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Nissan New Midterm Plan Announcement

Carlos Ghosn, President & CEO
June 27, 2011



**NISSAN
POWER
88**



Empowering Nissan customers



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POWER

Brand & sales power

8

Global market
share by FY16 (%)

8

Sustainable COP (%)

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SIX-YEAR PLAN

FY11 FY12 FY13 FY14 FY15 **FY16**

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**Leadership and
Profitability**
in growth markets

**Sustainable
mobility**

**Mobility
for all**

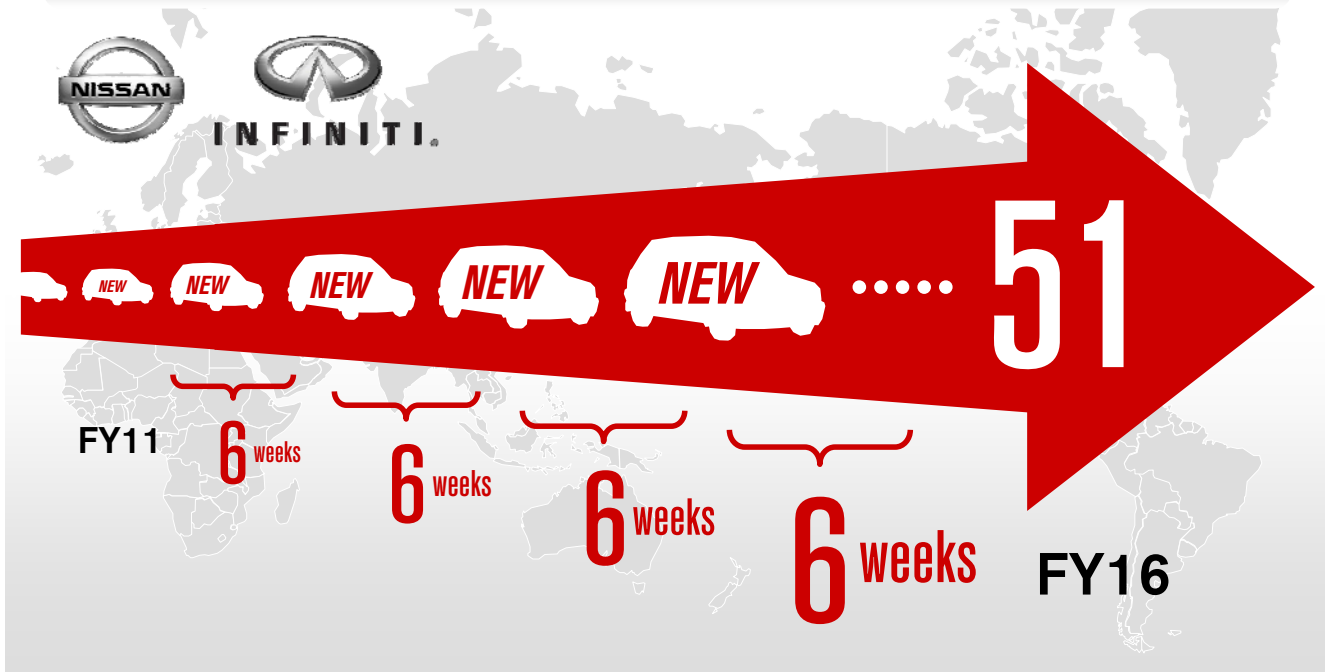


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51 new models



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Product pipe line

Number of new products

	FY11	FY12	FY13 & FY14	FY15 & FY16
US				
JPN				
PRC				
EUR				
Others				
Total	5	9	19	18

