

NISSAN MOTOR CORPORATION



Nissan Motor's Global Growth Strategy

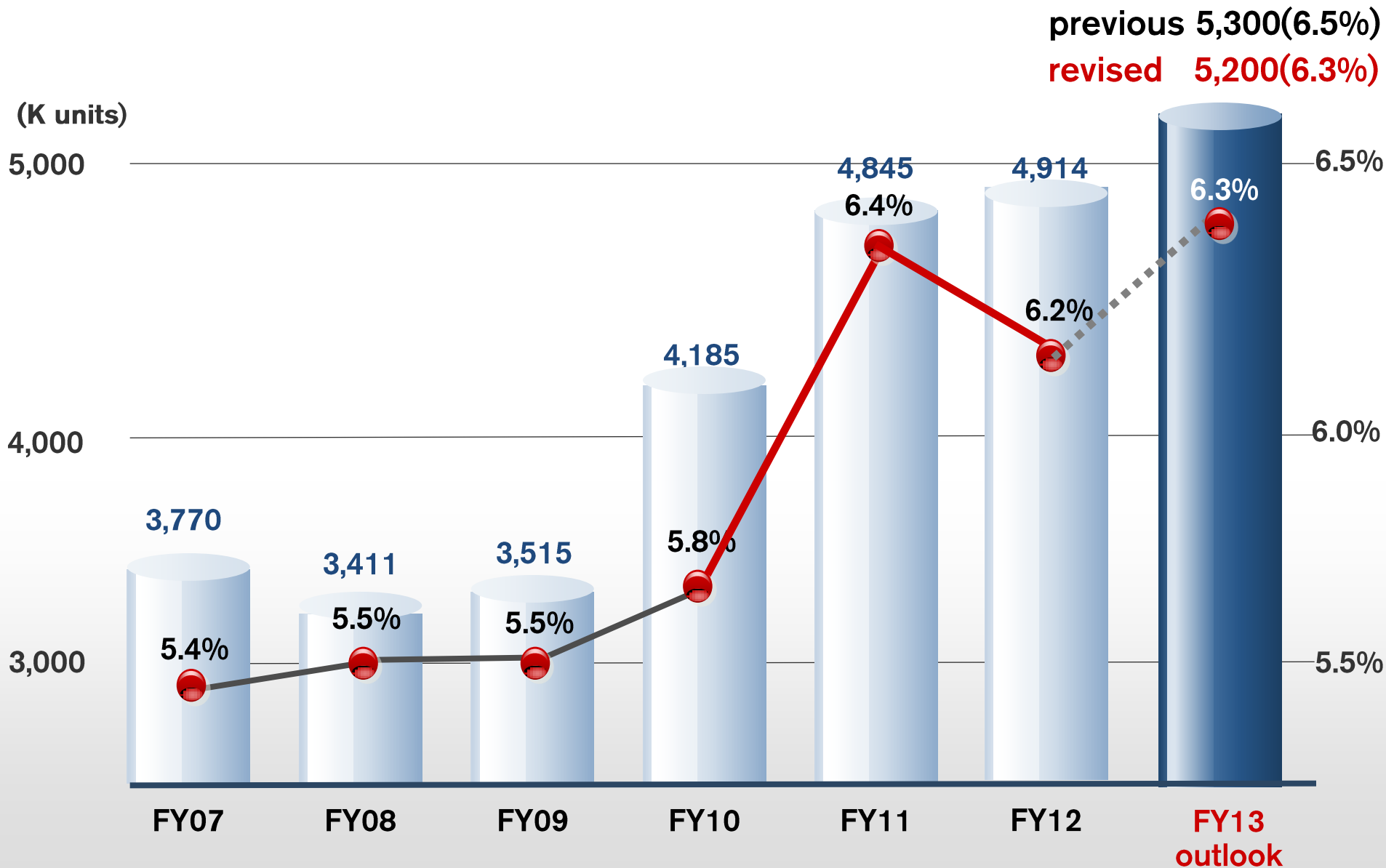
December 05, 2013

Toshiyuki Shiga

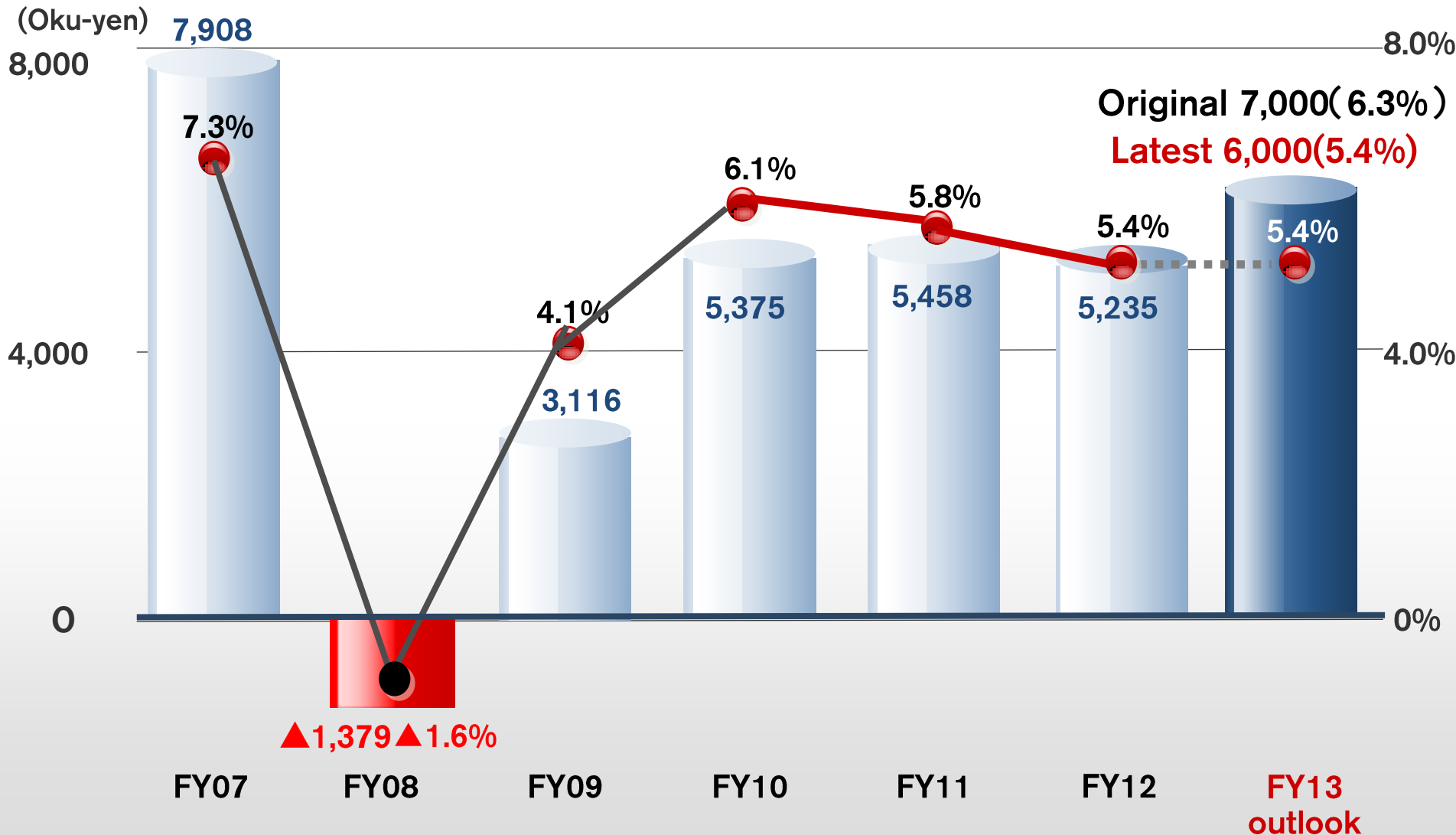
Representative Director & Vice Chairman

Nissan Motor Company Ltd.

