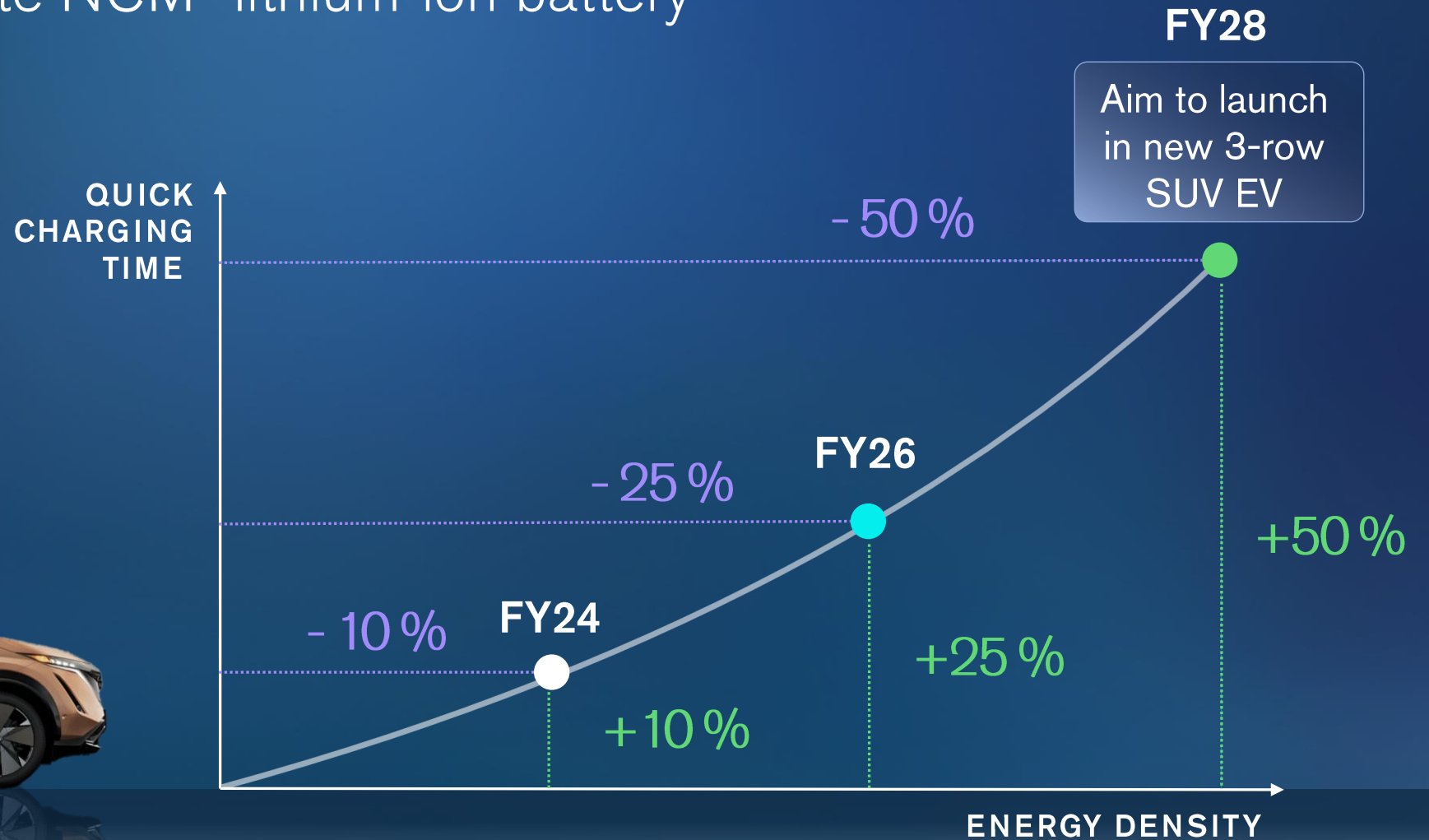
Battery innovations

BATTERY INNOVATIONS

Toward the ultimate NCM* lithium-ion battery

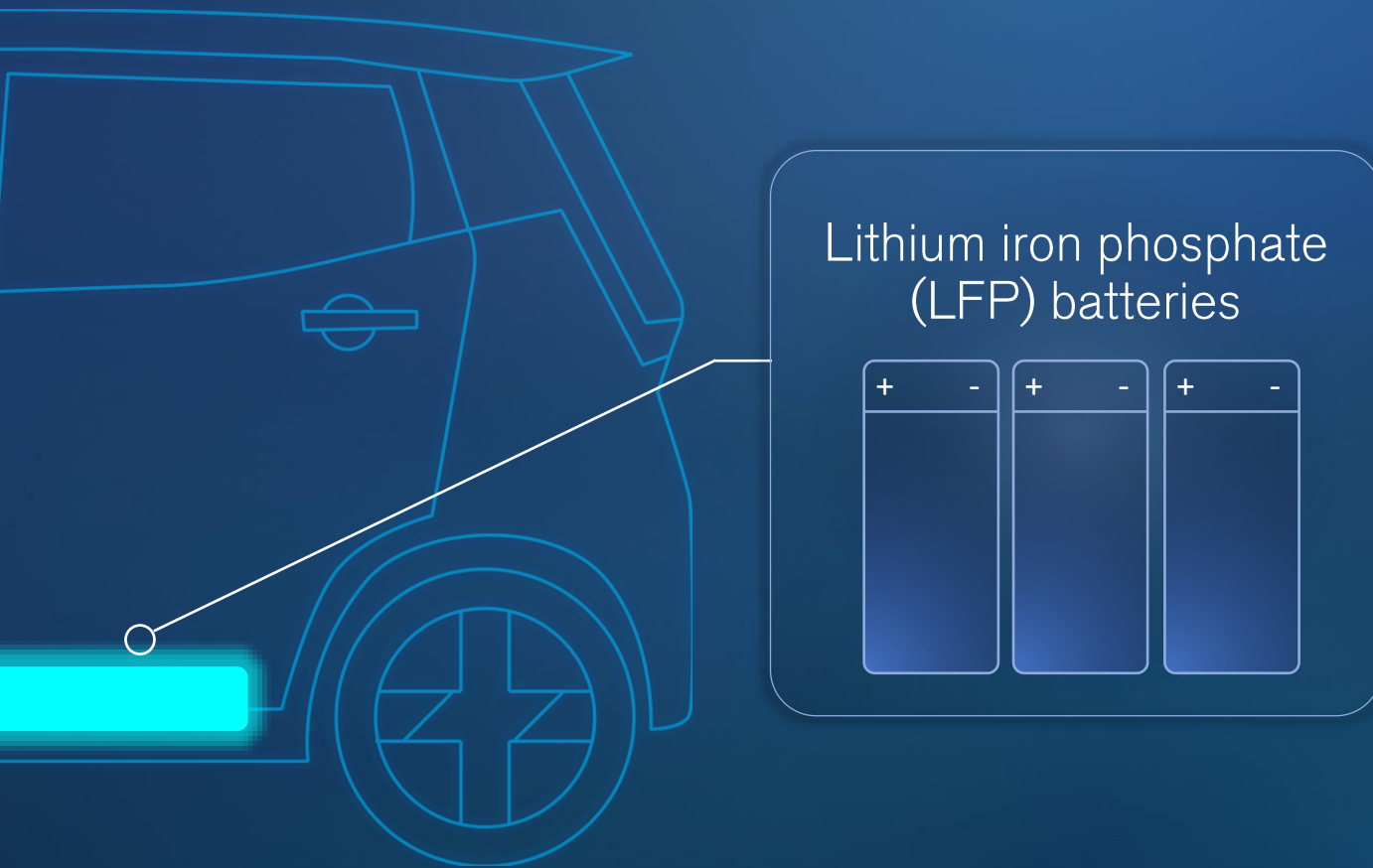


IN COMPARISON TO NISSAN ARIYA



BATTERY INNOVATIONS

Provide more affordable and accessible EVs



Lithium iron phosphate
(LFP) batteries



30%
vs Sakura*

Significant cost
reduction

FY28

Aim to develop and
manufacture in Japan;
first launch to be a
minivehicle

BATTERY INNOVATIONS

Ramp up ASSB development

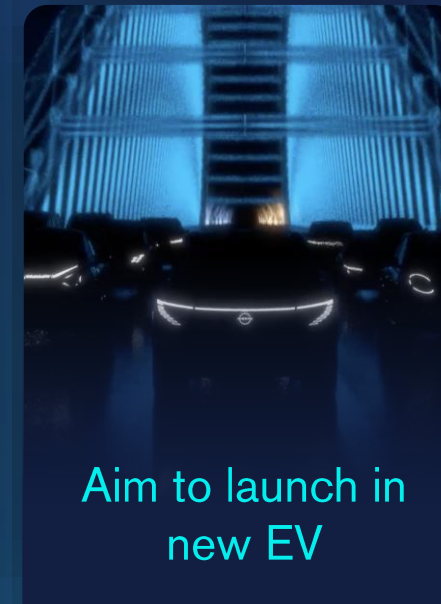
FY18

FY22

FY24

FY26

FY28





DIFFERENTIATED INNOVATIONS

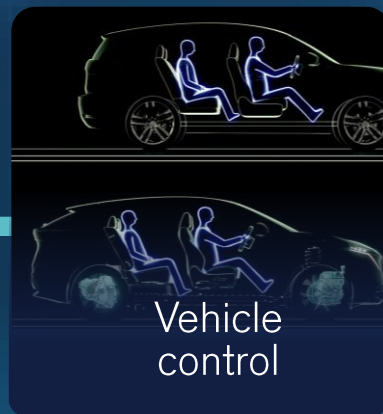
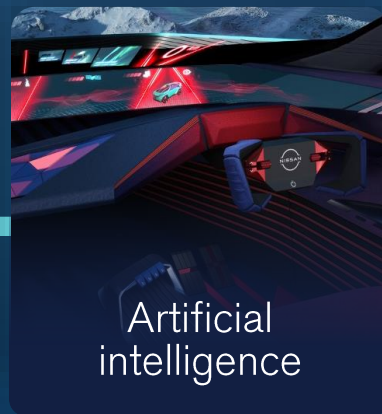
Vehicle intelligence technologies