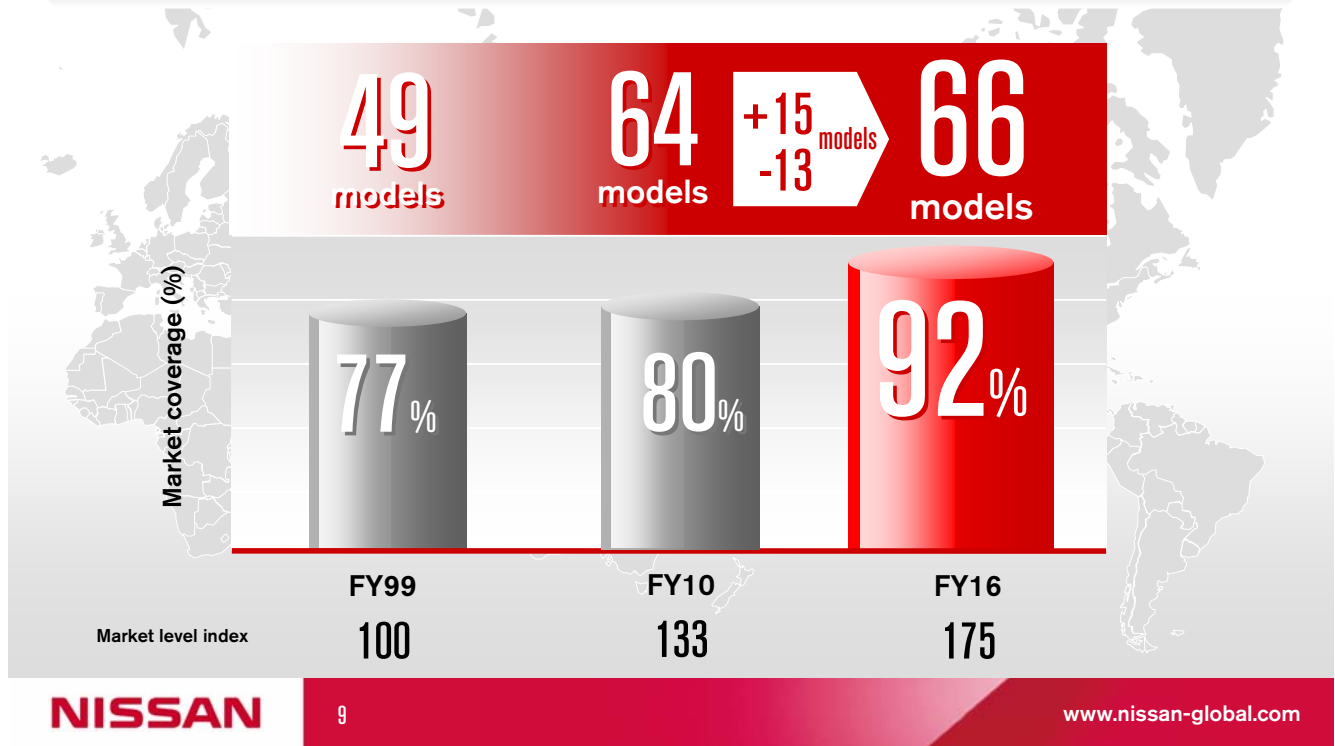


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Product range and segment coverage



Model efficiency

	NISSAN 180 FY03-FY05	NISSAN Value-up FY05-FY07	NISSAN POWER 88 FY11-FY16
New Cars <New body type>	31	28	51
Start of Production <# of new models by production sites>	44	70	171
Model Efficiency [units / model] <Sales volume / # of body type>	50k (FY05)	55k (FY07)	110k (FY16)

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Nissan of technology



Nissan PURE DRIVE HYBRID

New XTRONIC CVT

Number of new technologies :

90

FY11 15 technologies

15 technologies

15 technologies ...



ECO Pedal

Around View Monitor (AVM)

Back-up Collision Intervention (BCI)