Global Sales and Market share



Operating Profit



Causes & Countermeasures

Profit warning resulted from the following:

- ① sales decline in certain emerging markets
- ② increase in selling expenses ③ increase in quality-related costs

BRICs+ Thai
(recovery in China)

Countermeasures

- Investment in new capacities peaks in FY2013
- Capex will remain flat from 2014 through the midterm plan
- Tighter controls on incentives and net pricing
- New executives to focus on improving execution and performance

A

B



New plant investments

FY13		FY14
Under construction	India new plant (Powertrain) (From Sept.)	
Under construction	Jatco Thailand new plant (From Sept.)	
Under construction	Mexico new plant (From Nov.)	
Under construction	Brazil new plant (Spring)	
Under construction	Thailand new plant	
Under construction	Indonesia new plant	
Under construction	Russia St. Petersburg plant (expansion)	
Under construction		China Dalian new plant
Under construction		Jatco Mexico new plant

Organizational Change for Better Management and Execution

① Central control of total selling expenses

- CPLO manages both advertising costs and sales incentives

Andy Palmer
Chief Planning Officer (CPLO)



② Revision of regional structure

- Shift to 6 regions to allow management to focus on more detailed market-by-market execution

New Regional Management Structure

③ Better quality control

- EVP at the Executive Committee level will be responsible all aspects of product and service quality



Kimiyasu Nakamura
Executive Vice President
Total Customer Satisfaction



NISSAN' s Mid-term Plan



POWER

Brand & sales power

8

Global market
share by FY16 (%)

8

Sustainable COP (%)

Global Strategy

Offensive Strategy

Emerging
markets



Entry
markets



启辰
VENUCIA

Premium market



INFINITI®

Leadership Strategy



Zero Emission



Autonomous
driving

Partnership Strategy



DAIMLER



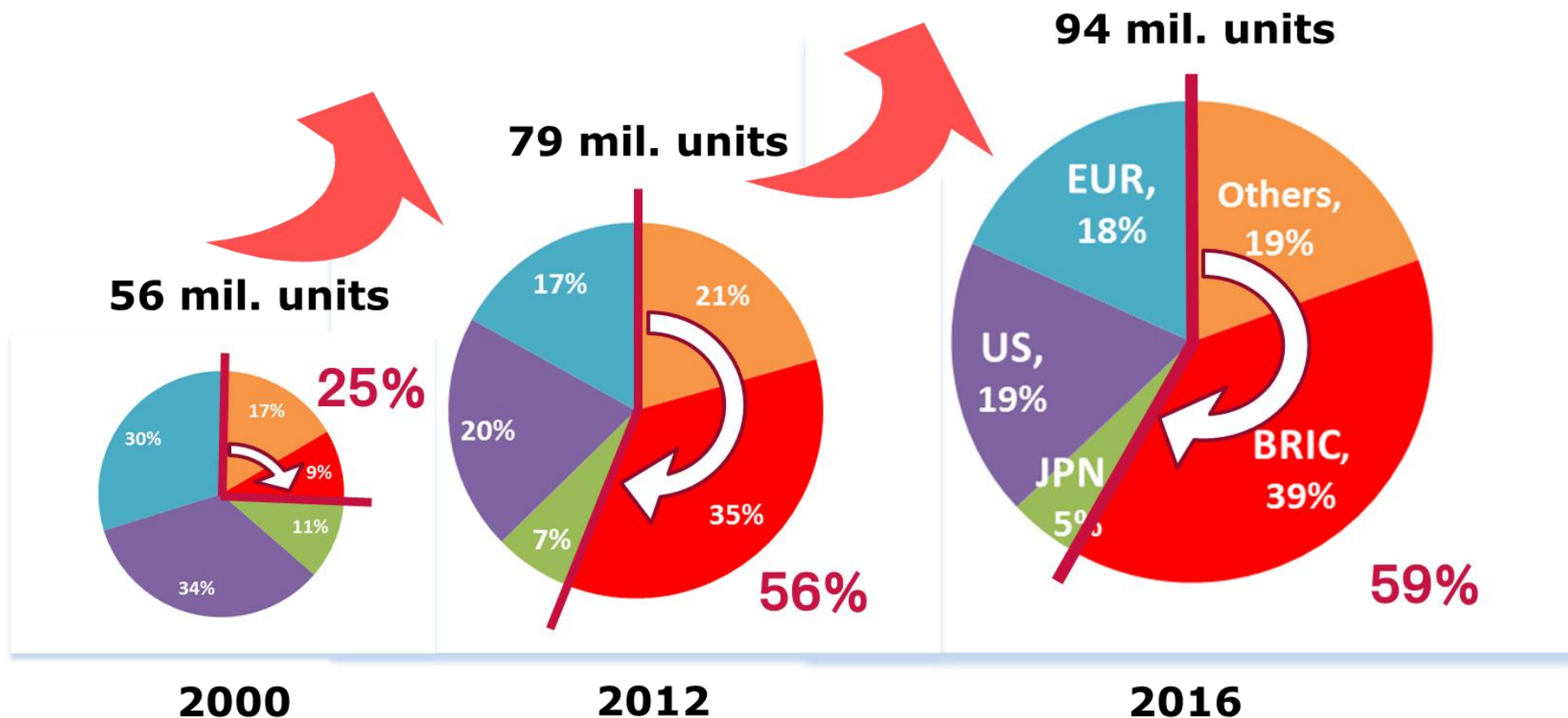
DONG FENG



ASHOK LEYLAND



Emerging Countries Leading the Growth



Source: Nissan Motor

New Car Source of Sales (mature markets vs. growth markets)

Structure of New Car Demand

Mature Market



Replacement



High Growth Market:



New



**Need products / services that meet the demand
for first-time buyers**

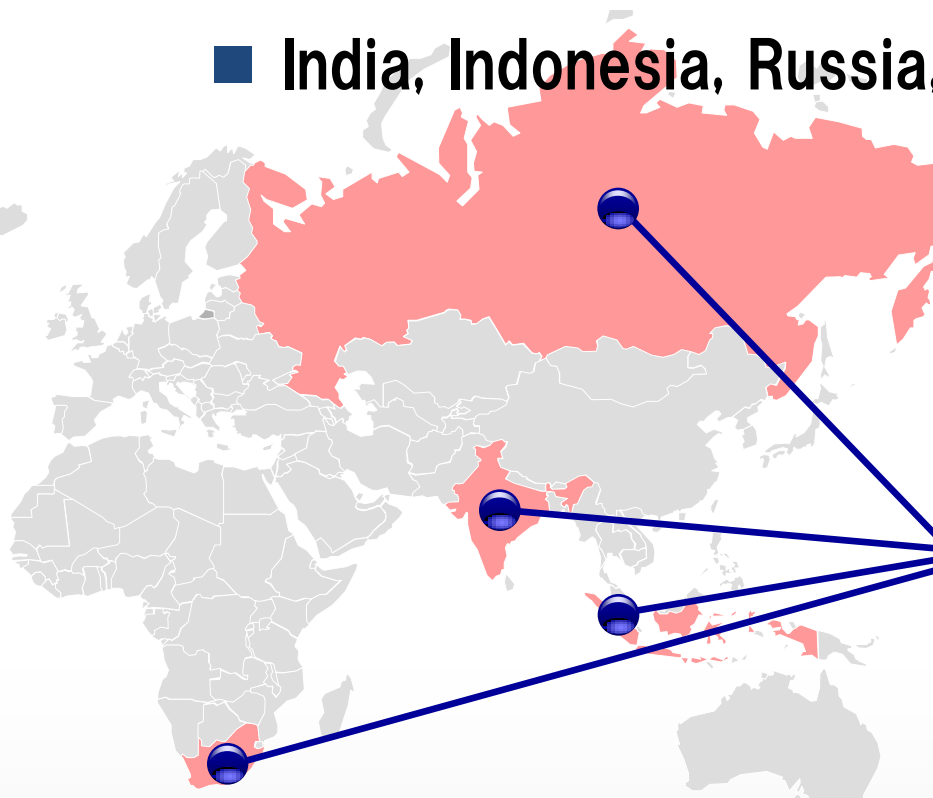
**Common
occurrence in an
emerging market**