VEHICLE INTELLIGENCE TECHNOLOGY

Full set of offerings today and for the future



NISSAN TECHNOLOGY ENABLERS



Evolution of driver assistance technology

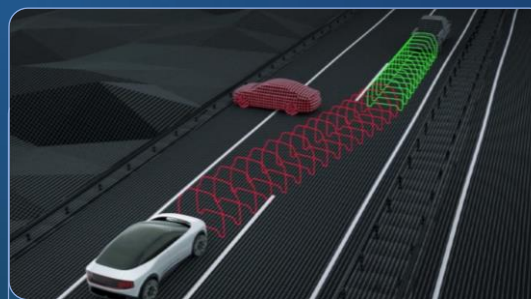
FY23

**ProPILOT 2.0**

For confident and fatigue-free drive

- Camera and Radar sensing
- In-house control software

FY27

**Next gen ProPILOT**

Expanded to door-to-door driving

- Ground truth perception with LiDAR
- Cloud-based AI

FY30

**Future ProPILOT**

Towards goal of zero fatalities

- Fusion of active safety and generative AI technologies

VEHICLE INTELLIGENCE TECHNOLOGIES

Next generation ProPILOT



Next-gen ProPILOT

FROM
On-highway

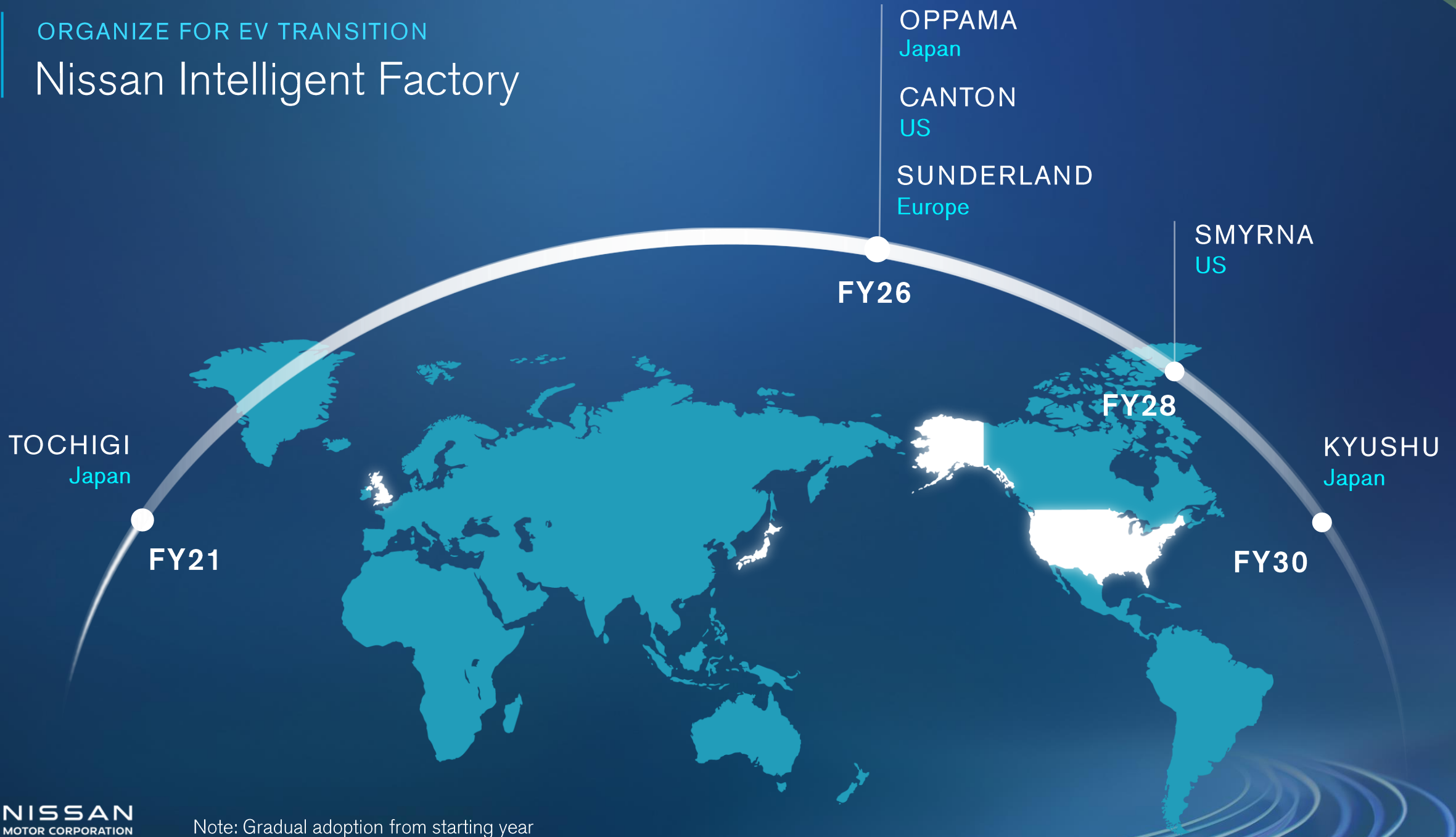
TO
Off-highway,
private grounds
and parking