FY16

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Product lineup enhancement

Global Growth Models



NEW



All-new Tiida

NEW



Altima

NEW



Teana

NEW



QASHQAI

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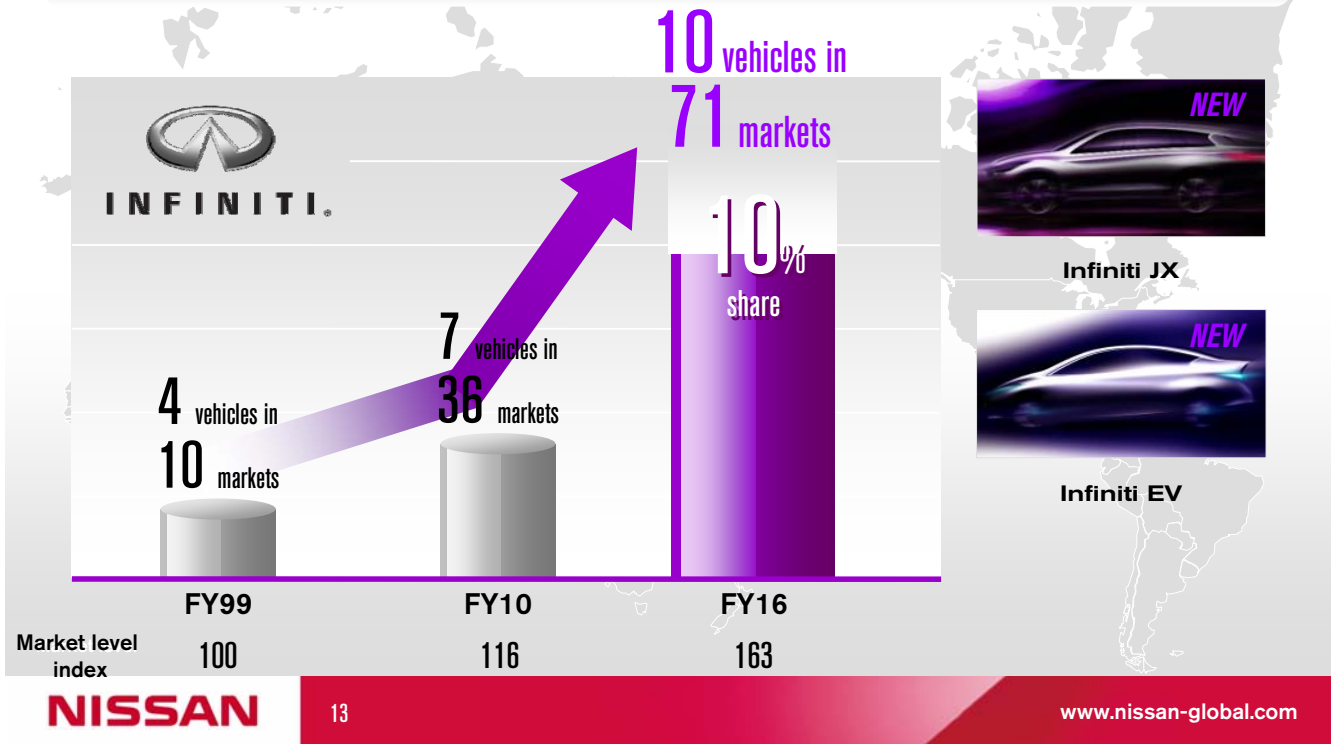
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Product lineup enhancement



Widen the portfolio



Product lineup enhancement



10% market share in China



Product lineup enhancement



Expand V-platform range



2



3



FY10 130K units

FY16 more than 1M units

Localized supply base minimum 90%



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Product lineup enhancement



Longstanding presence in commercial vehicles



NV200 selected as “Taxi of Tomorrow” in New York City

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Product lineup enhancement



Aiming to be the world's leading LCV manufacturer by FY16



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6 Pillars



Pillar 1

Brand power

Pillar 2

Sales power

Pillar 3

Enhancing quality

Pillar 4

Zero-emission leadership

Pillar 5

Business expansion

Pillar 6

Cost leadership

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Pillar 1: Brand power



Putting the
Customer CENTRAL
in everything we do

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Pillar 1: Brand power



Nissan LEAF



World Car of the Year



European Car of the Year

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Pillar 2: Sales power



Dealer network to satisfy customer needs

Network quantity

- Geographic coverage
- Service capacity



India

Network quality

- Customer loyalty
- Dealer performance



U.S.

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Pillar 2: Sales power



Brand power supports sales power

The leading Japanese brand in China, Russia and Mexico



Become the largest volume Asian brand in Europe by FY16



Boost sales power in Japan, the U.S. and ASEAN 5*



*Indonesia, Thailand, Malaysia, Philippines and Vietnam

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Pillar 3: Enhancing quality



Make steady progress in improving product quality

Nissan:
Rank among the top group of global automakers

Infiniti:
Elevate to leadership among peer brands

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Pillar 4: Zero-emission leadership



Comprehensive approach toward zero-emission mobility



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Pillar 4: Zero-emission leadership



Renewable and various energy sources



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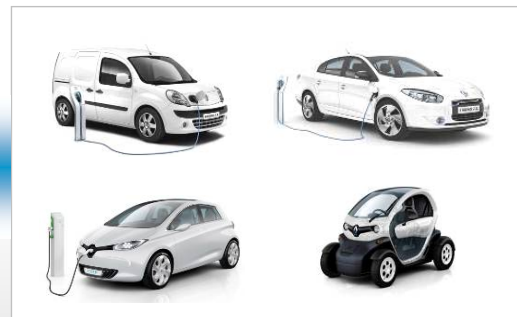
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Pillar 4: Zero-emission leadership



