

NISSAN MOTOR CORPORATION



Staying Competitive Through Digitalization

May 18, 2017

Toshiyuki Shiga

Vice Chairman

Nissan Motor Co., Ltd.

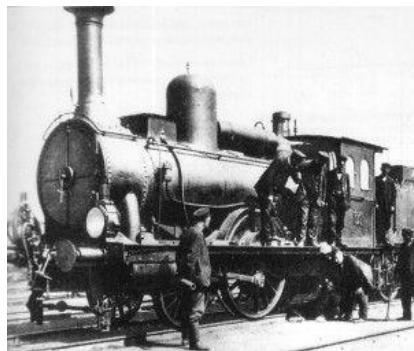
Chairman and CEO

Innovation Network Corporation of Japan

What will 4th Industrial Revolution bring us?

1st

Steam power



2nd

Mass production & Electricity



3rd

Computer & Automation



4th

IoT, Big data, AI



Enrich people's life

Accelerate environmental issues & disparate society

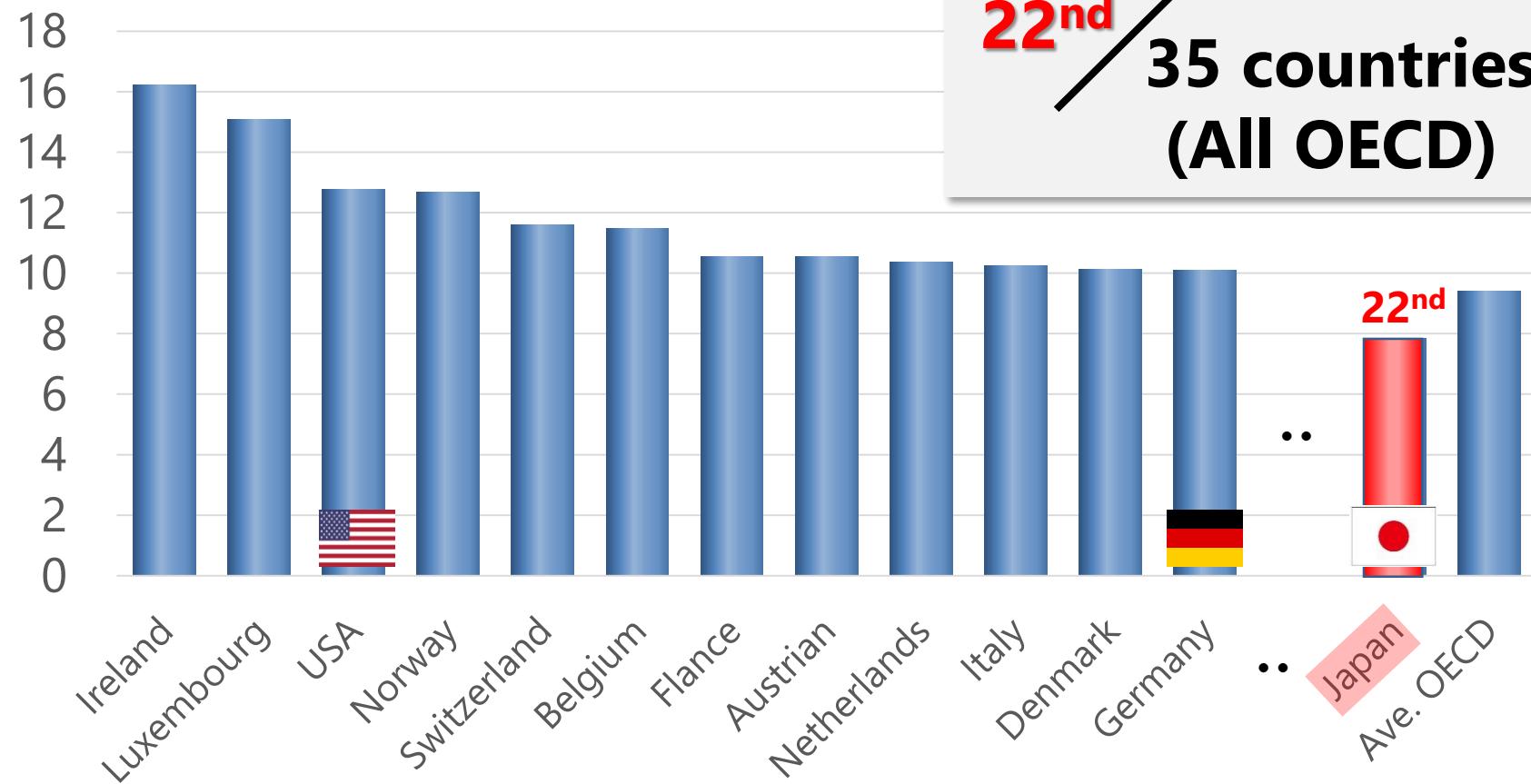


Japan's lower Labor Productivity

*Labor productivity = Added value/Labor input

