



Nissan announced a wide-ranging, six-year business plan that will accelerate the company's growth across new markets and segments. The plan for fiscal years 2011 to 2016, called Nissan Power 88, is effective from June 2011.

The name of the plan emphasizes key corporate goals: Nissan will renew its focus on the overall customer experience through actions that elevate its brands' power and sales power. By the end of fiscal 2016, the company will aim to achieve a global market share of 8% and increase its corporate operating profit to a sustainable 8%.



Highlights of Nissan Power 88 reflect Nissan's clear, global vision and strategic direction through fiscal 2016:

- Nissan's extended new product plan will deliver, on average, an all-new vehicle every six weeks for six years. The company's global portfolio will have 66 vehicles and will cover 92% of all markets and segments.
- The emphasis on sustainable mobility will continue, encompassing zero-emission vehicles and low-emission technologies that support PURE DRIVE. Cumulative electric vehicle sales for the Renault-Nissan Alliance will reach 1.5 million units.
- "Mobility for all" will expand with dedicated new cars and light commercial vehicles (LCVs) developed for entry-level segments and emerging markets.
- Nissan will introduce more than 90 new, advanced technologies, averaging 15 per year.
- Nissan will increase investments in its brands and retail networks to enhance its customers' entire ownership experience.

Nissan Power 88 identifies six strategies as levers the company will use to achieve results according to plan. The six strategies are as follows.

Pillar 1 **Strengthening brand power**

To strengthen Nissan's brand power, the company will expand its strengths in engineering and production to the sales, marketing and ownership experience. Nissan will raise the level of interaction with its customers to create a world-class standard of service that will help build lasting relationships with every Nissan and Infiniti car owner.

Pillar 2 **Enhancing sales power**

Sales power in the mid-term plan refers to fully grasping the needs of customers in each market and drastically raising sales volume and market share.

Pillar 3 **Enhancing quality**

Nissan aims to make steady progress in improving product quality. During Nissan Power 88, its aim is to raise Nissan into the top group of global automakers in product quality and to elevate Infiniti to leadership status among peer luxury products by fiscal 2016.

Pillar 4 **Optimizing Nissan's zero-emission leadership**

Nissan will take the lead as the all-time volume leader in dedicated electric vehicle sales. The Alliance is bringing seven more all-electric models to follow the successful launch of the Nissan LEAF. Nissan's EV lineup will include a light commercial vehicle and an all-electric premium car, to be launched by Infiniti in 2014.

Pillar 5 **Accelerating growth through business expansion**

The fifth pillar of the plan relates to the company's strategies for business expansion.

In 1999, Nissan's global market share was 4.6%. In 2010, Nissan achieved a record 5.8%. For fiscal 2016, Nissan is targeting 8%.

Pillar 6 **Cost leadership**

Growth in any market is not possible without a high level of cost competitiveness, so the sixth pillar of the plan is cost leadership. Since Nissan implemented the Nissan Revival Plan, the company has been successful in reducing costs by 5% annually, due mainly to cross-functional *monozukuri* activities involving its supplier base.