1.5 million EVs by FY16



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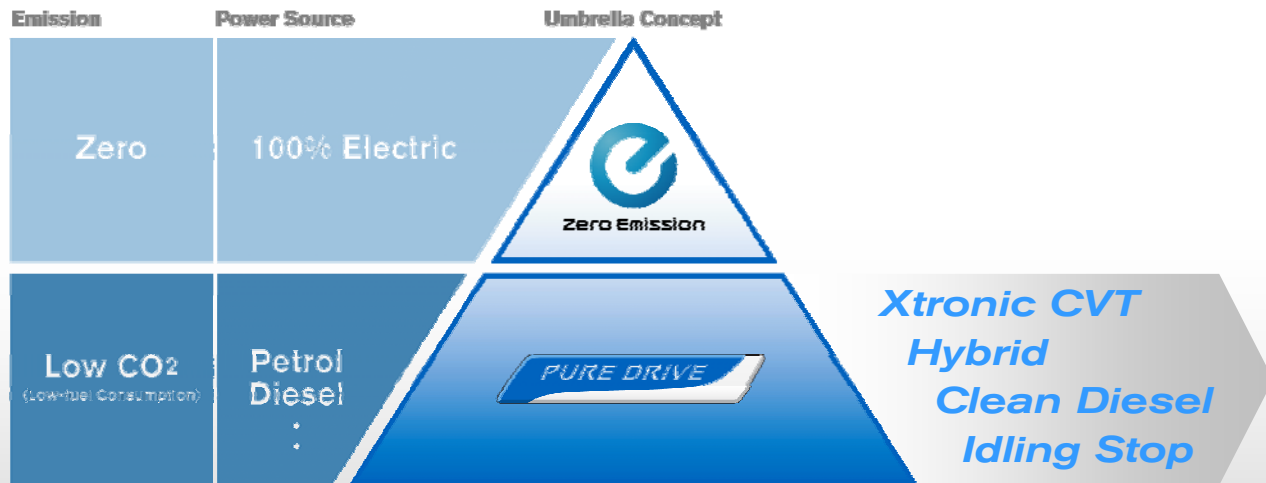
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Pillar 4: Zero-emission leadership



The sustainable mobility solution



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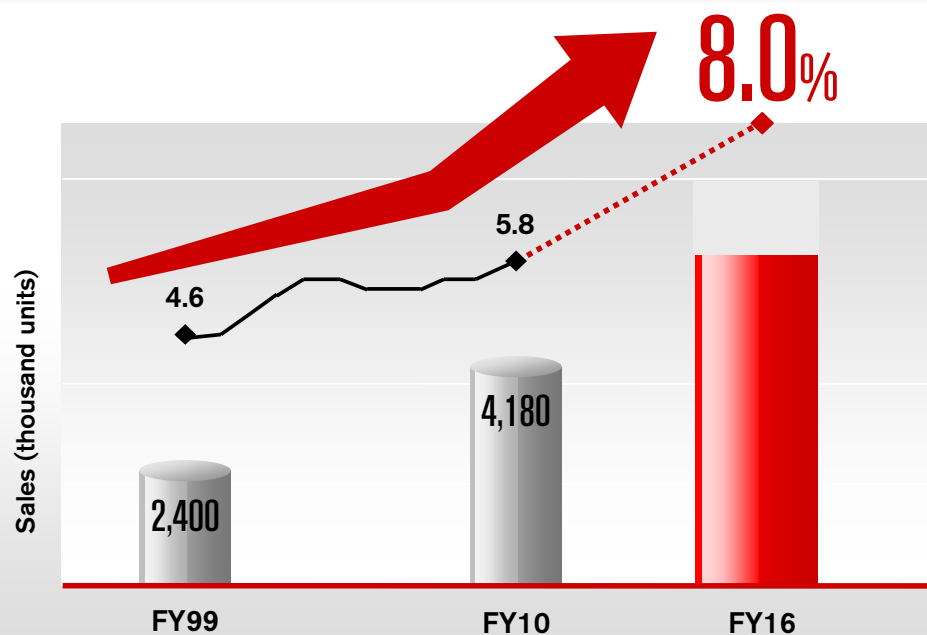
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Pillar 5: Business expansion