**We offer new values through
the Datsun brand**



Introduction of Datsun

■ India, Indonesia, Russia, & South Africa in 2014



Datsun's target customers
Risers

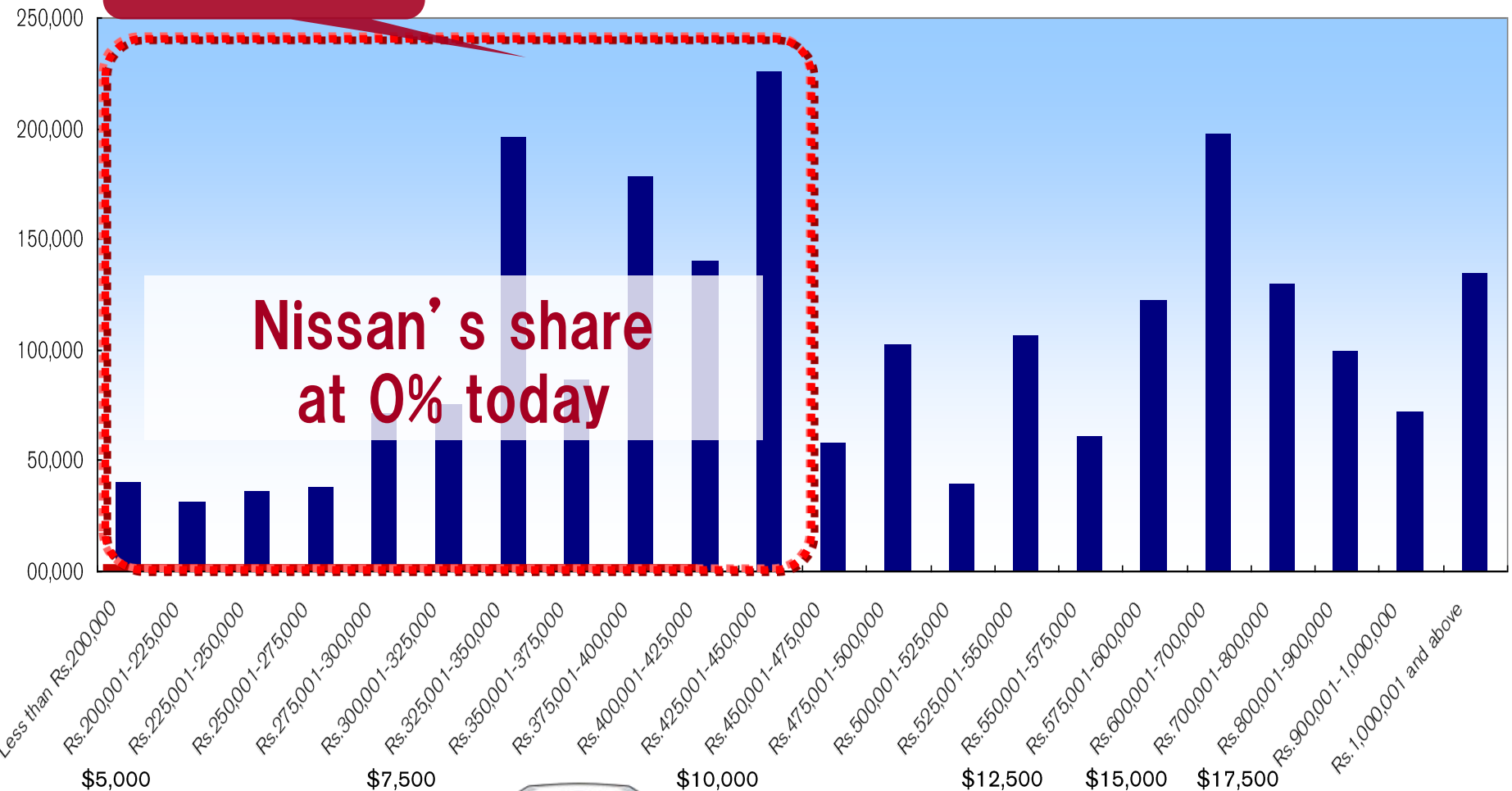


**Dream
Access
Trust**

Market Needs & Opportunities in India

50% of the market by 2016

■ Demand by price range



1USD=45.7 INR



Progress & Goal of Infiniti Business



Premium Market Analysis

Premium brands account for 11% of total light-vehicle sales.

11%

But represent 50% of industry profits

50%

Strengthen the Infiniti Business

Relocation of HQ to Hong Kong



*Grand opening ceremony
held on May 2012*

Currently IML

15 nationalities



Active Recruitment of Dedicated Personnel

Develop Asia's first premium brand with a team of professionals and experts

■ Johan



SVP of NML in charge of global Infiniti since July 2012
Served as president of Audi's American operation

■ Michael



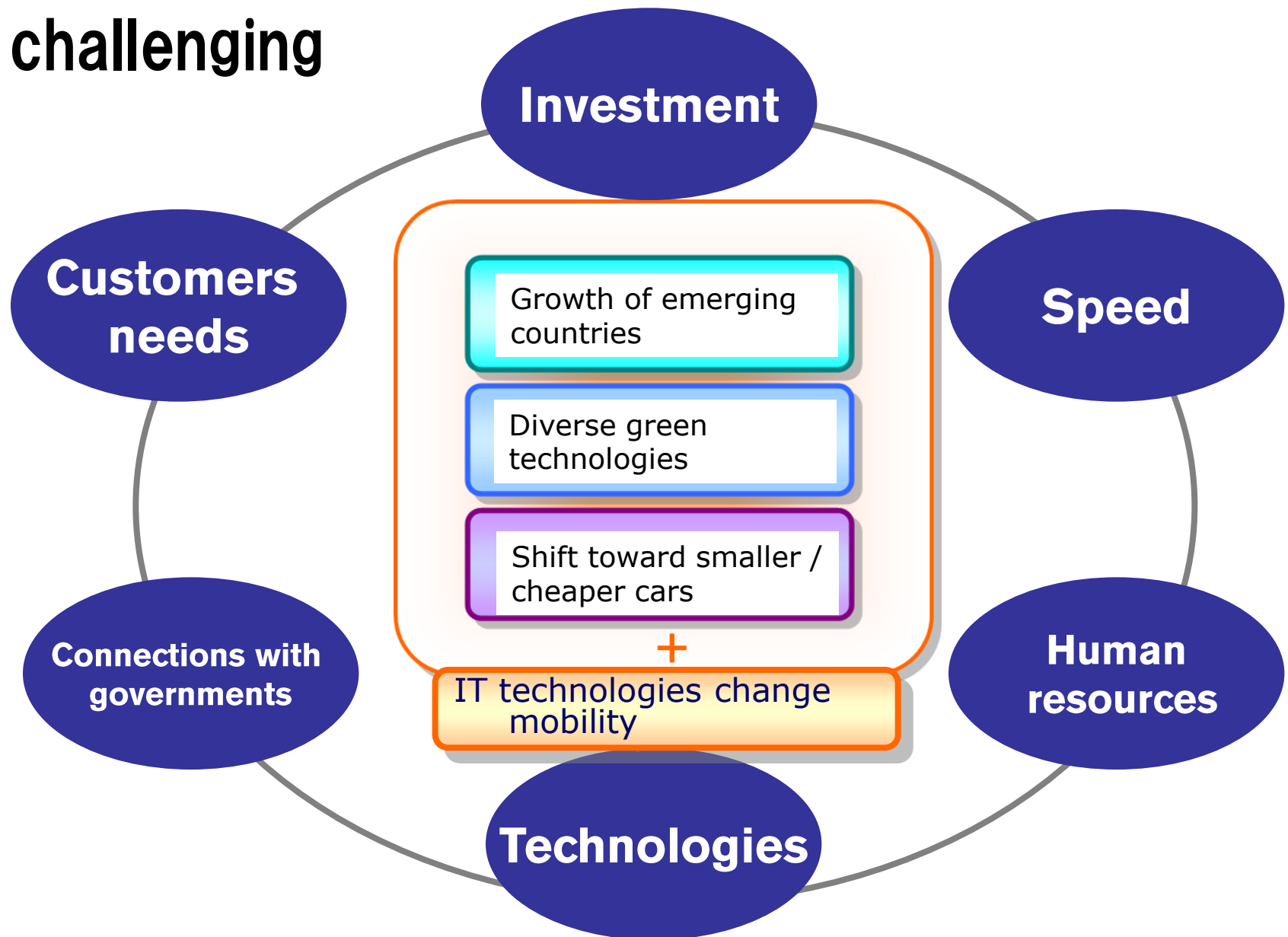
VP of Infiniti Americas since September
Served as COO of Porsche Cars North America

■ Daniel

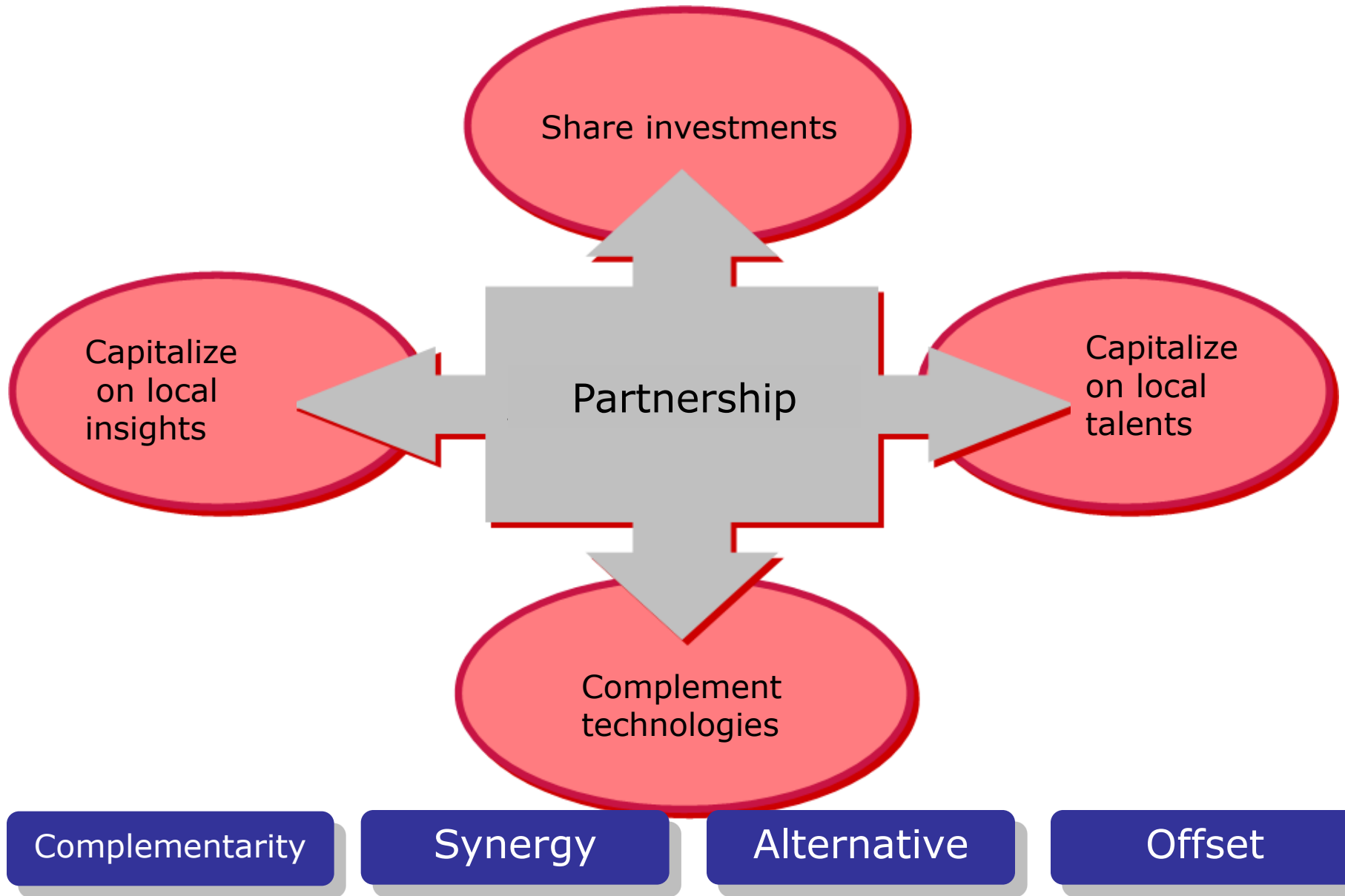


Managing Director of Infiniti China since May
Previously served as vice president of BMW's joint venture in China
Speaks fluent Chinese