Organize for EV transition

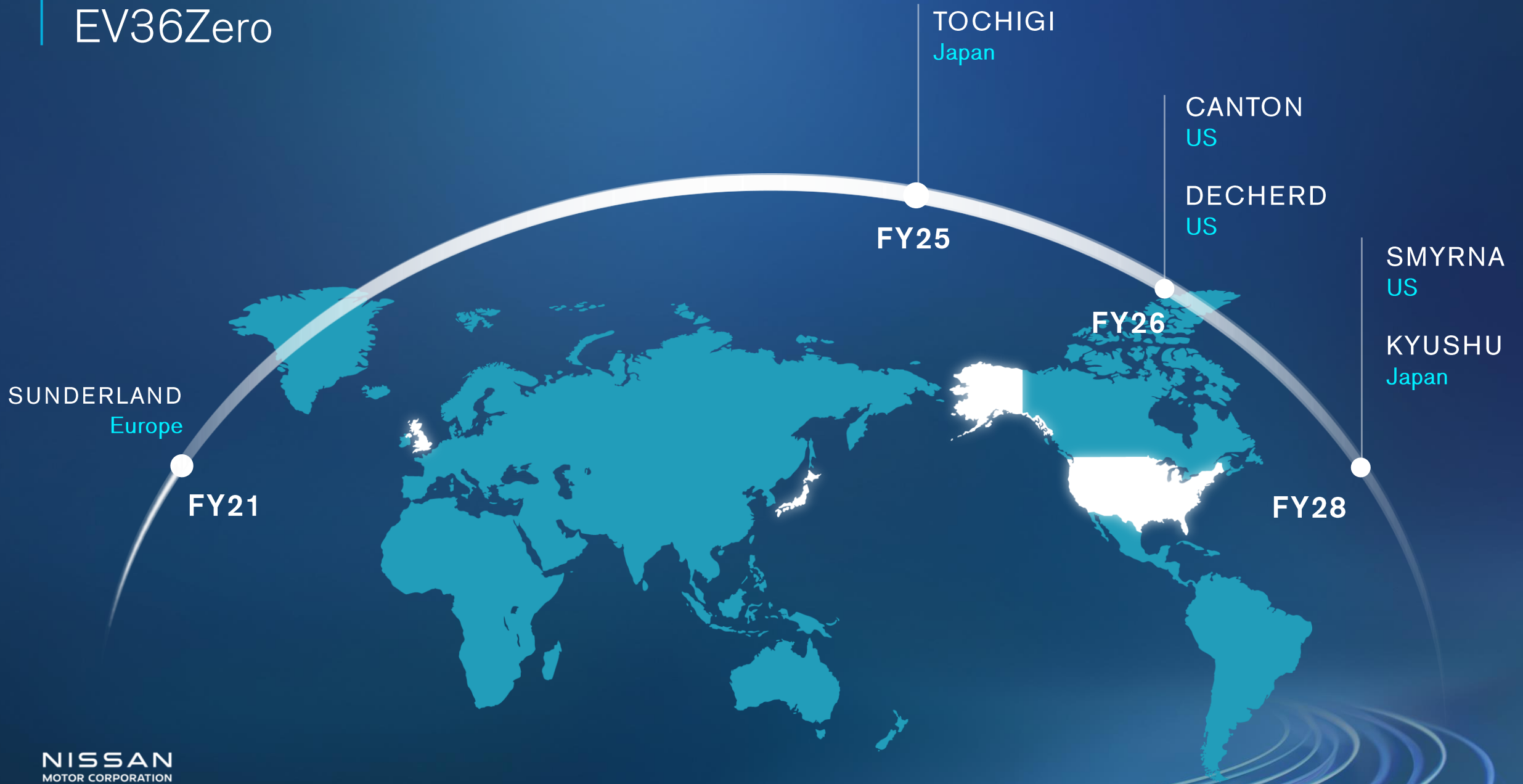
ORGANIZE FOR EV TRANSITION

Nissan Intelligent Factory



ORGANIZE FOR EV TRANSITION

EV36Zero



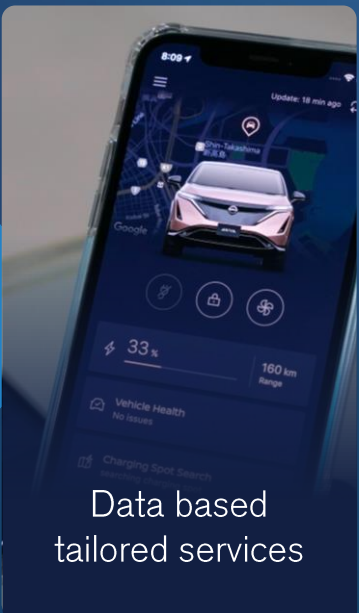


New revenue streams

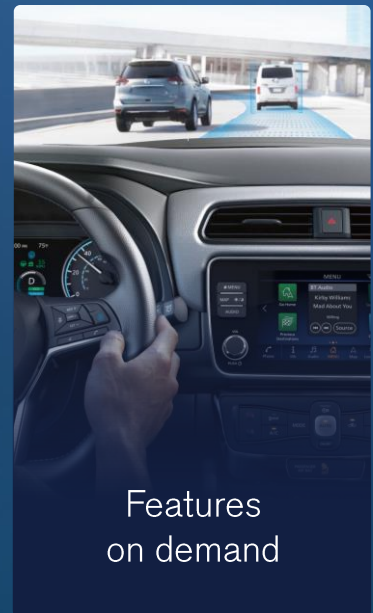
NEW REVENUE STREAMS

Capture prospective opportunities

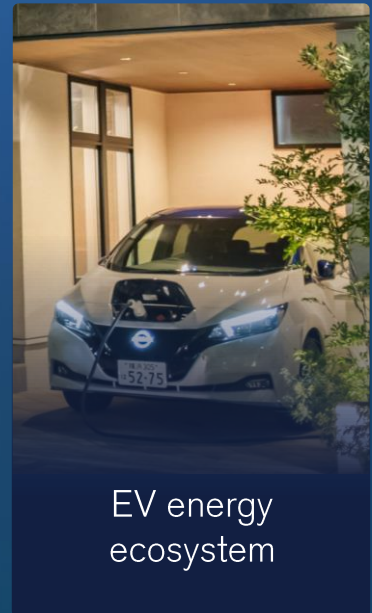
Vehicle sales and customer services



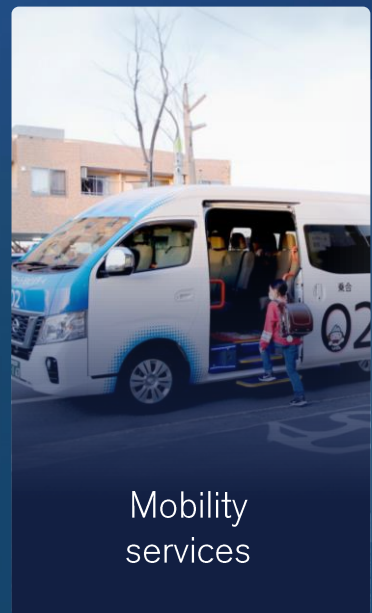
Data based tailored services



Features on demand



EV energy ecosystem



Mobility services

Potential revenue by FY30

2.5T
JPY

EXPAND TOWARD FUTURE

NEW REVENUE STREAMS

From lifecycle management

FY23 CURRENT OFFERINGS

Car sales
Connected services
Aftersales services

FY24 SCALE UP

OVER-THE-AIR (OTA)
On demand subscription
OTA updates

BUSINESS DOMAIN
Usage-based insurance (UBI)
Advertisement fleet service

FY27 EXPANSION

CUSTOMER LOYALTY PROGRAM