Labor productivity

(MJPY/person)



Comparison of Productivity among OECD countries, Japan Productivity Center, 2016

Labor productivity (Industrial section)

Agriculture



Service sector



Manufacturing



**Labor
productivity**
(MJPY/person)

10

5

0

2.5

5.3

11

System of National Accounts, Cabinet Office, 2006

Labor productivity (Company Size in same sector)

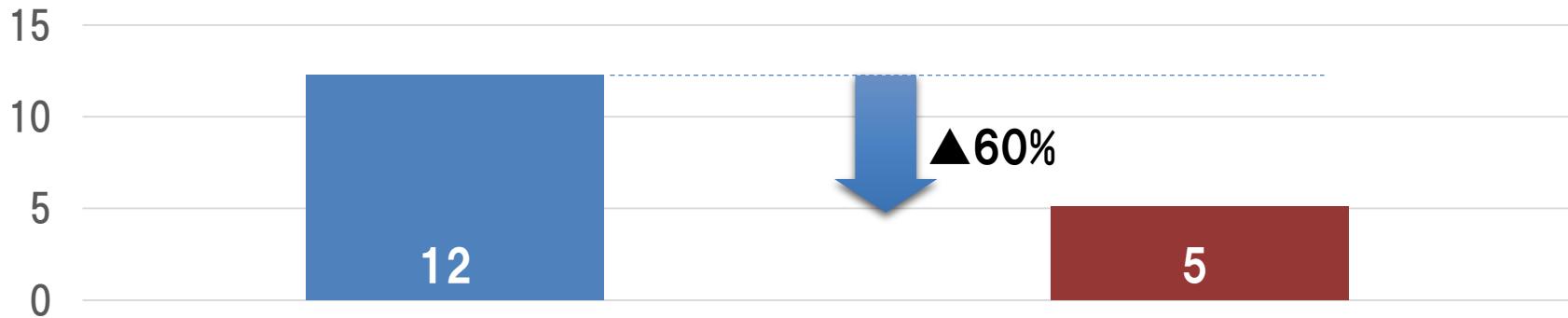
Big Co.



SMEs



(MJPY/person)



Investigation report , The Small and Medium Enterprise Agency, 2015

Labor productivity (Department in company)