Adapting to the changing environment by oneself is challenging



Capitalize on partnerships and local resources



Current partnerships

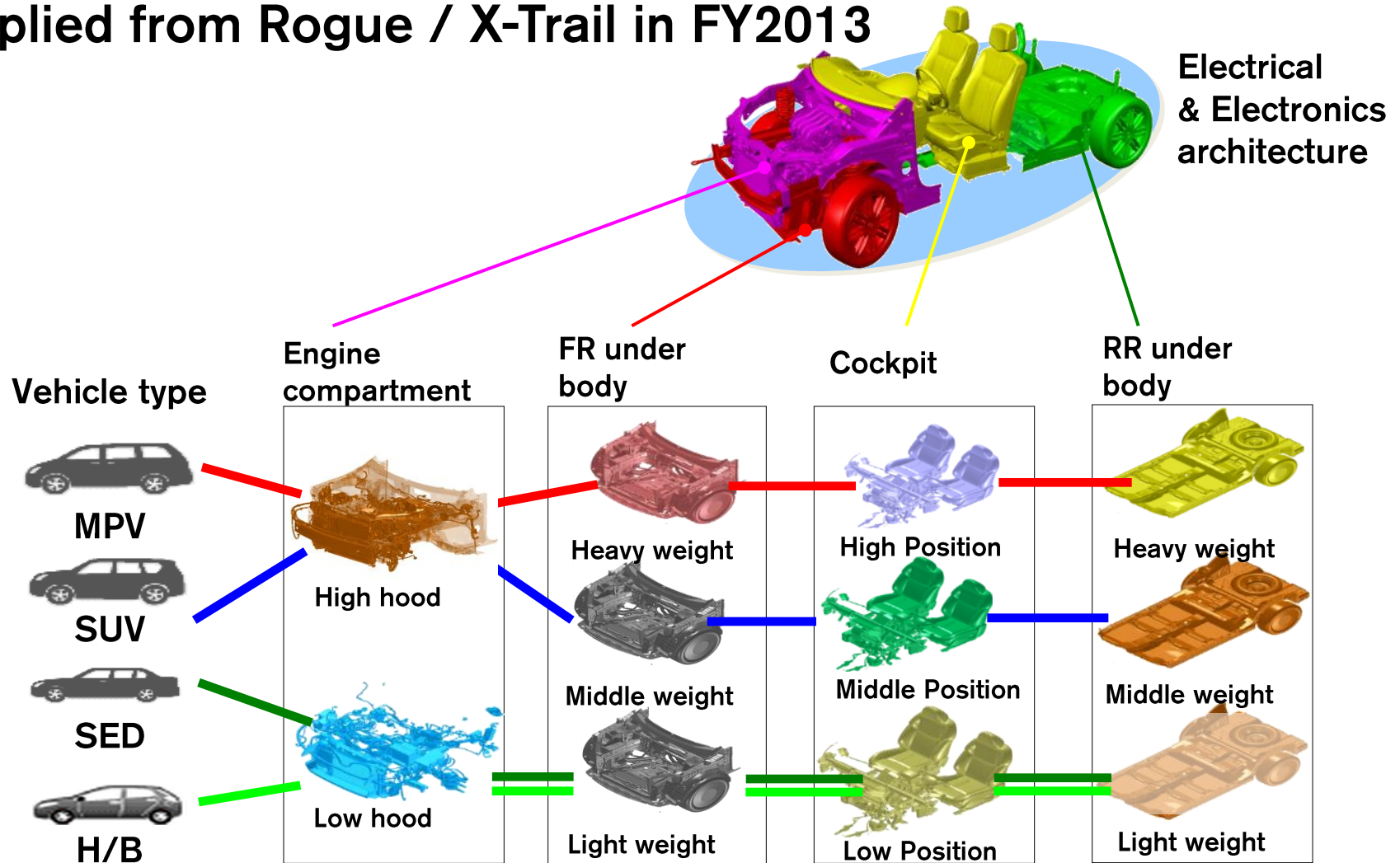


DAIMLER



Case①: Renault Nissan Alliance Common Module Family

Applied from Rogue / X-Trail in FY2013



Case②: Partnership Strategy with Daimler



- Infiniti Q50
Diesel engine and downsizing turbo are essential for Europe
- Joint production of 4-cylinder gasoline engine in Tennessee, U.S. starting from mid-2014. Applied to Mercedes Benz C Class & Infiniti models
- Infiniti Q30
adopt some Daimler components



Leadership Strategy

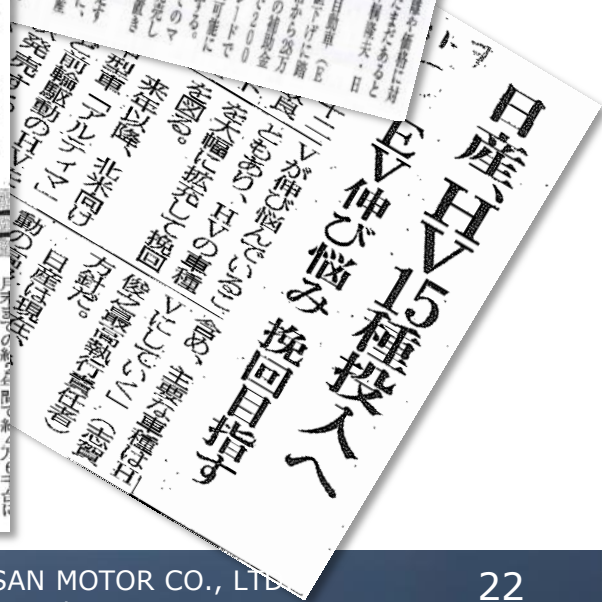
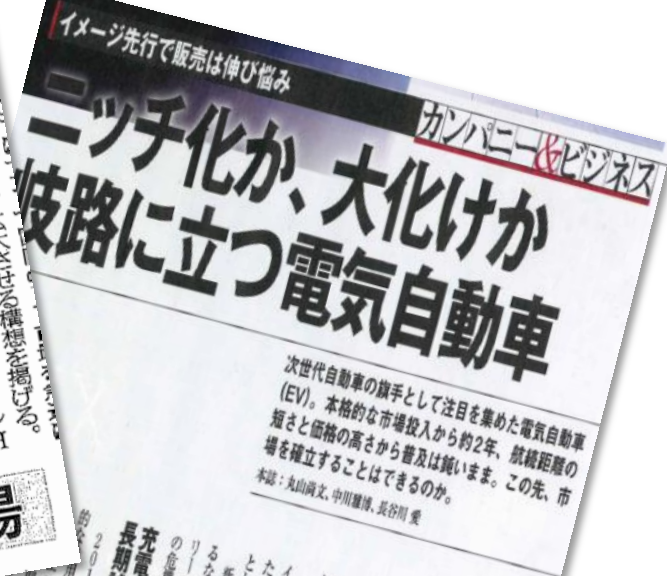
Preparations to achieve Nissan Power 88 peaked in FY2013, which was the first half of the plan. Investments will bear fruit going forward.



Concurrently, Nissan is pursuing sustainable mobility under its vision and leadership strategy



Challenges



Challenges

Nissan aims to produce self-driving cars by '20



近赤外線を使ったセンサー（タイヤ前の黒い長方形の前分）などで走行状況を見極める（27日、アーバイン）

IRVINE, Calif. (Bloomberg) — Nissan Motor Co., which grabbed a global lead in electric car sales with its Leaf hatchback, wants to do the same thing with self-driving vehicle technology and plans to offer such models by 2020.

Nissan has sold more than 75,000 Leaf electric vehicles worldwide since late 2010. Including alliance partner Renault S.A. of France, they have delivered about 100,000 electric cars.

The company showed off self-driving Leaf models at a former U.S. military base in Irvine on Tuesday morning with the robots cars ferrying passengers in simulated urban driving scenarios.