Aftersales retention
Entertainment
Personalized CRM*
Reward points

*Customer Relationship Management



NEW REVENUE STREAMS

From EV Ecosystem

RESIDENTIAL

FY23

CURRENT OFFERINGS

Vehicle-to-Home,
Vehicle-to-Grid FOT
(Field Operating Test)

AI-supported charging
management system

Nissan energy storage
system (ESS) for home

FY25

SCALE UP TO
ACHIEVE NEW REVENUE

Affordable bi-directional
home charger and V2X
service

FY27

EXPANSION

Japan | US | Europe

NEW REVENUE STREAMS

From EV Ecosystem

COMMERCIAL

FY23 CURRENT OFFERINGS

Vehicle-to-Business

ESS FOT
Public charging services

Seamless plug-and-charge service

Large Nissan ESS for commercial facilities

FY25 SCALE UP TO ACHIEVE NEW REVENUE

Intelligent route planning with renewable energy network

FY27 EXPANSION

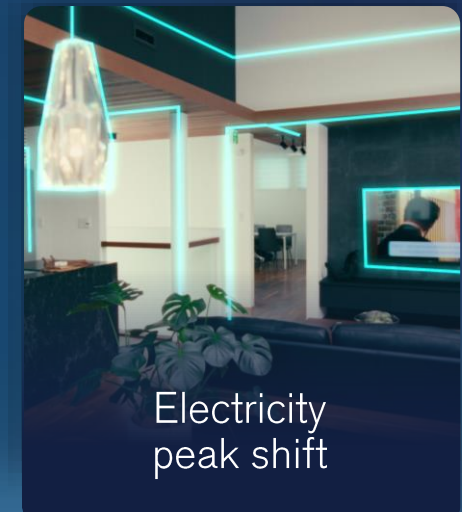
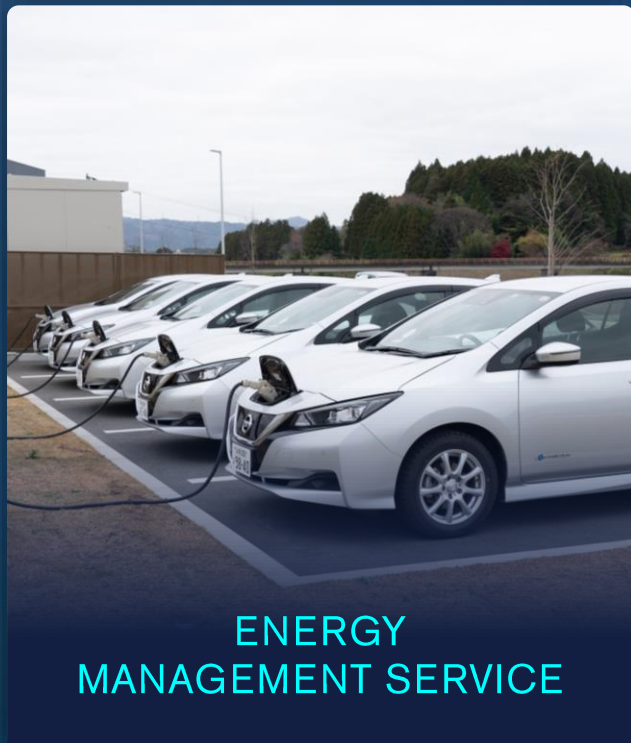
Japan | US | Europe