Blue-collar
worker



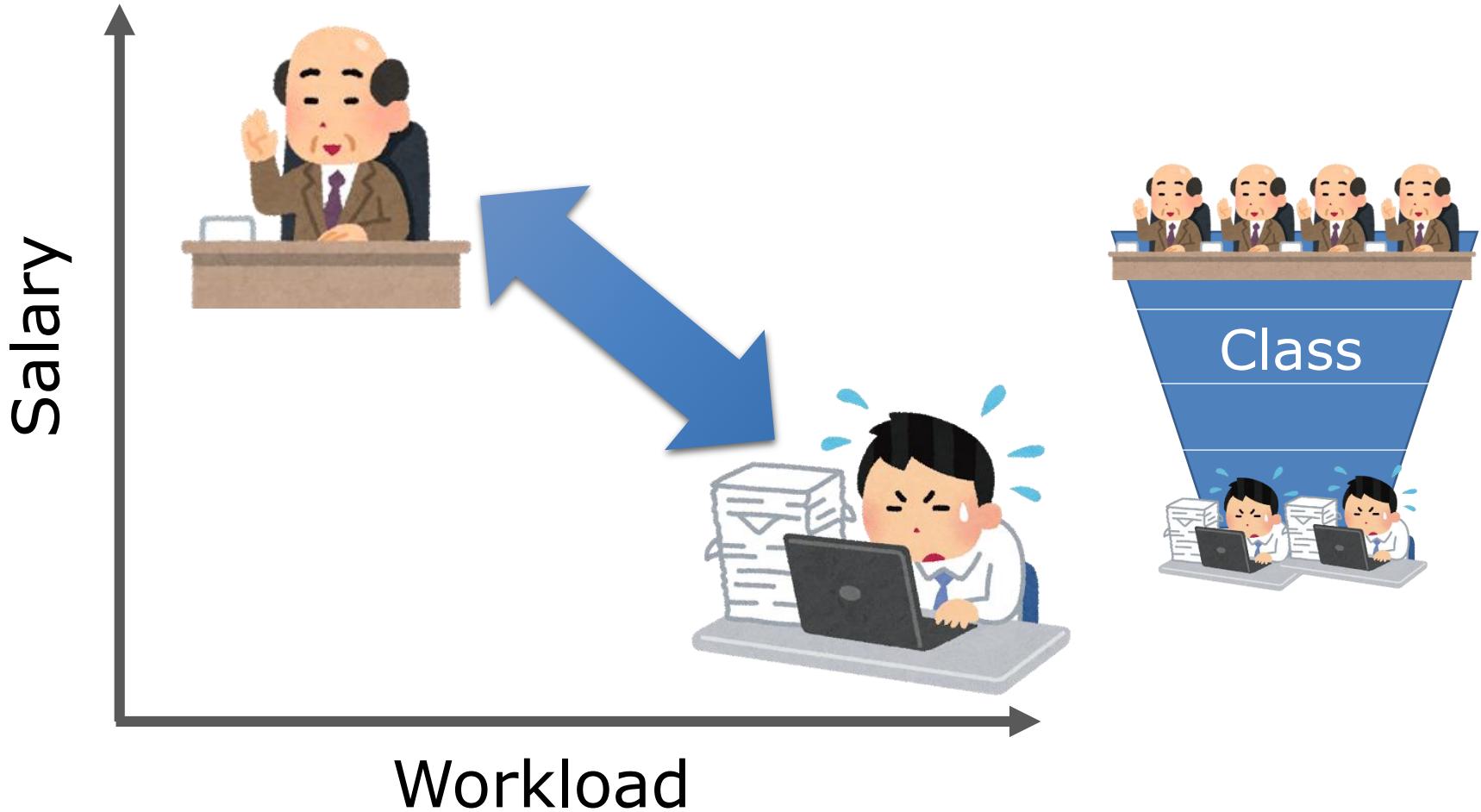
High

White-collar
worker



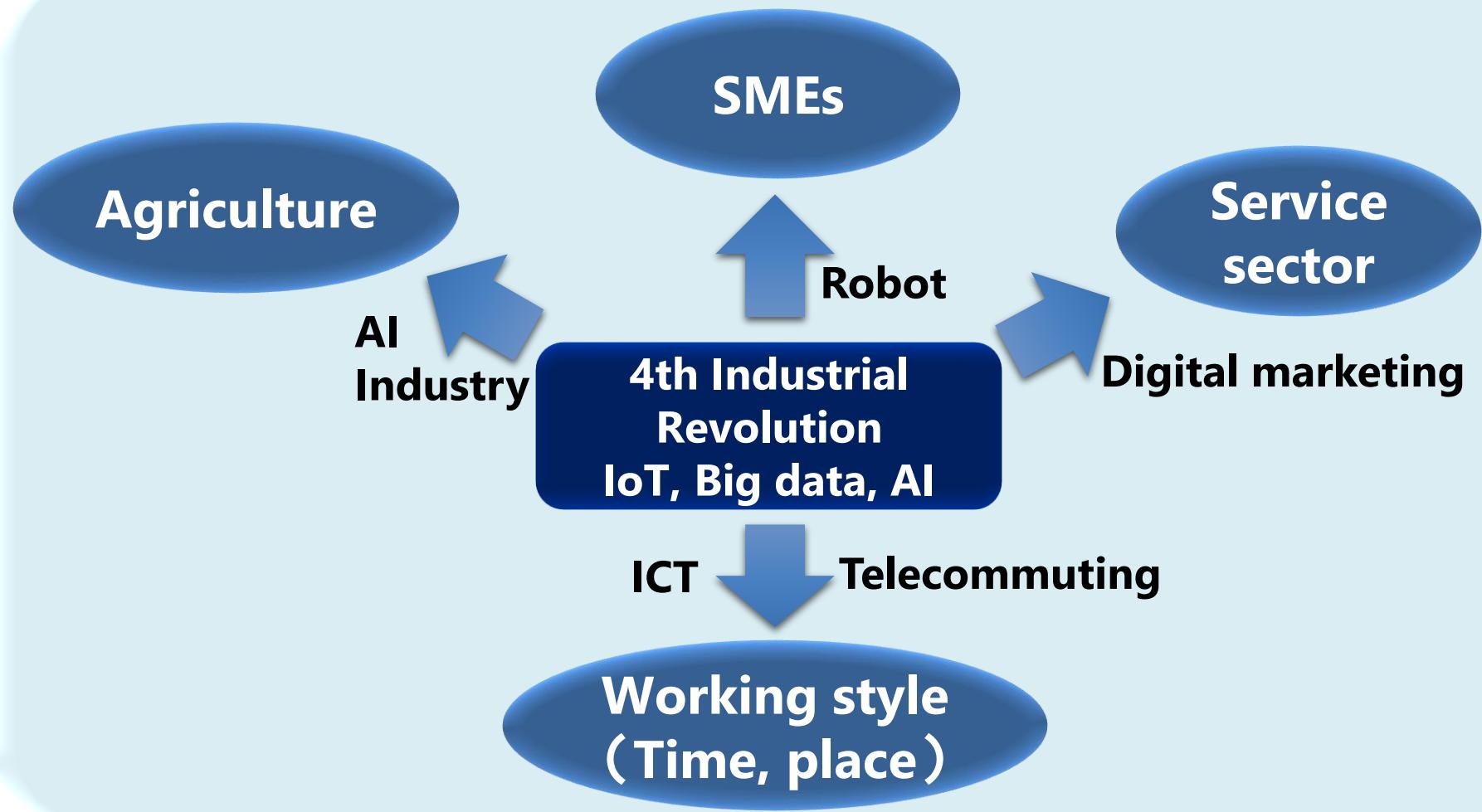
Low

Labor productivity (Age groups in office)



4th Industrial Revolution brings us Productivity Revolution

Social Issues



Agriculture × AI

Farmnote

AI predicts Cow's Heat/Disease



Robotics make up for Labor Shortage in SMEs



<https://www.yaskawa.co.jp/product/robotics>



Small shop × AI (Service sector)

