

# NISSAN 180

## Ready and Positioned for Growth

The momentum created by the NRP has not ended, although the plan itself is completed. Nissan's plan through the end of fiscal year 2004: NISSAN 180.

The objectives of NISSAN 180 are contained in its name:

Nissan will sell **one** million additional units worldwide by fiscal year 2004 (October 2004 to September 2005).

Nissan will realize an **eight** percent operating margin under constant accounting standards. This bold goal will position Nissan at the top level of profitability in the automobile industry worldwide.

Nissan will achieve **zero** net automotive debt by the end of fiscal year 2004. "Debt has been a financial burden for Nissan over the past 15 years," said Carlos Ghosn. "It has prevented us from effectively preparing for the future. Going to zero is the best way to regain the financial flexibility that allows us to make sound investment decisions."

Achieving these goals will rely on four pillars:

- Generating more revenue
- Reducing costs
- Increasing both quality and speed
- Maximizing the Alliance with Renault.

# NISSAN 180 Ready and Positioned for Growth



Carlos Ghosn announces NISSAN 180

## Making the 180 Turn

For an automobile maker, generating revenue means selling more cars. The NISSAN 180 goal: one million additional units will be sold by the end of fiscal year 2004\*:

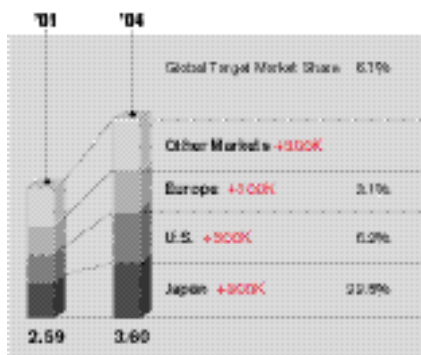
- Japan: 300,000 additional cars
- US: 300,000
- Europe: 100,000
- Other markets: 300,000

These will include Nissan and associated brand passenger cars and light commercial vehicles.

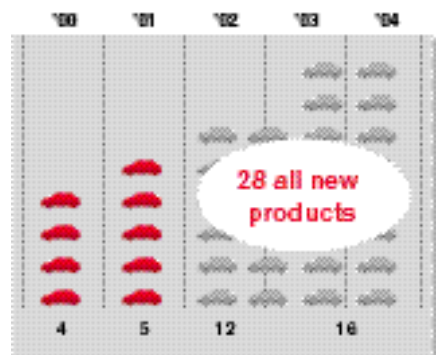
Creating compelling cars was a primary NRP goal, but in NISSAN 180 the number of new products will increase significantly. Nine new models were released during the NRP; in fiscal 2002 alone 12 all-new products will be launched worldwide; for the NISSAN 180 period, a minimum of 28 all-new vehicles will be launched—in all segments, all over the world.

Rebuilding Nissan's position in Japan is a cornerstone of NISSAN 180, as strength in the domestic market will sustain Nissan's presence elsewhere around the world. The decline in market share has come to a halt. The introduction of the March, Moco and Cube in the entry-level segment will lead the way into the 300,000 additional sales envision in NISSAN 180; company executives have now set the goal of placing at least three Nissan cars in Japan's top-ten monthly best-selling lists.

**Global Retail Sales Volume Targets**  
(Million units)



**Model Launch Schedule**  
Fiscal years 2000-2004



\*by the end of fiscal year 2004 (October 2004 to September 2005)



Nissan Brand Symbol

## Building the Brand—and Profits

Nissan knows that it must continue to build its brand power, to close a price gap with its competitors that grew during a period of low brand identity and focus. Launching Nissan's new brand identity, based on its traditions of technology, imagination and passion, was a signal of the change. The consistent, strong image begins with the new brand symbol and continues in all new Nissan products, with a refocused design direction to create cars that consumers truly want and will pay for.

Realizing the value of this stronger brand power is a focus on profitability, with a NISSAN 180 goal to consistently position Nissan at the top level of profitability in the global auto industry. A powerful Nissan brand is the basis for attracting new customers and creating loyal customers. A powerful brand will help Nissan achieve its business goal of sustainable, profitable growth. Nissan will be a brand that customers are proud to own, dealers are proud to sell and employees are proud to deliver.

## The Feel of a New Nissan

Nissan emerged from the NRP with a clear vision of enriching people's lives. The first steps have already been realized, in employees with increased ambition and drive for the future, and customers responding with enthusiasm to Nissan products that provide a more satisfying, safe and intelligent driving experience.

The groundwork has been laid; now is the time for growth. Unique to Nissan: the Alliance with Renault and its expanding relationship, providing synergies and strengths to meet these challenges.



Nissan on display at the 2002 North America International Auto Show in Detroit