NEW REVENUE STREAMS

From mobility services

FY24

New business initiative with Mitsubishi Corporation in Japan





Build on our strengths

BUILDING ON STRENGTHS A 90-year heritage

DARE TO DO WHAT OTHERS DON'T



Global EV presence
with over 1M EV sales




Decades of in-house
battery development
expertise



Visionary 4R
initiative



Strong production
system and highly
skilled workers



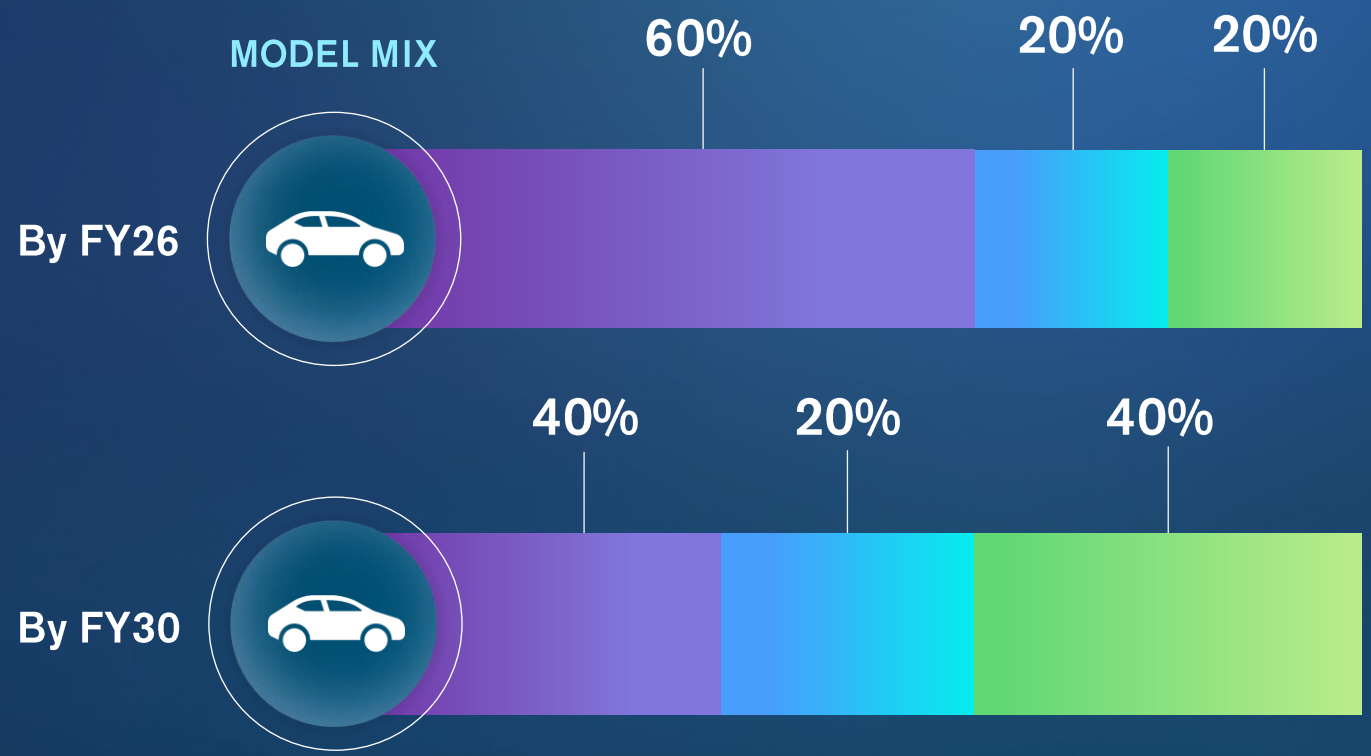
Diversified market
experience



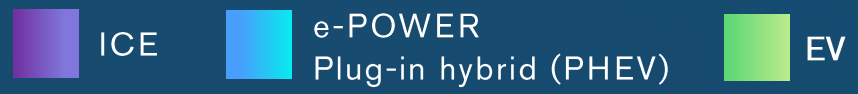
Suite of world-first
vehicle intelligence
technologies