AI analyzes Sales slump cause & improves sales



Nursing-care Service × AI

AI creates an elder care programs



Major issues of venture eco system in Japan

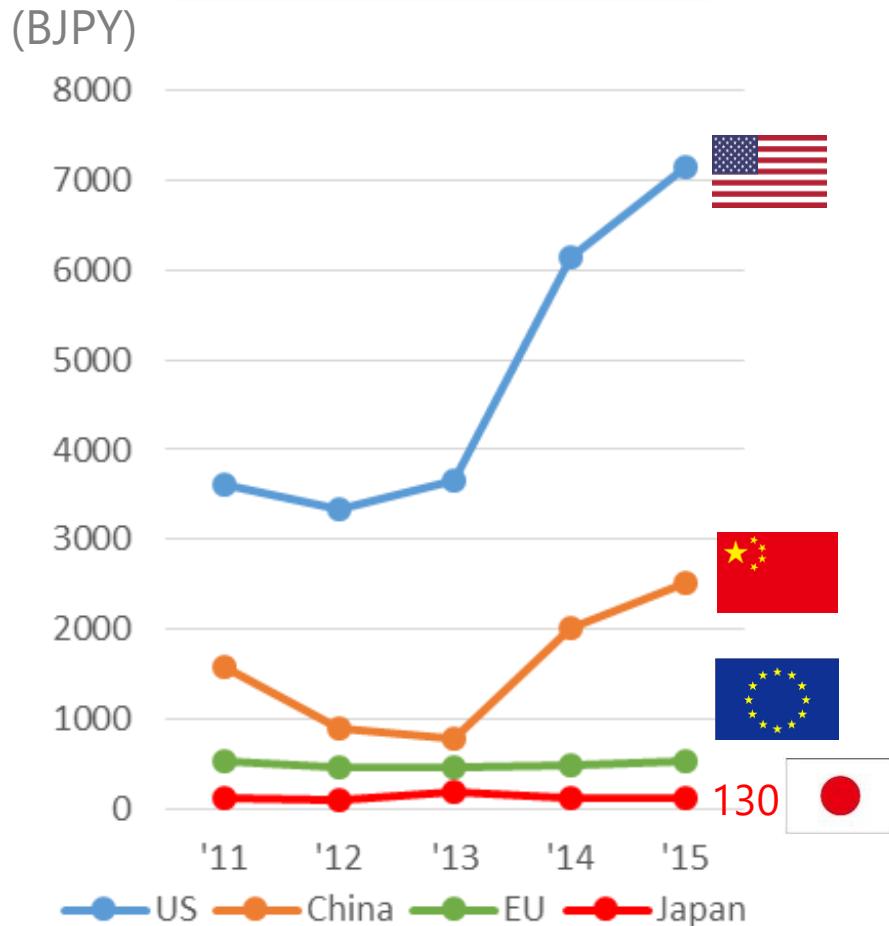
① Low investment for start-up companies

② Luck of Entrepreneurship

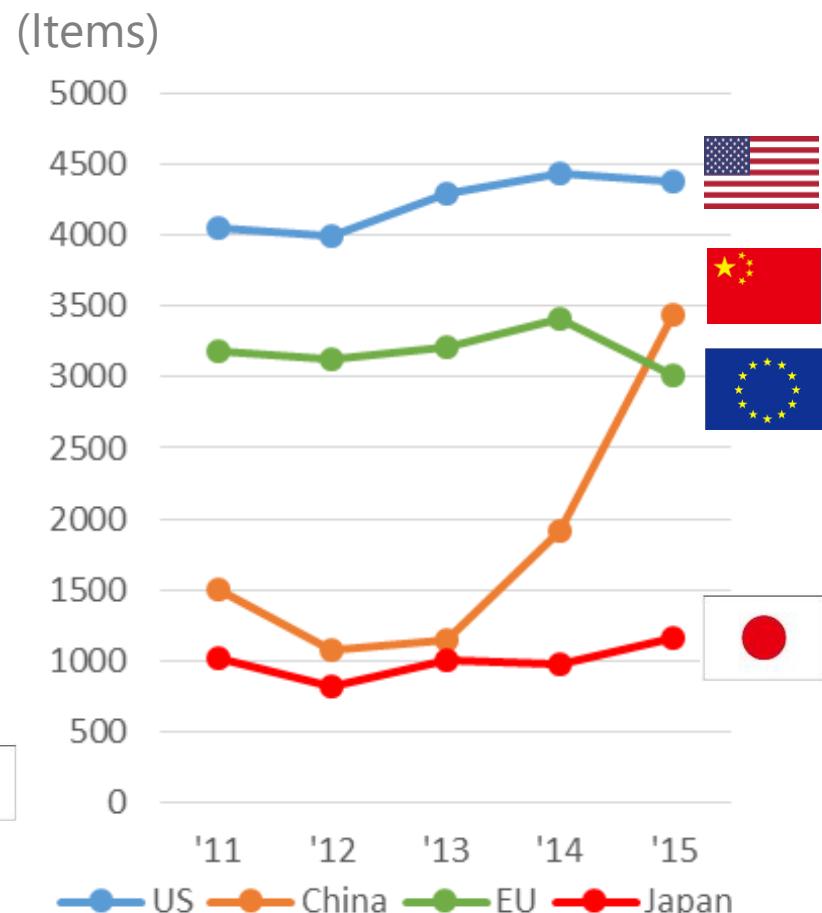
③ Inactive collaboration b/w Univ. /Start-up & Big Co.

