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A Message from Chair of the Board of Directors

In 2019, Nissan and its new management team built a transparent, fair and flexible management system separating execution and supervision. The following year, we launched the business transformation plan Nissan NEXT.

The Nissan NEXT transformation plan, which has remained firmly on track thus far, draws to a close in fiscal 2023. With its impending conclusion, we will have to set the longer term direction for Nissan with our next mid-term plan. To this end, in order to develop a long-term vision focused on 2030, in terms of both execution and supervision, our Board of Directors meetings have discussed Nissan's "ideal positioning as a company". Accordingly, in November 2021, we announced the long-term vision Nissan Ambition 2030, which aims at establishing Nissan as a truly sustainable company by realizing a cleaner, safer and more inclusive society where all people can coexist.



In developing this long-term vision, we first considered how to expand the role of vehicles beyond mobility and beyond merely a means of transportation. These discussions were held at the Board of Directors and other meetings and that evolved also into how Nissan can provide value for future customer needs,

after having clarified the strength from the perspective of prioritize and focus. In particular, with regard to electrification, there are various questions about our strategy for execution, many of which related to batteries and battery technology. For instance, there are questions on the feasibility of market rollout, outlook on future demand, the adequacy of rate of development, returns on investment, and safety and quality. Through this process, we were able to communicate about the future introduction of all-solid-state batteries ahead of other companies, which I would like to commend. Further, in promoting the electrification of mobility, leveraging the strengths of the Alliance is important. As such, we have also sought to affirm the alignment between the Renault-Nissan-Mitsubishi Alliance's Roadmap to 2030 and Nissan's own Ambition 2030.

Hereafter, to take steps toward the realization of our long-term vision, it is more important than ever to build unity within the company . I have emphasized to the execution team that it is of utmost importance to share with employees what the company's aims are and the consideration behind these aims. The Board of Directors will continue focusing on the sustainable development of Nissan and society, making full use of our supervisory powers in a transparent and impartial manner to fulfill our responsibilities.

Nissan Motor Co., Ltd. Chair of the Board of Directors Yasushi Kimura G. Kimike