ELECTRIFIED FUTURE

More EVs, more segments



FY24-30
34 new electrified models
to cover all segments





Maintain financial discipline

MAINTAIN FINANCIAL DISCIPLINE

Steady growth toward Nissan Ambition 2030

Sales volume
increase **1M** UNITS
By FY26

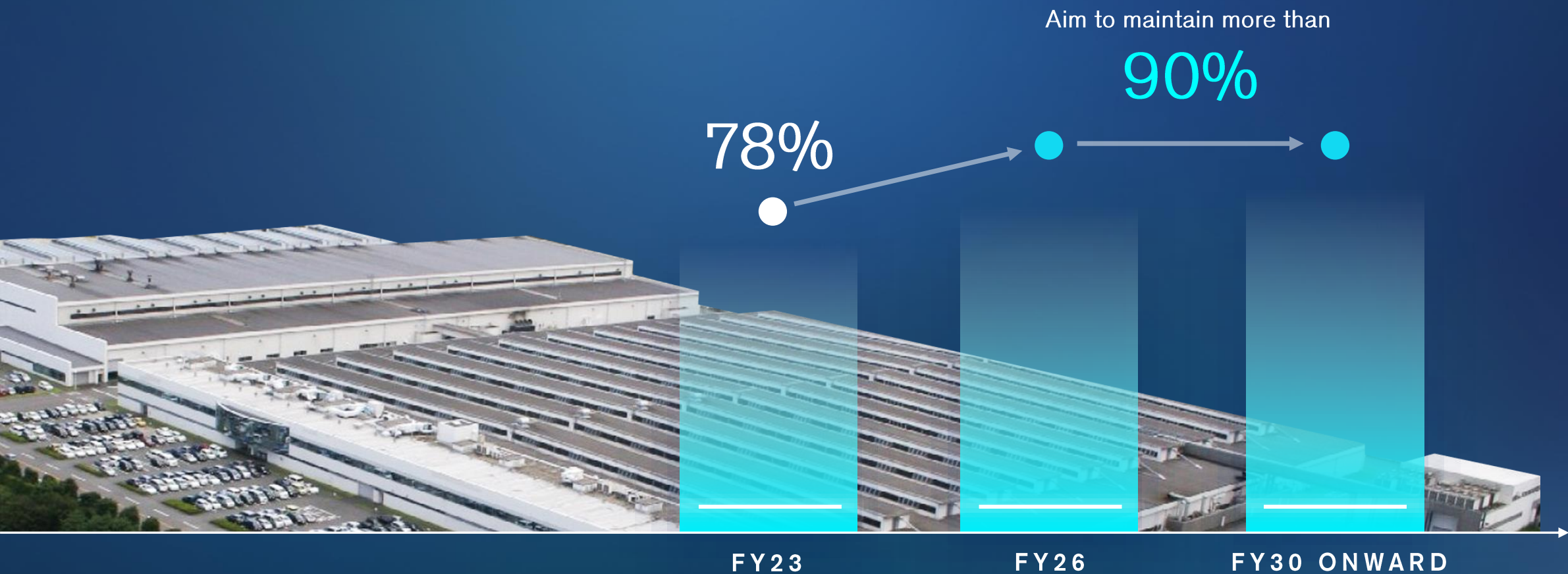
OPERATING PROFIT

FY26 FY30
6%+ → **8%~**



MAINTAIN FINANCIAL DISCIPLINE

Optimize plant utilization ratio

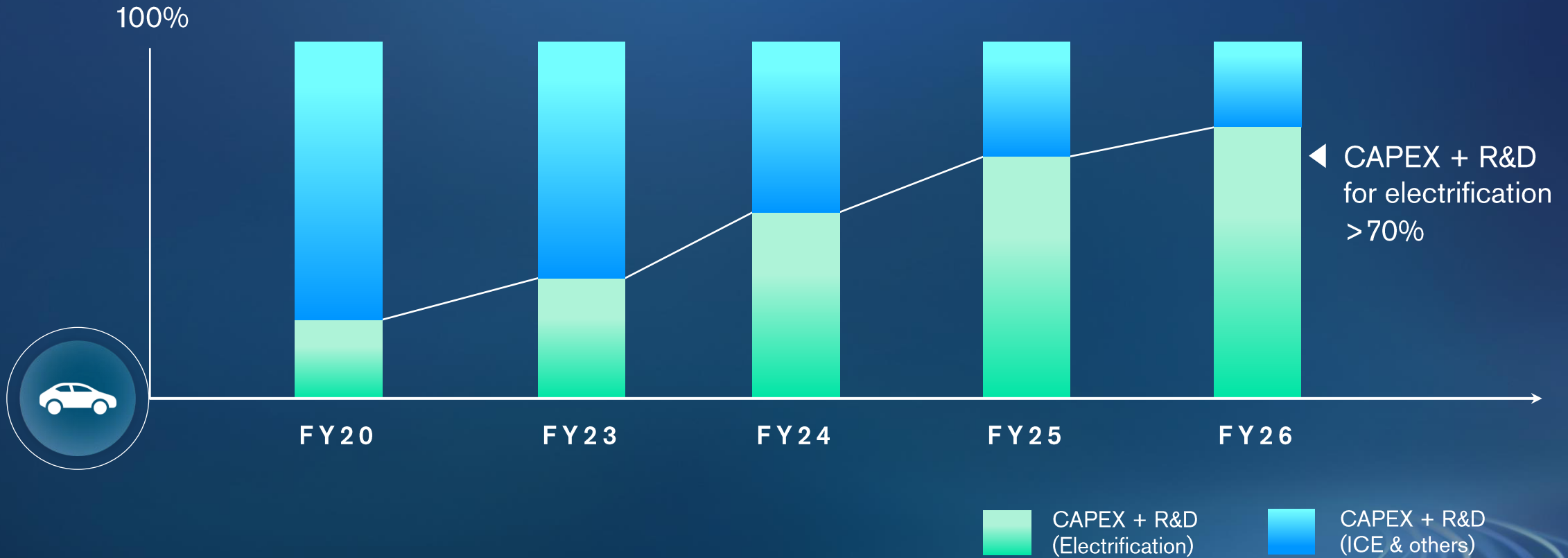


MAINTAIN FINANCIAL DISCIPLINE

CAPEX and R&D investment

CAPEX + R&D ratio vs net revenue
FY24-26

7-8% + Battery capacity investment >400B



MAINTAIN FINANCIAL DISCIPLINE

Deliver resilient, profitable performance to create value

FREE CASH FLOW

Positive

Before M&A FY24-26

NET CASH TARGET