① Low Investment for start-up companies

Total amount

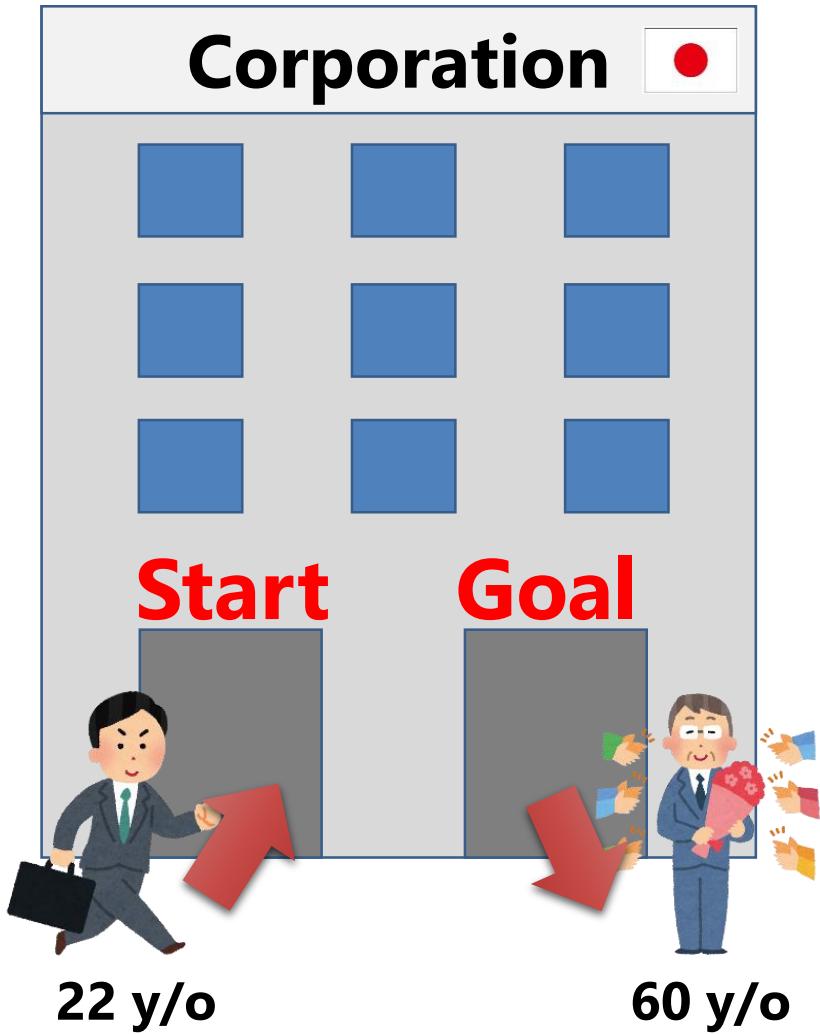


Total number

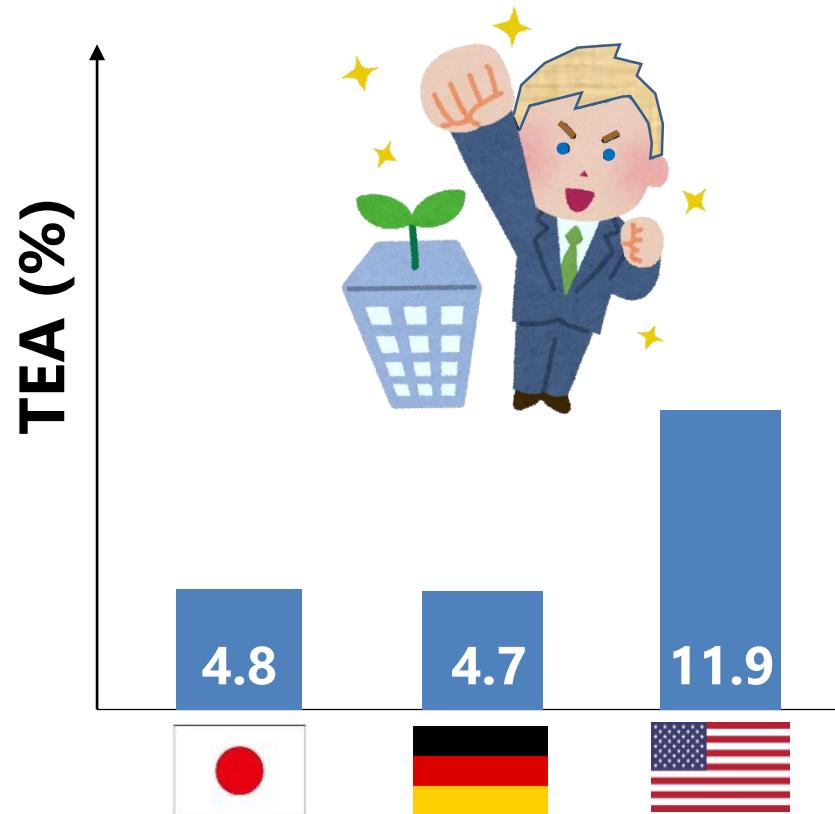