首相、自動運転車に試乗「日本の技術は世界一」

2013年11月09日（最終更新 2013年11月09日 18時40分）



日産の自動運転車に試乗し、助手席から手を振る安倍首相。奥は国会＝9日午後、東京・永田町

安倍晋三首相は9日、国産の自動運転車に試乗し、助手席から手を振った。官邸などによると、自動運転車の本格的な試験による試乗は世界初といわれる。

首相は試乗後、記者団に「日本の技術は世界一だ」と感想を語った。

自動走行車 20年まで

試作車公開 日産、各国で

「アーバイン（米カリフォルニア州）に杉本貴之（たけもと たかゆき）日産自動車は27日、試作車を公開し、2020年までに発売する自動走行車を発表した。2020年までに必要となる技術の開発競争が加速した。日産は27日、電気自動車をベースとした自動走行車の試作車を公開した。音波や電波、光線を使うセンサー類や5つのカメラを搭載。道路の走行レーンや他の車、障害物、信号、標識などを感知し、ブレーキやアクセル、ハンドルを操作する。ドライバーはハンドルに手を置かずとも自動で走行できる。実際の商品化では、要請による自動走行の法整備を待つ必要がある。日本の国土交通省は、自動運転車の開発競争を加速した。日産は27日、電気自動車をベースとした自動走行車の試作車を公開した。音波や電波、光線を使うセンサー類や5つのカメラを搭載。道路の走行レーンや他の車、障害物、信号、標識などを感知し、ブレーキやアクセル、ハンドルを操作する。ドライバーはハンドルに手を置かずとも自動で走行できる。実際の商品化では、要請による自動走行の法整備を待つ必要がある。日本の国土交通省は、自動運転車の開発競争を加速した。

日産、20年までに自動走行車開発

ゴーン社長「新ブレーキ技術に自信」



日産自動車は27日、米カリフォルニア州アーバインで開かれたイベントで、道路情報や車から感知して走る自動走行車の試作車を公開し、2020年までに発売を目標と発表した。

試作車は、日産の電気自動車（EV）「リーフ」をベースに開発。搭載された5つのカメラで車線や標識、道路状況などを感知。レーザーではほかの車や障害物を避けながら、車の進路や速度を調整して走る。

今後は、14年度に流通工場（神奈川県）に自動走行車用のテストコースを設置し、安全性などについてもさらに開発を進める。日産のカルロス・ゴーン社長は、試作車を運転しながら「新ブレーキ技術に自信」と述べた。

日産、自動走行車20年発売



日産自動車は27日、米カリフォルニア州アーバインで開かれたイベントで、道路情報や車から感知して走る自動走行車の試作車を公開し、2020年までに発売を目標と発表した。

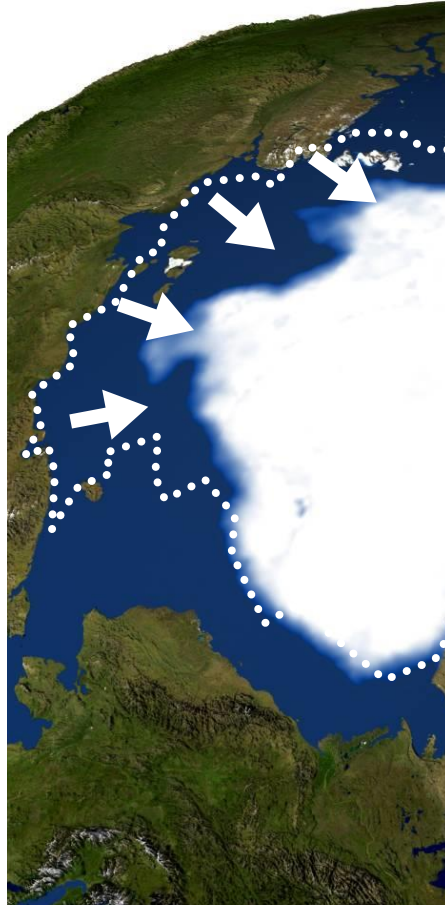
先行グループが協調しないと、自動走行車の開発競争は加速する。日産は27日、米カリフォルニア州アーバインで開かれたイベントで、道路情報や車から感知して走る自動走行車の試作車を公開し、2020年までに発売を目標と発表した。