1T JPY level

FY24-26

TOTAL SHAREHOLDER
RETURN RATIO

> 30%

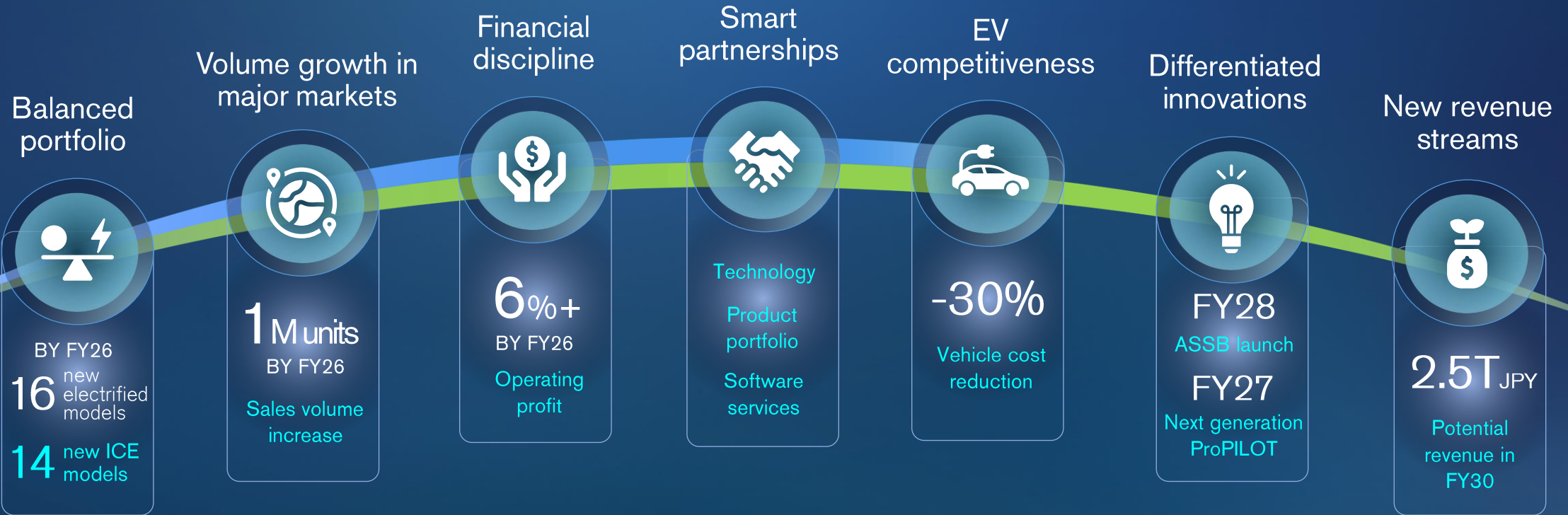
DIVIDEND & SHARE BUYBACK

SMART
PARTNERSHIPS

M&A for
value creation

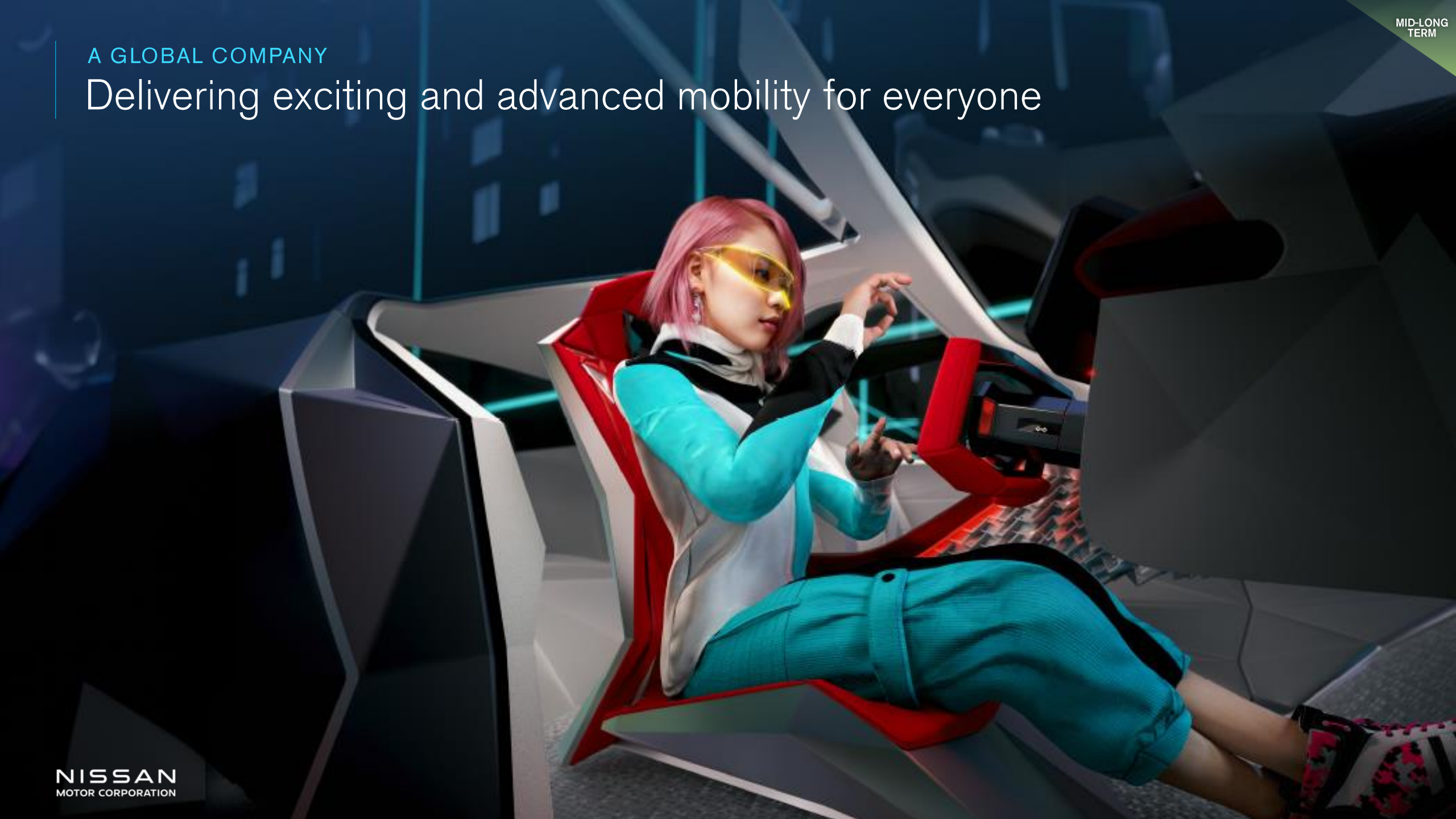
IN SUMMARY

Steady growth, innovation and bases for our future



A GLOBAL COMPANY

Delivering exciting and advanced mobility for everyone



STRONG FOUNDATION

Powered by purpose, culture and commitment

OUR PURPOSE

Driving innovation
to enrich people's lives



SUSTAINABILITY AT THE CORE

A cleaner, safer and more inclusive world



Ensure our lives are sustainable and
in harmony with nature

NISSAN GREEN PROGRAM



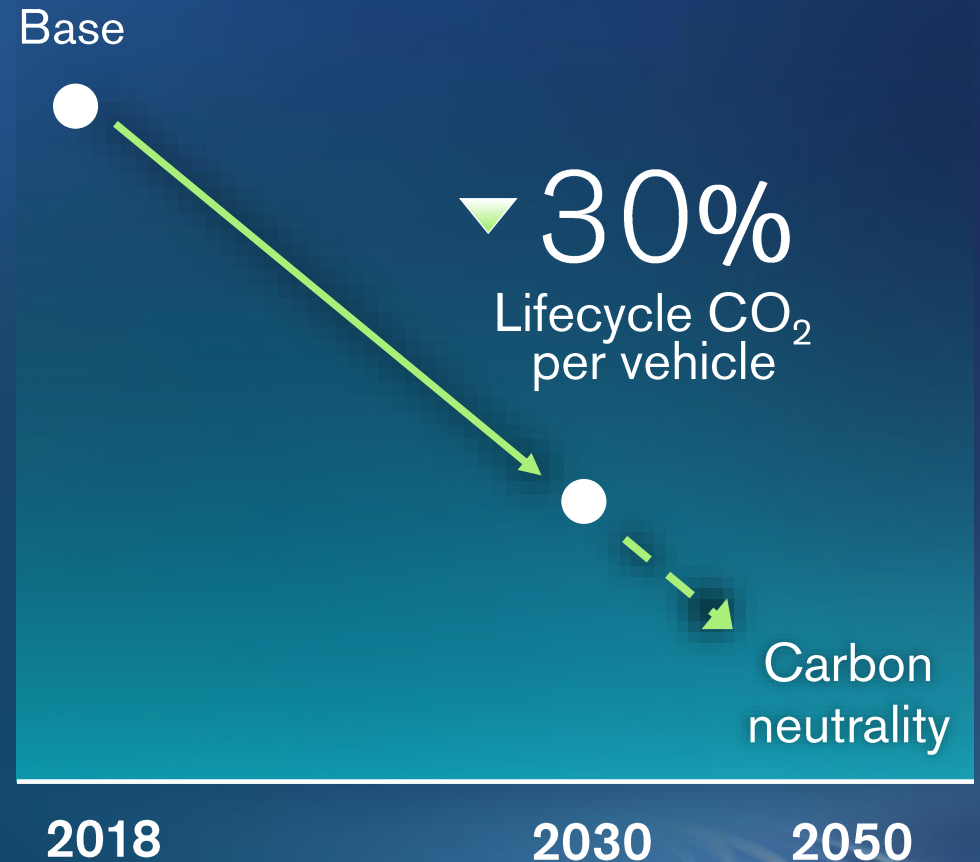
Understanding, engaging and creating
value for all our stakeholders