Venture white paper 2016, Venture Enterprise Center

② Luck of Entrepreneurship

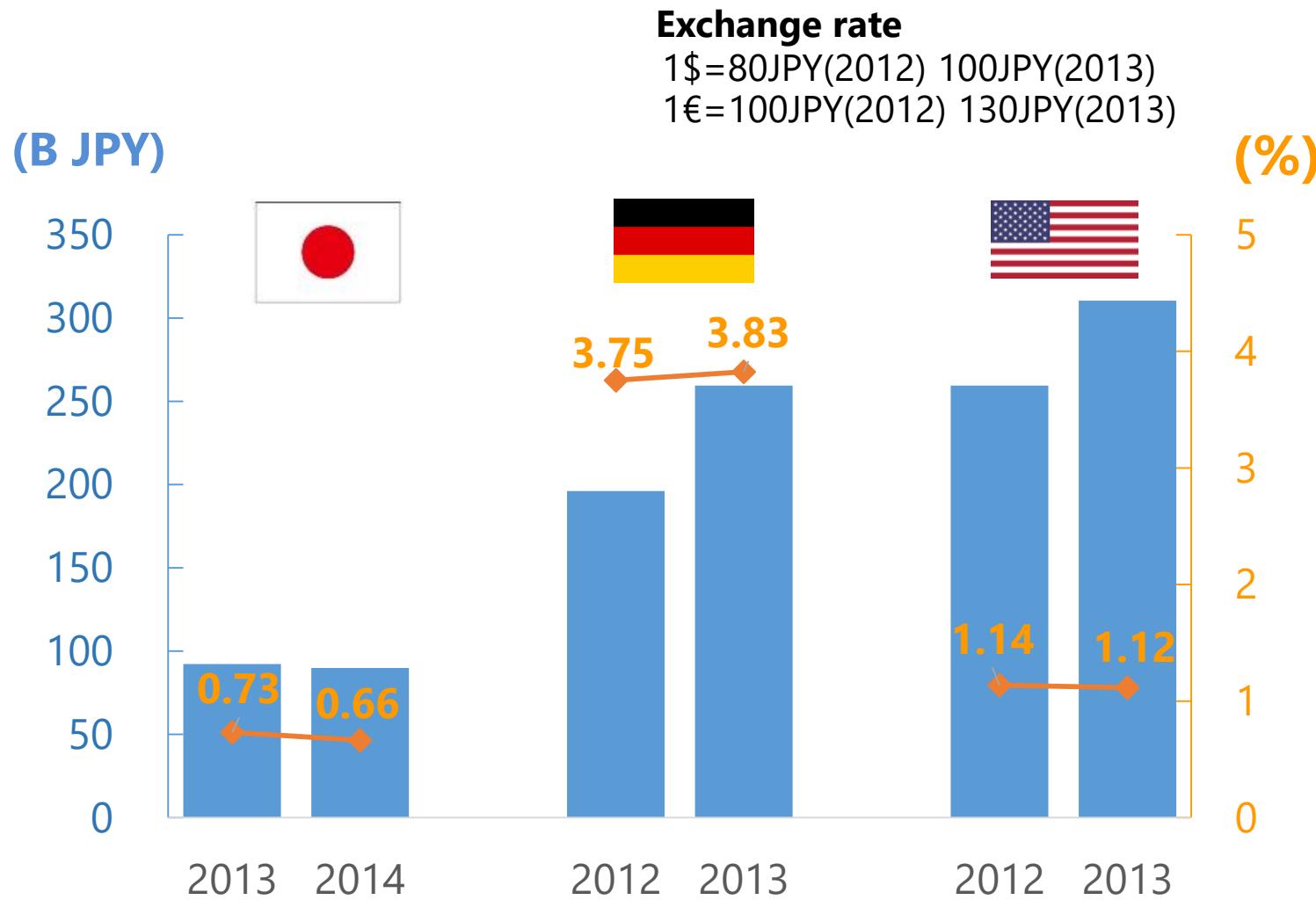


Total Early-Stage Entrepreneurial Activity(TEA)