Challenges to Develop Sustainable Mobility

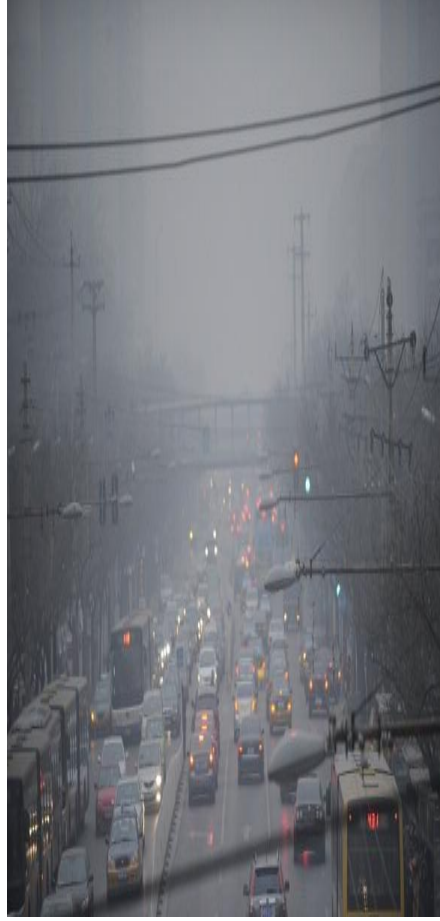
Energy



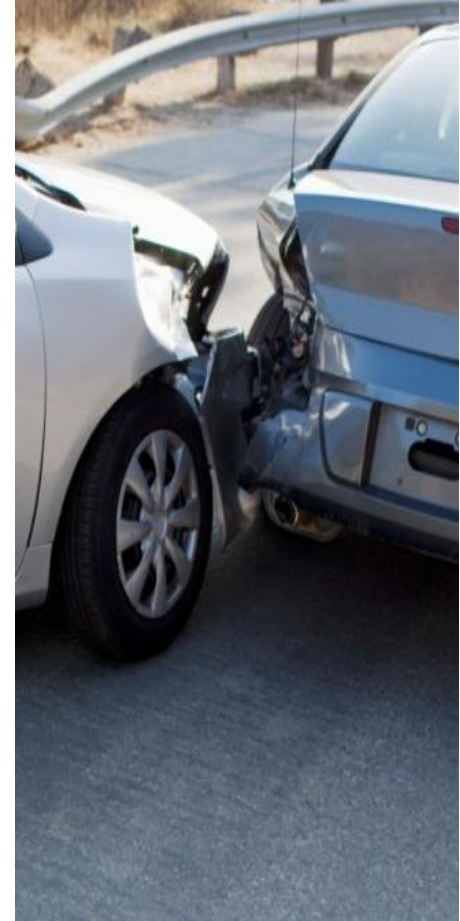
Global warming



Air pollution



Accidents



Fossil fuels

Emission

Safety

Vision : 2 ZERO

Energy

Global warming

Air pollution

Accidents

Zero emission



Zero fatality

2 Approaches of Leadership Strategy

Energy

Global warming

Air pollution

Accidents

Electrification



Vehicle Intelligence

Electrification for Zero emission

Energy



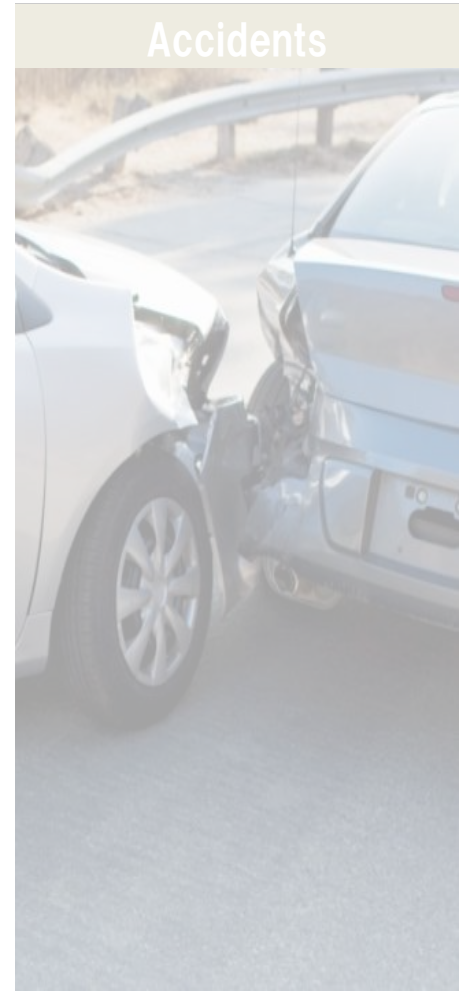
Global warming



Air pollution



Accidents



100% EV Nissan LEAF

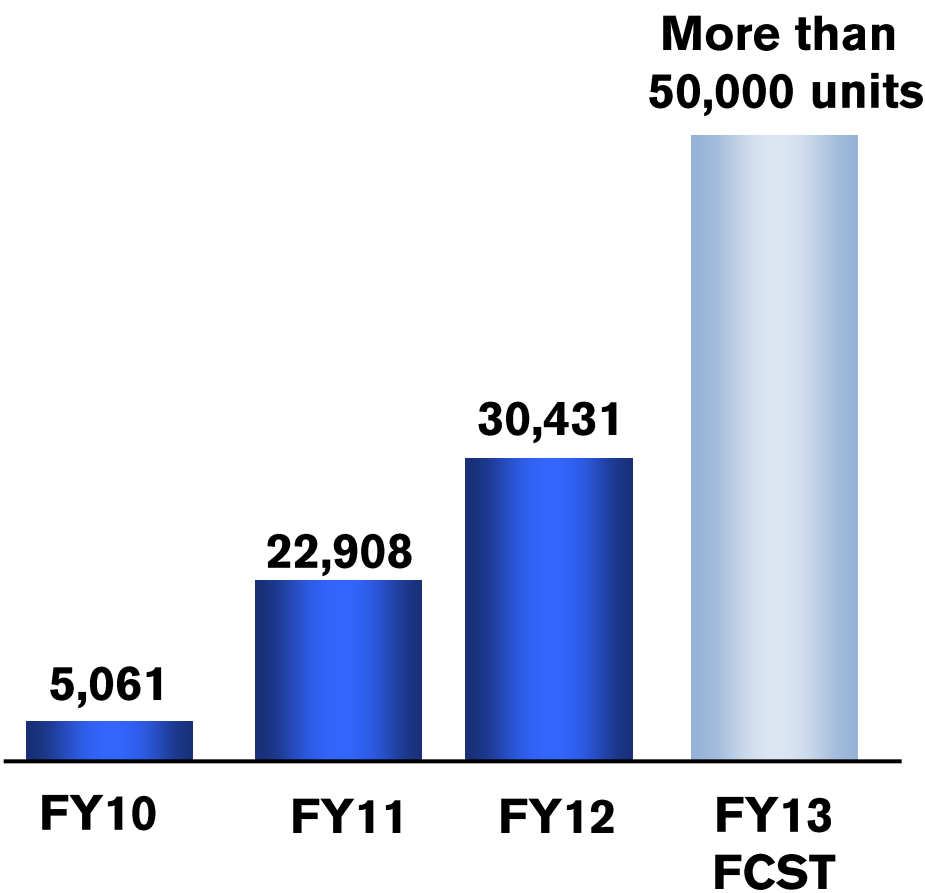
■ Launched in December 2010



Aggregate Global Sales of Approx.92,000 units

(As of November 2013, Flash)

Momentum of Nissan LEAF Sales Volume



JPN

Kanagawa Prefecture



US

Nissan LEAF Owners' Event in San Francisco



EUR

Switch EV Project in U.K.



Proposal of New Mobility

ちょこっとカーシェア。
さくっとリターン。



チョイモビ

“Choimobi”
Yokohama city



revolutionary

clean

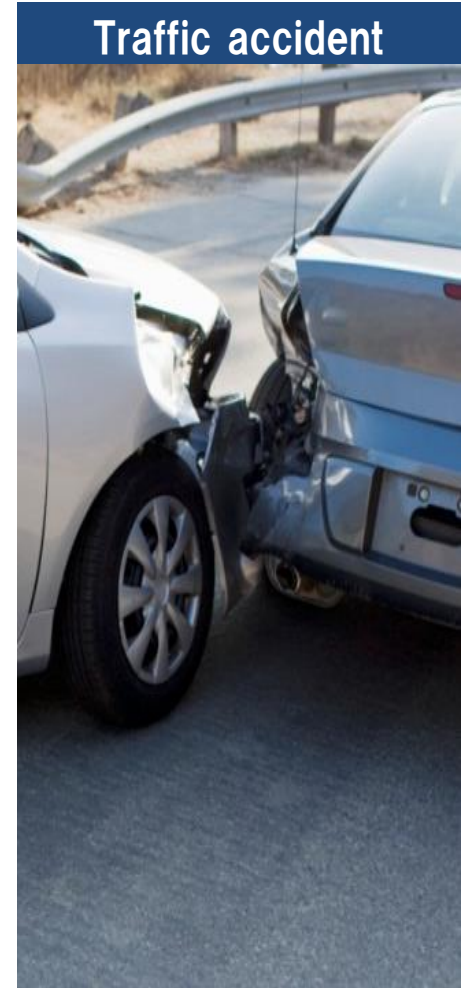
safe

accessible



OAL×OAW×OAH	: 2340 × 1230 × 1450 (mm)
Capacity	: 2 persons (in the front & the rear)
Max speed	: approx. 80km/h
Weight	: 470kg(w/ doors) 500kg(w/out doors)
Output	: rated power 8kW, max.15kW
Range	: approx. 100km
Charging method/time	: standard 200V, approx.4 hrs

Vehicle Intelligence for Zero Fatality



Traffic accident

Traffic Fatalities

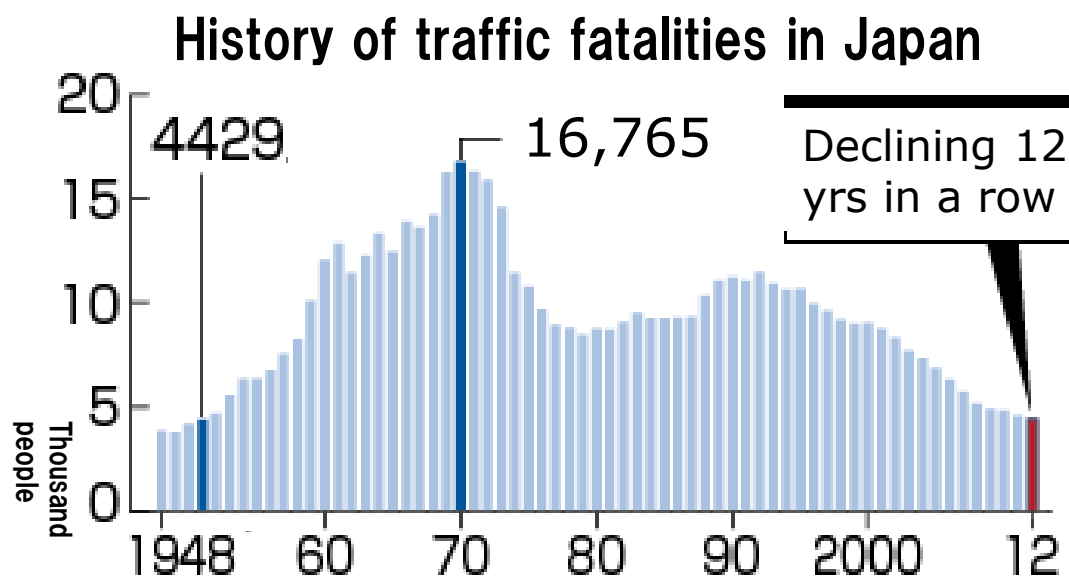
■ Over 1.2 million people die in traffic accidents around the world.

	Rank	fatalities (1000 people)
1	India	126
2	China	67
3	US	34
4	Russia	26
5	S. Africa	13
	⋮	
13	Japan	4

<2009 WHO >

■ #of fatal accidents in Japan peaked in 1970 and is on the decline.

■ However, over 4,000 people die every year.



Economic loss inflicted by traffic accidents around the world

Approx. ¥60 tril. / year



※Estimated by Nissan Research Center

Economic costs of road traffic congestion



**Approx. 44 tril. /
year**

※Estimated by Nissan Research Center



Economic opportunity of autonomous driving (per year)