Global market share target: 8% by FY16



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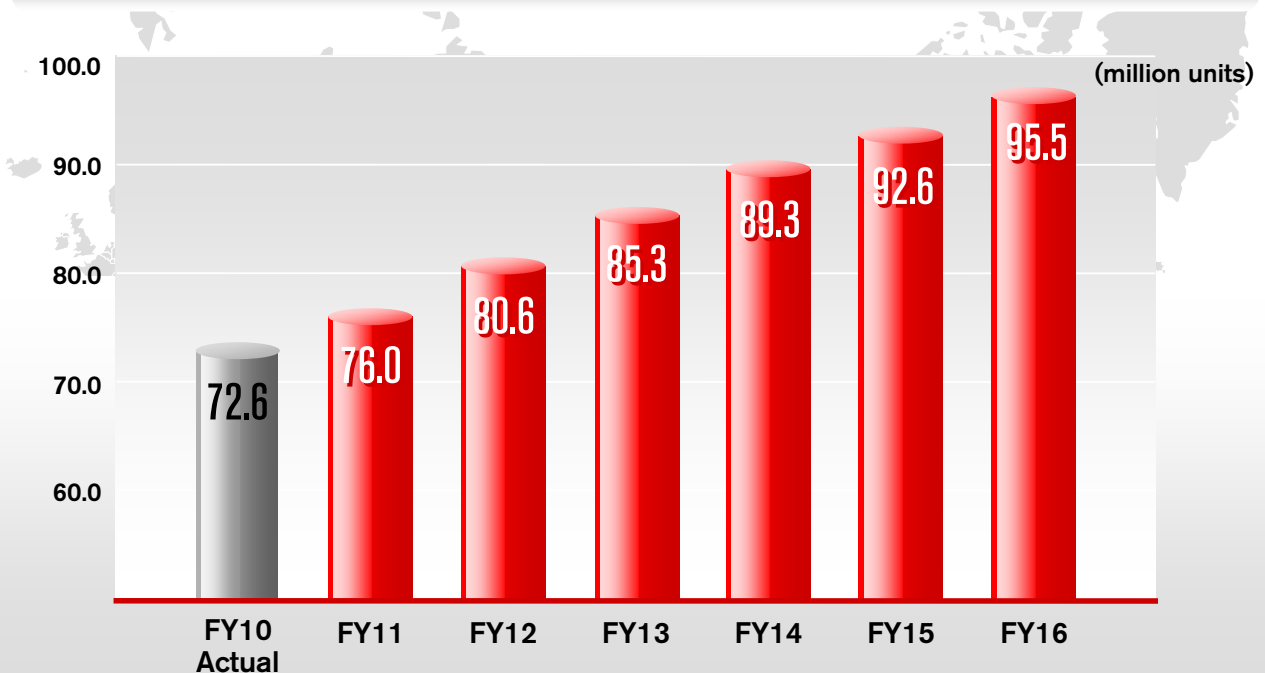
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Pillar 5: Business expansion



Global TIV evolution



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Pillar 5: Business expansion



Segment and market growth

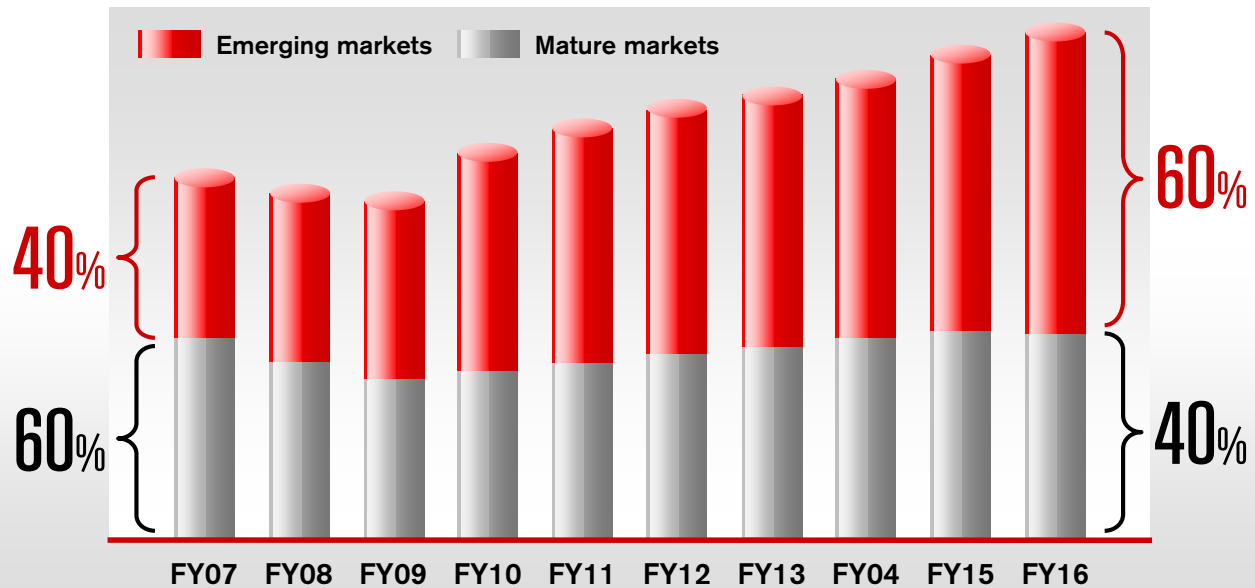
- Expansion of Infiniti business
- Expansion of LCV business
- Increase presence in Brazil, India, Russia
- Increase presence in the next wave of emerging markets such as the ASEAN 5