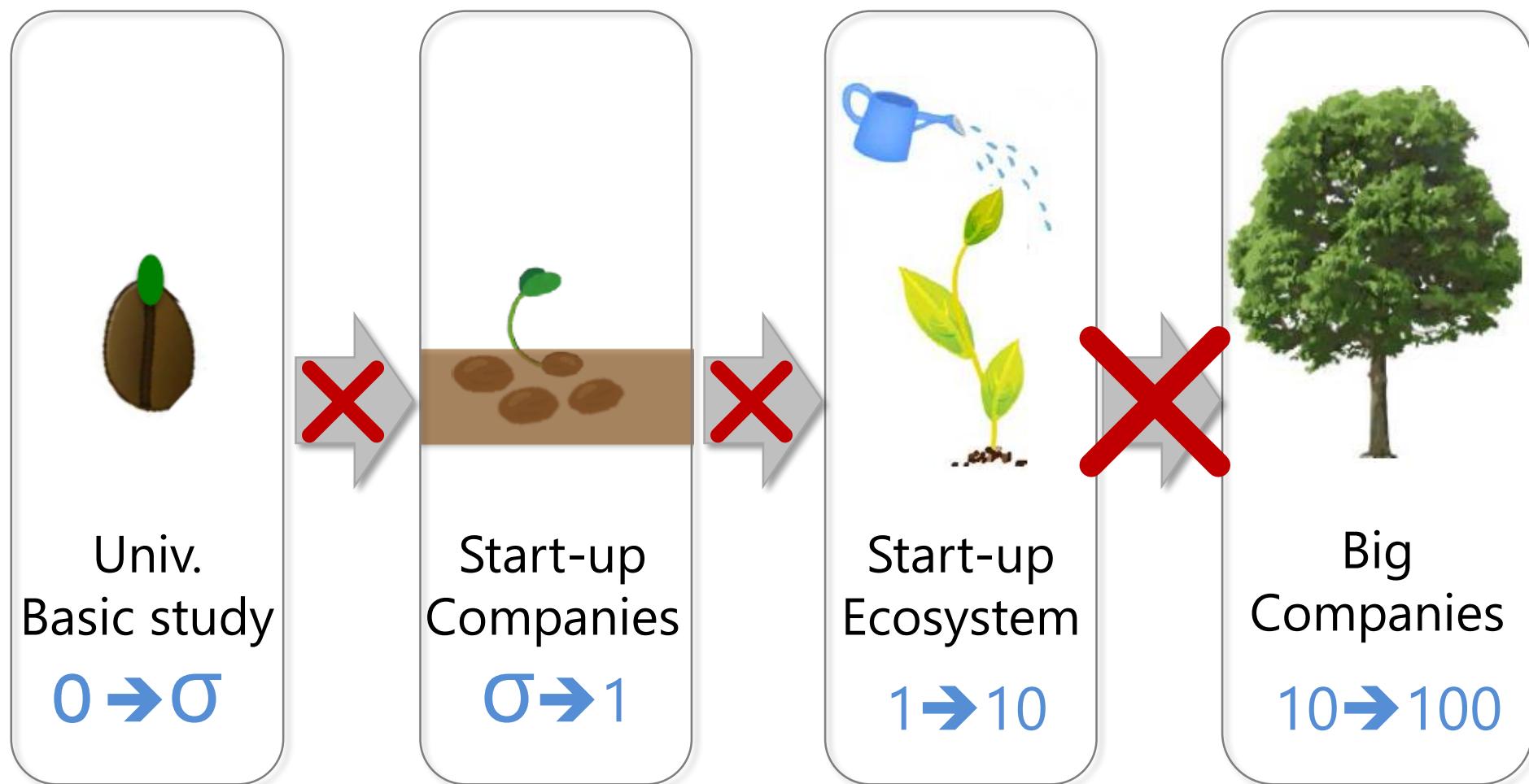


Global Entrepreneurship Monitor, METI, 2015

③ Inactive collaboration b/w Univ. & Big Co.



③ Inactive collaboration b/w Start-up & Big Co.





Thank you for getting connected

NISSAN MOTOR CORPORATION

