

FISCAL YEAR 2018 FINANCIAL RESULTS

Nissan Motor Co., Ltd.
May 14th, 2019

NISSAN MOTOR CORPORATION



AGENDA

➔ **FY18 RESULTS**

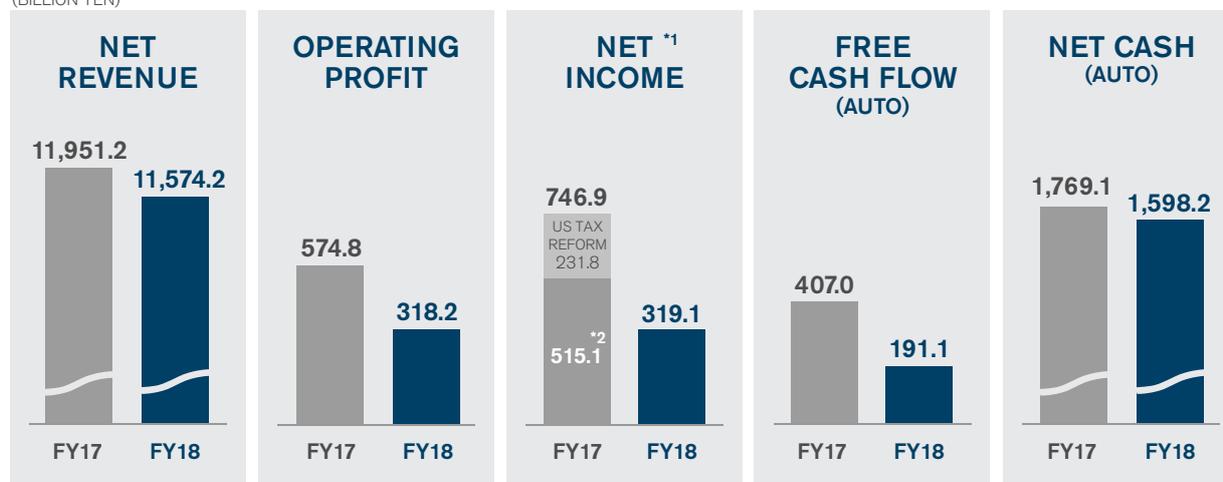
OUTLOOK

NEW NISSAN TRANSFORMATION

HEADLINE FINANCIAL RESULTS

(TSE REPORT BASIS — CHINA JV EQUITY BASIS)

(BILLION YEN)

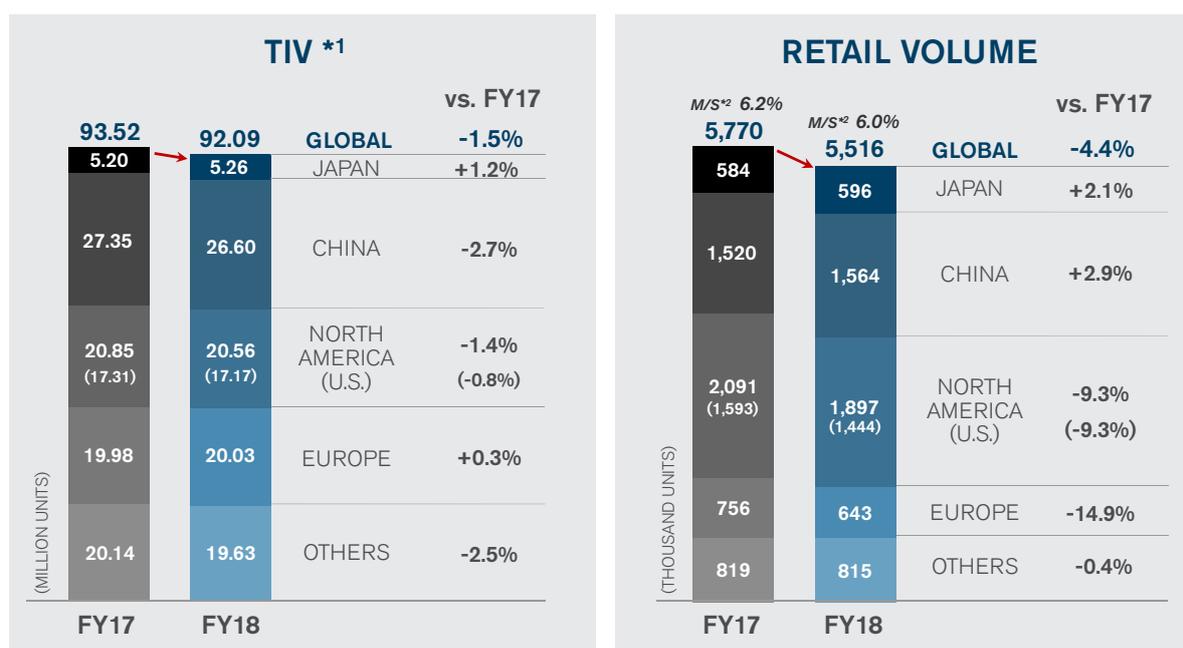


*1: NET INCOME ATTRIBUTABLE TO OWNERS OF THE PARENT

*2: EXCLUDES 231.8 BILLION YEN ONE-TIME IMPACT FROM US TAX REFORM

FY18 SALES PERFORMANCE

GLOBAL



*1: NISSAN ESTIMATION

*2: MARKET SHARE

FY18 SALES PERFORMANCE

KEY MARKETS



FY18 FINANCIAL PERFORMANCE

(TSE REPORT BASIS — CHINA JV EQUITY BASIS)

