NISSAN M.O.V.E. TO 2022: BUILDING THE FOUNDATION FOR GROWTH AND EVOLUTION

Nissan M.O.V.E. to 2022

At the beginning of fiscal year 2017, Nissan began a new six-year midterm plan, Nissan M.O.V.E. to 2022. Over the course of the plan, Nissan aims to build on the solid business foundation that was established under the previous midterm plan, Nissan Power 88, while leveraging the benefits of the company's alliance with Renault and Mitsubishi.

Mission

1. Achieve sustainable growth, while delivering healthy profitability and strong free cash flow

2. Lead the technology and business evolution of the automotive industry, backed by our technology DNA

The name, Nissan M.O.V.E. to 2022, expresses the company's forward momentum, drawing on its strengths in Mobility, Operational excellence, Value to customers, and Electrification.
Path to 2022: Sustainable Growth

In terms of sustainable growth, the plan shows Nissan’s aim to maintain a sustainable 8 percent operating margin while growing revenues from 12.8 trillion yen to 16.5 trillion yen – a growth of 30%.

There are three pillars that will support this growth. The first is a focus on steady growth with above average profitability in the markets that sustain our business, including China, Japan, and Mexico. The second is a focus on seeing a return on our investments in markets and brands where the full benefits are yet to be realized, including Brazil, Argentina, India, Russia. The final pillar is to capture the full potential of our brands and close the gap with market leaders in markets such as Europe, the Middle East, and ASEAN. This third area also includes efforts to boost our business through maximizing our strengths in frame-based SUVs and pick-up trucks.

In addition to these market strategies, we will also continue to work on revenue optimization, total delivered cost improvements, and fixed cost controls, while ensuring appropriate allocations of investments for growth.

Continuous improvement on operational efficiencies

Net Revenue Optimization, TdC Management, Fixed Cost Control
Path to 2022: Lead the evolution

In addition to sustainable growth, the company also intends to take the lead in new technologies and businesses. Harnessing the evolution of technologies such as electric vehicles, autonomous driving and connectivity, as well as the acceleration of new mobility services, Nissan is introducing new technologies and products through its Nissan Intelligent Mobility strategy. By the end of the plan, Nissan aims to maintain its EV leadership with a million electrified vehicles sold per year, including both EV and e-POWER; introduce cutting-edge autonomous driving technologies, including 20 models with ProPILOT technology in 20 markets; and provide mobility services delivered by autonomous vehicles, ahead of the rest of the industry.

To develop these technologies, Nissan will fully leverage the benefits of the Renault-Nissan-Mitsubishi alliance, and deliver advanced products through the Nissan, INFINITI, and Datsun brands. The plan also includes clear strategies to enhance the business foundations, including further developing the company’s diversity as a competitive advantage, ensuring quality assurance with a customer-centric mindset, a renewed focus on compliance, an acceleration of digitization, and the securing of necessary production capacity to support our growth, especially in China.

By the end of Nissan M.O.V.E. to 2022, Nissan will be in a strong position to address challenges, harness opportunities and deliver on the mission of sustainable growth and leadership in the business and technology evolution ahead.