Accident loss ¥60tril

Congestion loss ¥44tril

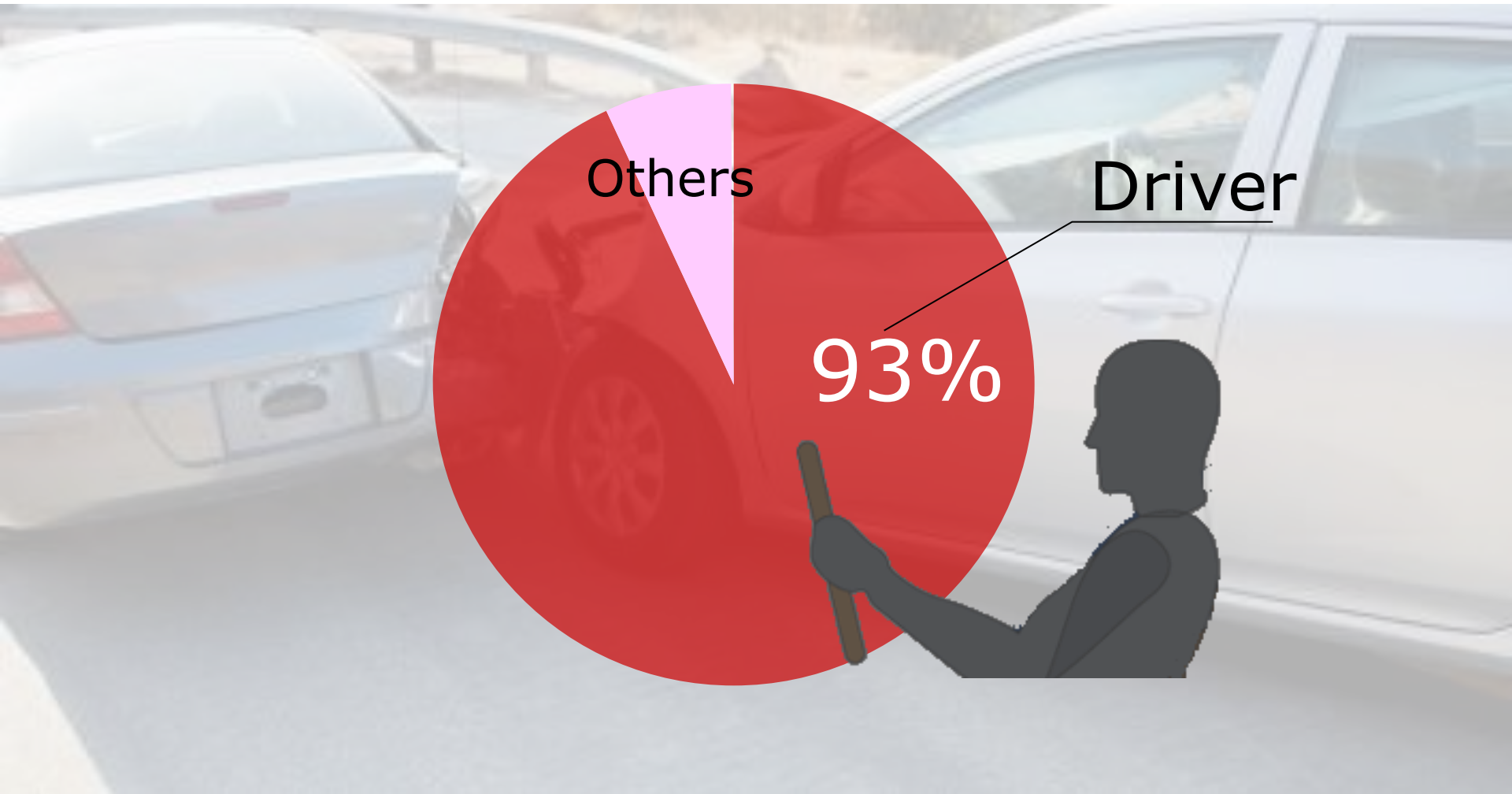
¥104tril*

Equivalent to 2% of global GDP

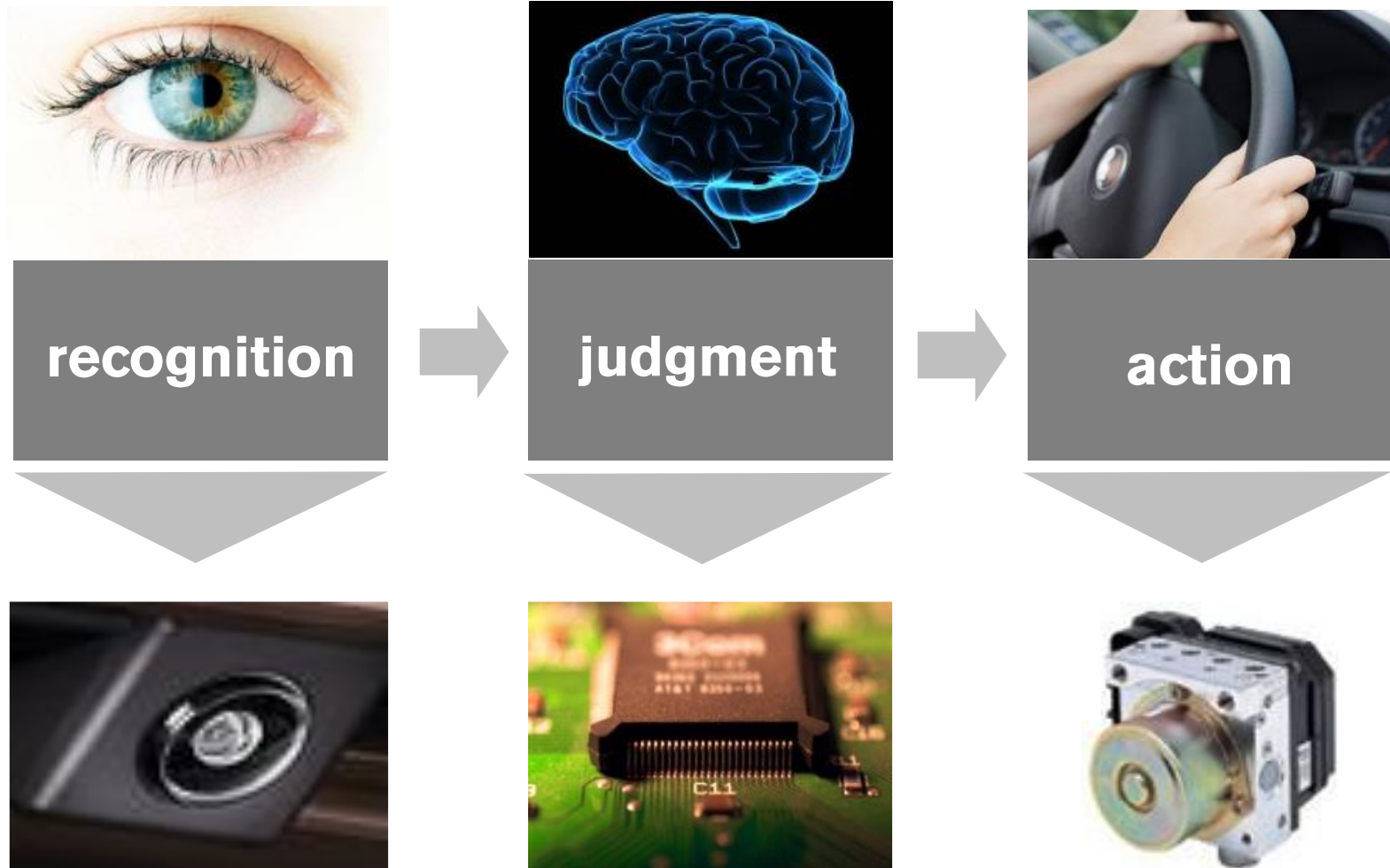
(equivalent to GDP of South Korea)

Impediment to safety

- More than 90% of traffic accidents are caused by human errors

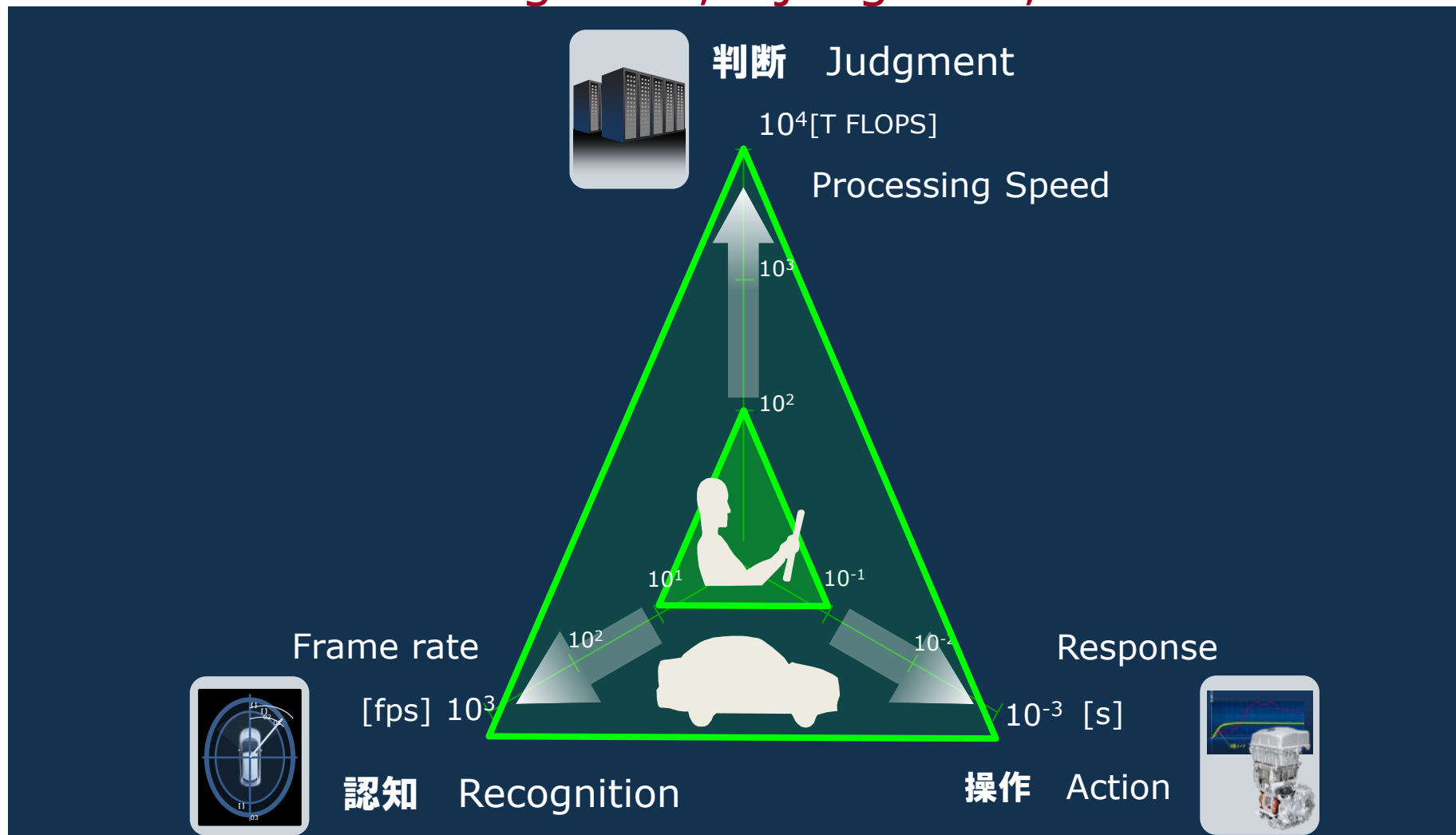


3 Factors of Vehicle Intelligence

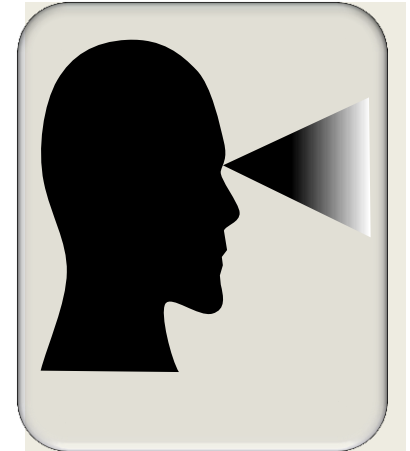


Application of State-of-the-art Technologies

- 100 times more capable than a human being in terms of "recognition," "judgment," and "action"