NISSAN SOCIAL PROGRAM

SUSTAINABILITY AT THE CORE

Toward carbon neutrality

ADOPT CIRCULAR ECONOMY TO EFFICIENTLY MITIGATE CO₂



OUR NISSAN

Agile, efficient and inclusive



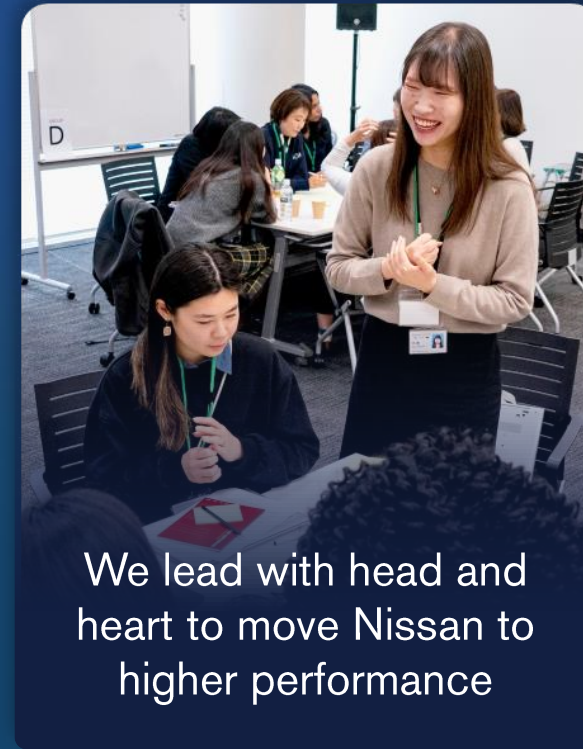
Our values show that we can work together to achieve success

NISSAN WAY



We aim for a workplace where we care, we grow and we drive

OUR PROMISE

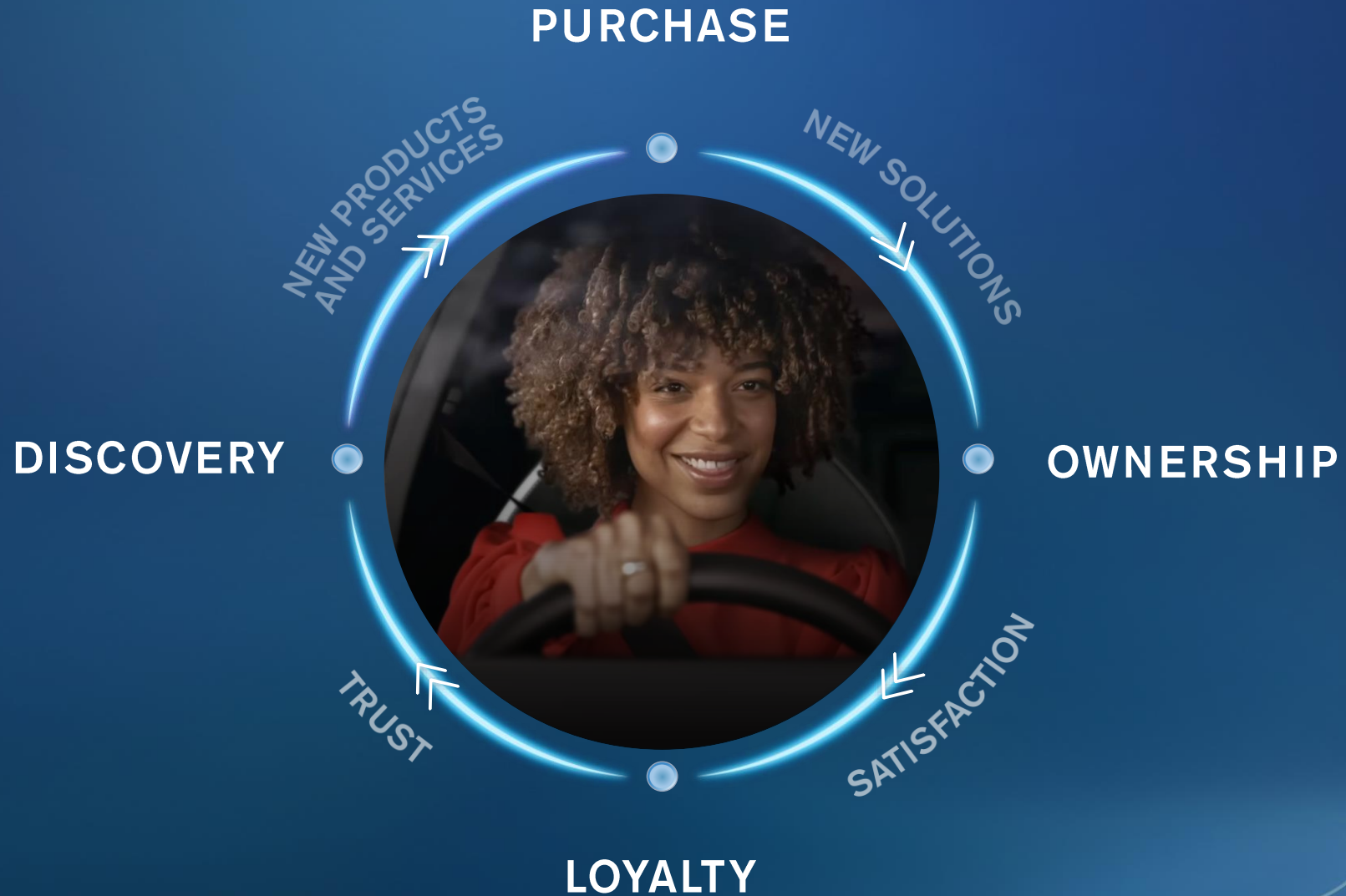


We lead with head and heart to move Nissan to higher performance

LEADERSHIP WAY

PURPOSE DRIVEN

Engage customers for a lifetime



EMPOWERING PEOPLE

The new leadership team



Makoto Uchida

Chief Executive
Officer

Asako Hoshino

Chief Brand & Customer
Officer, Chairperson of MC
Japan-ASEAN

Guillaume Cartier

Chairperson of MC
AMIEO

Jérémie Papin

Chairperson of MC
Americas

Shohei Yamazaki

Chairperson of MC
China

Ivan Espinosa

Chief Planning
Officer



Kunio Nakaguro

Chief Technology
Officer

Hideyuki Sakamoto

Chief Monozukuri
Officer

Mitsuro Antoku

Chief Quality Officer

Stephen Ma

Chief Financial
Officer

Hideaki Watanabe

Chief Strategy & Corporate
Affairs Officer

Toru Ihara

Chief HR Officer



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