

# Nissan Power 88

Nissan announced Nissan Power 88, its new mid-term business plan, in June 2011. The plan will accelerate the company's growth worldwide, including in new markets and segments. It covers a broad range of initiatives to take place over six years, from fiscal 2011 to 2016.

By executing this plan, Nissan will maximize and improve the sustainability of its economic business value.

## The Plan's Goals

The name of the plan emphasizes key corporate goals: Nissan will renew its focus on the customer experience, from when they begin considering a purchase to when they become owners, through actions that elevate its brand power and sales power. By the end of fiscal 2016, the company aims to achieve a global market share of 8% and to increase corporate operating profit to a sustainable 8%.

## The Vision Behind Nissan Power 88

Nissan Power 88 reflects our clear, global vision through fiscal 2016:

- By the time Nissan's extended new product plan is completed, 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, as we advance our zero-emission and PURE DRIVE strategies with expanded lineups of electric vehicles (EVs) and fuel-efficient vehicles. Cumulative EV 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 customers' entire ownership experience from the moment they begin considering a purchase through their ownership of the vehicle.

## Six Strategies of Nissan Power 88

### 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 customer value creation fields.

### 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. In order to achieve this, the company will expand its number of sales outlets from the present 6,000 to 7,500 by fiscal 2016.

### Pillar 3 Enhancing Quality

Nissan aims to make steady progress in improving product quality. During the Nissan Power 88 period, we aim 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 EV sales. The Renault-Nissan Alliance is bringing seven more all-electric models to follow the successful launch of Nissan LEAF.

### Pillar 5 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 2011, Nissan achieved a record 6.4%. For fiscal 2016, Nissan is targeting 8%.

### Pillar 6 Cost Leadership

Growth is not possible in any market without high cost competitiveness. The sixth pillar of the plan is cost leadership. By further increasing unit production, the company will achieve greater cost efficiencies. Nissan will examine not just development and component purchase costs but also internal costs and distribution fees, driving total costs down by 5% annually. These total manufacturing costs include everything from production and parts procurement to the logistics costs of delivery to our distribution and service centers.

**The Four Foundations of Nissan Power 88**

There are four foundations that support the six pillars of Nissan Power 88: People, Alliance, Processes and Products. These foundations are essential for achieving the goals in Nissan Power 88, and the company will continue to strengthen them all.



Nissan implemented dramatic internal reforms and revitalized the company by executing the strategy laid out in the 1999 Nissan Revival Plan. In recent years, we have demonstrated our people's power to overcome various challenges by rapidly recovering from the Great East Japan Earthquake and the Thai floods. Employees set high targets for themselves and work toward them, putting their capabilities to use in cross-functional and cross-regional ways. These characteristics are the strength of the "Nissan DNA"; we will continue to increase this strength to elevate our performance globally.



The Renault-Nissan Alliance is already the fourth largest automobile group in the world, and the group will continue to evolve its business over the Nissan Power 88 period. The plan is to greatly increase our presence in emerging markets, including Russia and India, by putting the Alliance's synergies to work. The cross-cultural mindset that both companies have cultivated over the last 12 years is a valuable tool that will help us grow in the global market. The Alliance is an increasingly vital source of strength for the Nissan Group.



In order to achieve the expanded operations set out in Nissan Power 88, we must make our operation processes more effective and more efficient. V-up is an effective approach to establishing business processes that produce high added value. Nissan's proprietary issue-resolution method, V-up has proven its effectiveness during more than 10 years of development. Through the application of V-up, we will continue increasing the speed of our resolution of various issues.



During the Nissan Power 88 period, we plan to launch 51 new car models and install more than 90 new advanced technologies in our vehicles. In addition to expanding the Nissan and Infiniti lineups, we will boost our EV offerings and define the Ultima, Teana, Qashqai and other cars as global growth models, focusing our energies in particular on markets and segments where growth and greater profits are expected. We will also broaden our lineup of global cars based on the V-platform and increase the number of these cars sold from 130,000 units in fiscal 2010 to more than 1,000,000 units in fiscal 2016.