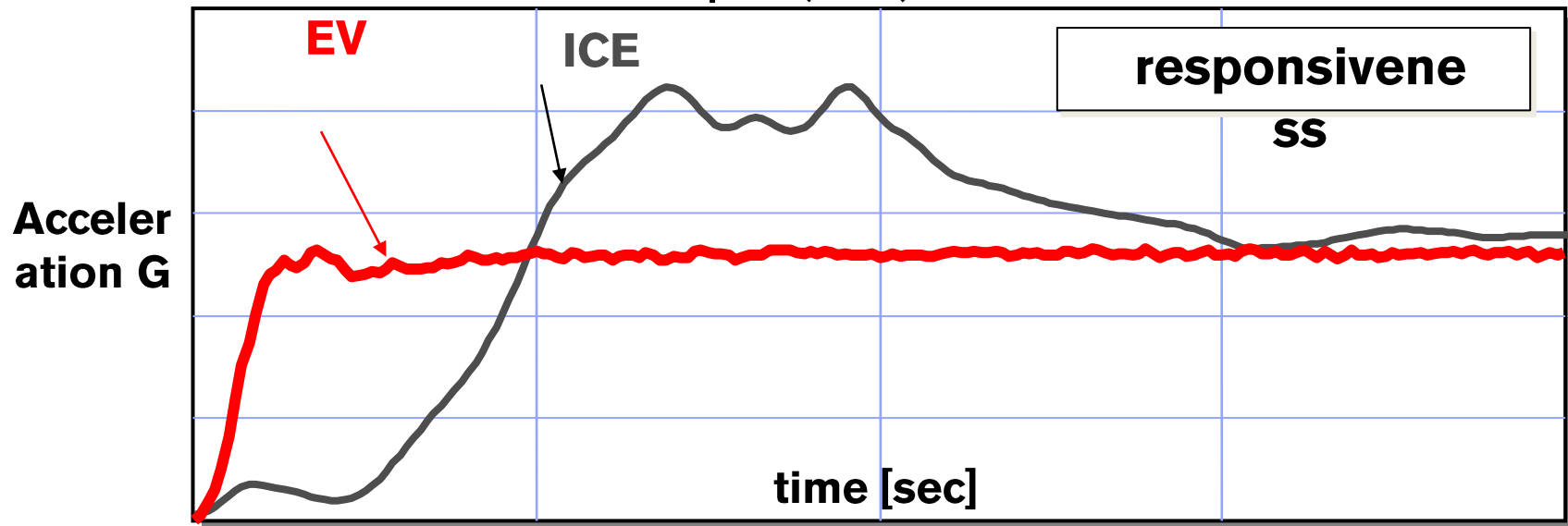
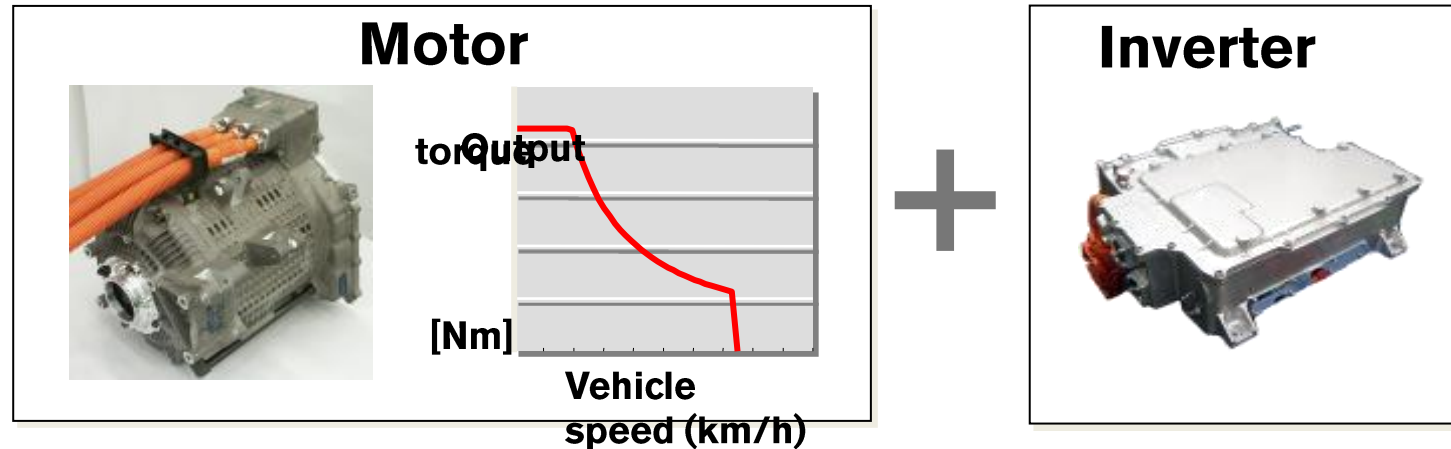
Better Recognition



High speed
camera
recognizes
images in slow
motion

Affinity between EV and autonomous driving

- Motor generates maximum torque in low-speed revolution zone
- Inverter control ensures quick acceleration and sharp response in whole speed range



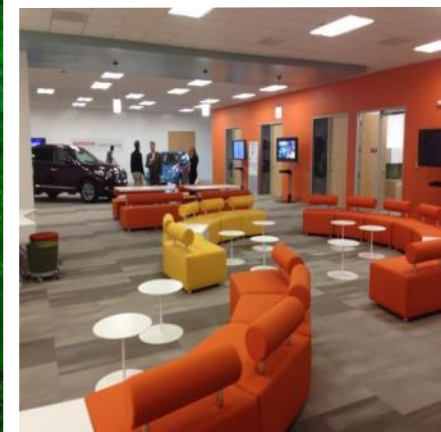
Value of Vehicle Intelligence(VTR)

- Safe mobility for everyone through autonomous driving

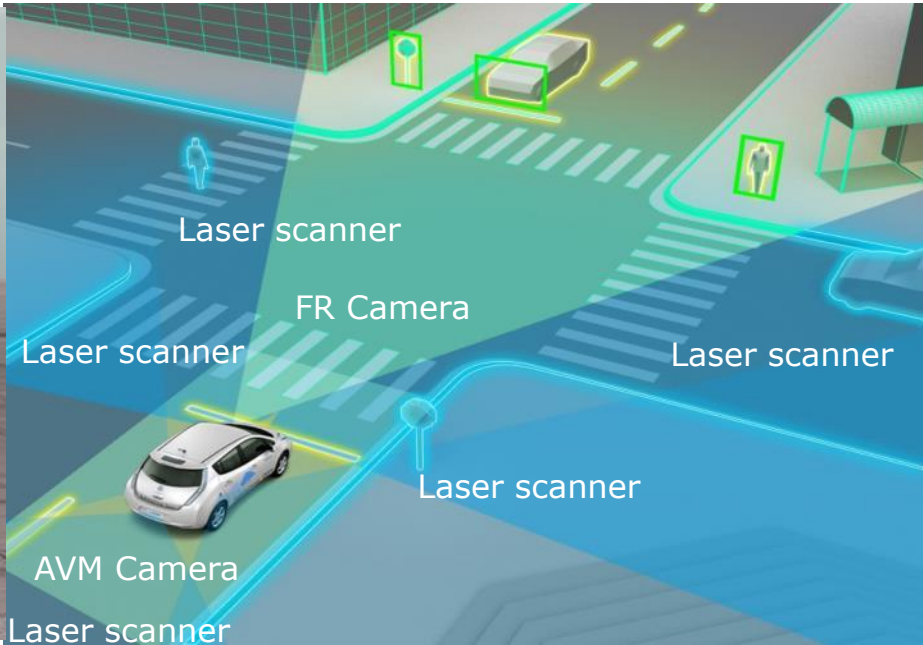
On the screen



Silicon Valley Office, Nissan Research Center opened in 2013



Autonomous driving technologies will be applied to multiple models by 2020
The first proving ground specifically designed for autonomous driving vehicle is under construction in Japan.



Global management combined with the strengths of a Japanese company

Leadership
(Generate innovation)

Diversity

Koto-zukuri
(Branding)



Mono-zukuri



Hito-zukuri
(education
and training)



Omotenashi
(hospitality)



NISSAN MOTOR CORPORATION

