



TOSHIYUKI SHIGA
Chief Operating Officer

While I have been involved in generating four midterm plans for Nissan, I've developed a particular attachment to our latest business plan, NISSAN GT 2012. The reason goes back to our bitter experience with the profit decline we suffered in fiscal 2006, the first downturn in the seven years since we initiated the Nissan Revival Plan (NRP).

Why did Nissan hit a bump after completing the revival and growing constantly during both the NRP and NISSAN 180 periods? While developing NISSAN GT 2012, we asked ourselves hard questions about our performance at the time. How thoroughly had we discussed our "stretched" objectives? Were those objectives and the action plans associated with them broken down into regional and functional actions, and translated effectively into day-to-day operations? NISSAN GT 2012 is the result of many rounds of review and reflection. We have learned from the setbacks we experienced, and have begun to transform those lessons into sources of progress.

One characteristic that makes the NISSAN GT 2012 plan different from those that came before is its duration. This is a five-year business plan, whereas the previous plans were geared for three years of rehabilitation, revival and growth, transforming Nissan into a better company one measured step at a time.

By contrast, NISSAN GT 2012 sets bold targets that are meant to boost Nissan's competitiveness over a longer span and project strategies farther into

the future. We will be developing competitive advantages in the realms of quality and environmental responsibility, and building a strong bond of trust with all stakeholders, including our customers. Based on this, we will accelerate our growth yet keep it sustainable. This is the core concept of NISSAN GT 2012.

The second characteristic we are particularly focused on developing is the capability to take on long-term, high-level objectives. For example, in addition to improving the quality of our products, sales and service and their perceived quality and attractiveness, we are determined to make the quality of our management the best in the industry.

Management quality is monitored through the annual employee survey. "The power comes from inside" was our fundamental management concept during the NRP comeback years, and it is still the foundation of the Nissan Way. With our people as our driving force, we aim to push management quality far up the scale.

When we keep employee motivation high, our efficiency and effectiveness rise to match. We are challenging ourselves to do this in every segment of our business, and in every region. As we refine our management operations, Nissan will continue to grow, bolstered by the trust of our customers and other stakeholders. We are ready to challenge the ambitious goals of NISSAN GT 2012.

Toshiyuki Shiga
Chief Operating Officer