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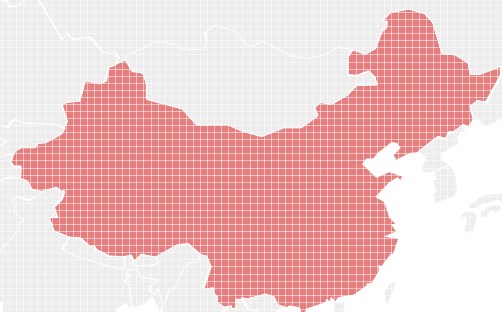
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Global TIV evolution



China

- Current market share: 6.2%
- Increase manufacturing capacity to achieve future growth
- Expand and strengthen retail network
- Target: 10% market share



Pillar 5: Business expansion



Mexico

- Current market share: 23.1%
- Invest to expand manufacturing capacity
- Retain number one market share



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Pillar 5: Business expansion



Brazil

- Current market share: 1.2%
- Build a new plant in Brazil; capacity 200k units as 1st step
- Expand retail network
- Target: minimum 5% market share



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Pillar 5: Business expansion



Europe

- Become the largest volume Asian brand in Europe
- Nissan to become a shareholder of AvtoVAZ
- Increase market share to 7% in Russia



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Pillar 5: Business expansion



India

- Add 5 new models built in Chennai
- Grow retail network



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Pillar 5: Business expansion



ASEAN 5

- Current market share: 6% in ASEAN 5
- Industrial base and export hub in Thailand
- Increase capacity in Indonesia from 50k units to 100k
- Target: 15% market share in ASEAN 5



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Pillar 5: Business expansion



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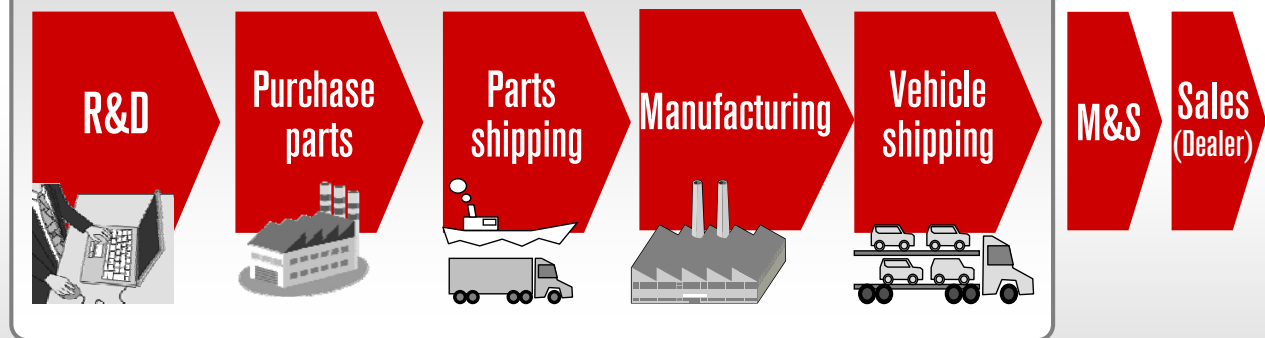
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Pillar 6: Cost leadership



Reduce total cost by 5% each year

Monozukuri enhancement



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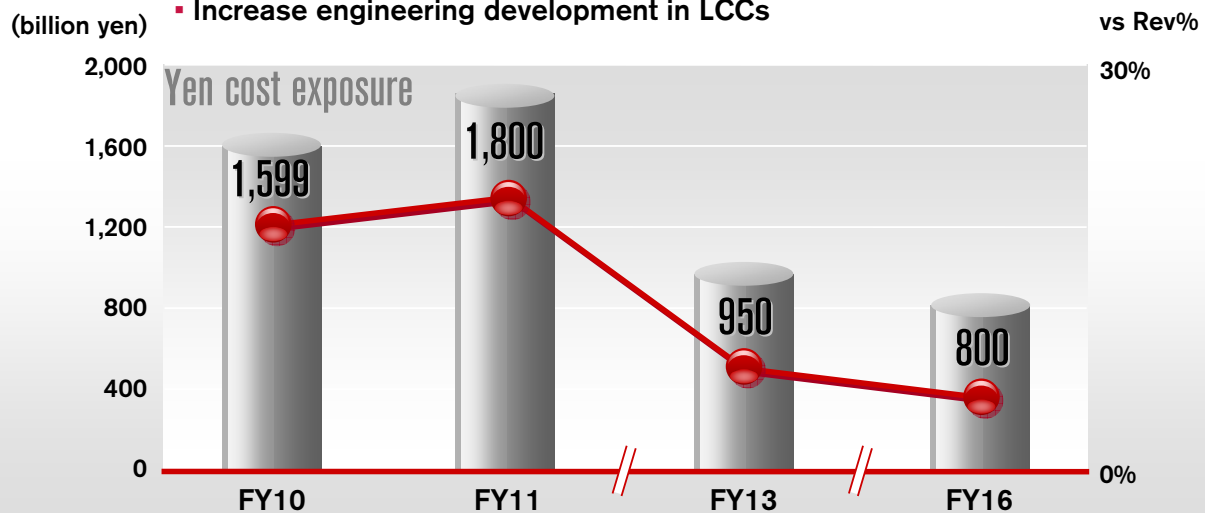
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Japan production and LCC sourcing



Maintain domestic production of 1 million vehicles per year
Reduce Yen denominated cost

- Increase LCC parts usage
- Enhance manufacturing localization overseas
- Increase engineering development in LCCs



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Alliance and established partnerships

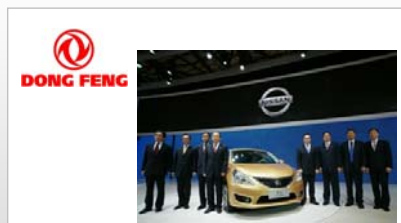


Alliance	Capital tie-up	Joint development	Joint production	OEM supply
 Renault				

Partnerships					
DAIMLER	Daimler				
	Dongfeng				
	Ashok Leyland				
	Mitsubishi				
	AvtoVAZ				

 Current business  Future business

Alliance and established partnerships



Main assumptions



		FY10	FY11	FY12	FY13	FY16
FOREX	JPY / USD	85.7	80.0	85.0	85.0	85.0
	JPY / EUR	113.1	115.0	120.0	120.0	120.0
Raw materials* (billion yen)		Base	+155	+64	+74	-

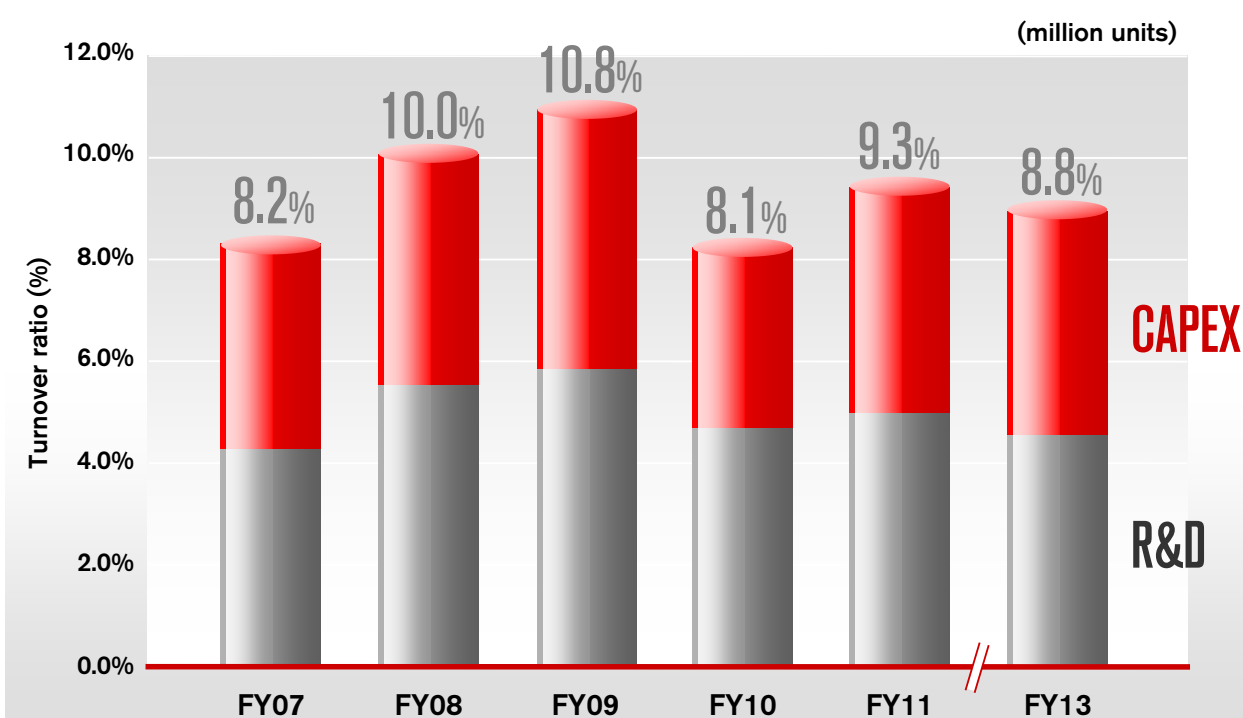
* Single year impact

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CAPEX and R&D



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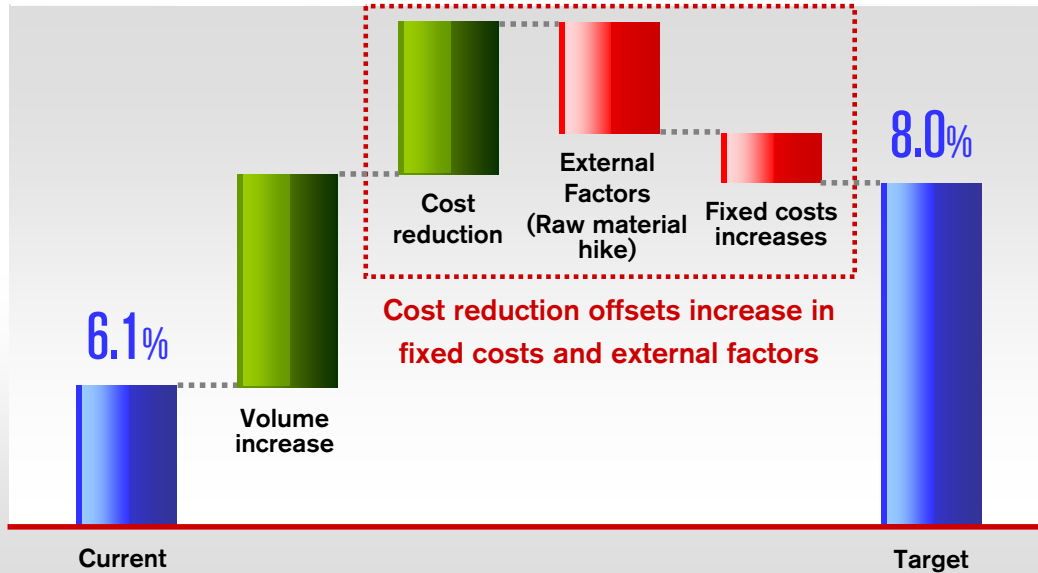
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OP margin evolution



Volume increase is the main driver of improvement
Cost reduction offsets fixed costs increases and external factors



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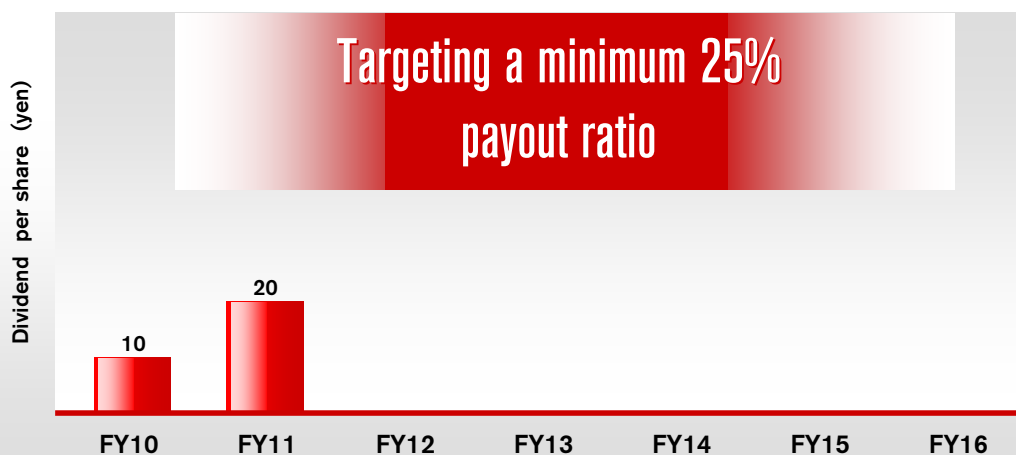
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Shareholder return policy



Nissan's dividend policy

- Enhance shareholder returns through profitable, sustainable business growth and maintaining a strong balance sheet



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