| (BILLION YEN) | FY17 | FY18 | VARIANCE | CHANGE vs. FY17 (%) |
|--------------------------|---------------------|----------|----------|---------------------|
| NET REVENUE | 11,951.2 | 11,574.2 | -377.0 | -3.2% |
| OPERATING PROFIT | 574.8 | 318.2 | -256.6 | -44.6% |
| OP MARGIN | 4.8% | 2.7% | | |
| NON-OPERATING | 175.5 | 228.3 | | |
| ORDINARY PROFIT | 750.3 | 546.5 | -203.8 | -27.2% |
| EXTRAORDINARY | -39.6 | -68.8 | | |
| PROFIT BEFORE TAX | 710.7 | 477.7 | -233.0 | -32.8% |
| TAXES | 53.0 | -135.8 | | |
| EFFECTIVE TAX RATE | -7.4% | 28.4% | | |
| MINORITY INTEREST *1 | -16.8 | -22.8 | | |
| NET INCOME *2 | 746.9 ^{*3} | 319.1 | -427.8 | -57.3% |
| FX RATE (USD/JPY) | 110.9 | 110.9 | 0.0 | |
| FX RATE (EUR/JPY) | 129.7 | 128.4 | -1.3 | |

*1: NET INCOME ATTRIBUTABLE TO NON-CONTROLLING INTERESTS

*2: NET INCOME ATTRIBUTABLE TO OWNERS OF THE PARENT

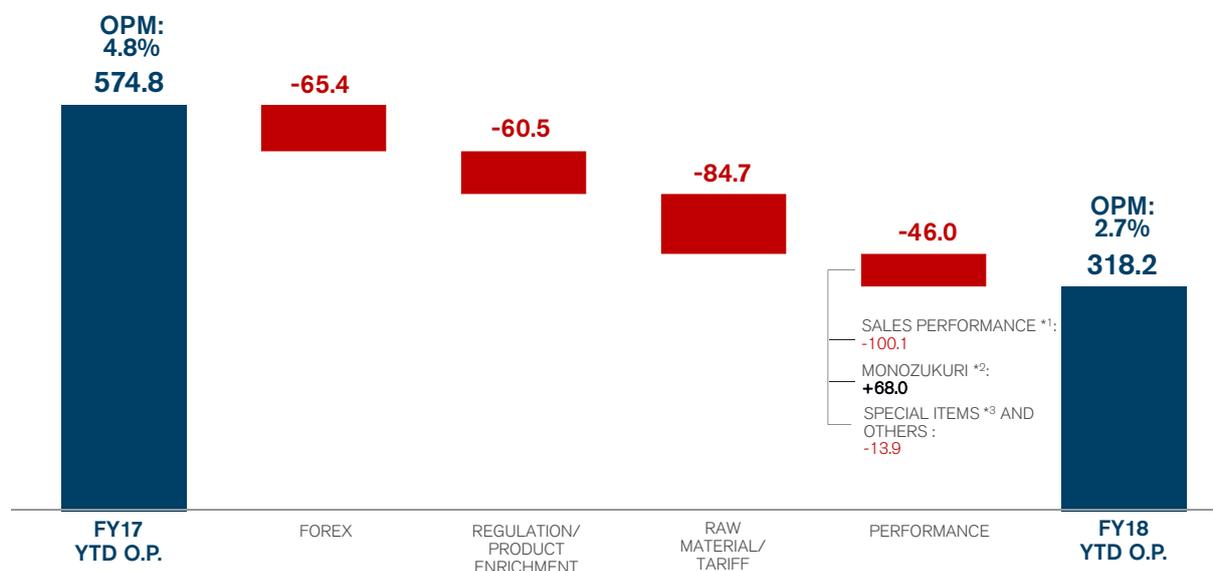
*3: INCLUDES 231.8 BILLION YEN ONE-TIME IMPACT FROM US TAX REFORM

FY18 FINANCIAL PERFORMANCE

(TSE REPORT BASIS — CHINA JV EQUITY BASIS)

OPERATING PROFIT VARIANCE ANALYSIS

(BILLION YEN)



*1: INCLUDES VOLUME/MIX AND SELLING EXPENSE

*2: INCLUDES PURCHASING COST REDUCTION, R&D AND MANUFACTURING EXPENSE

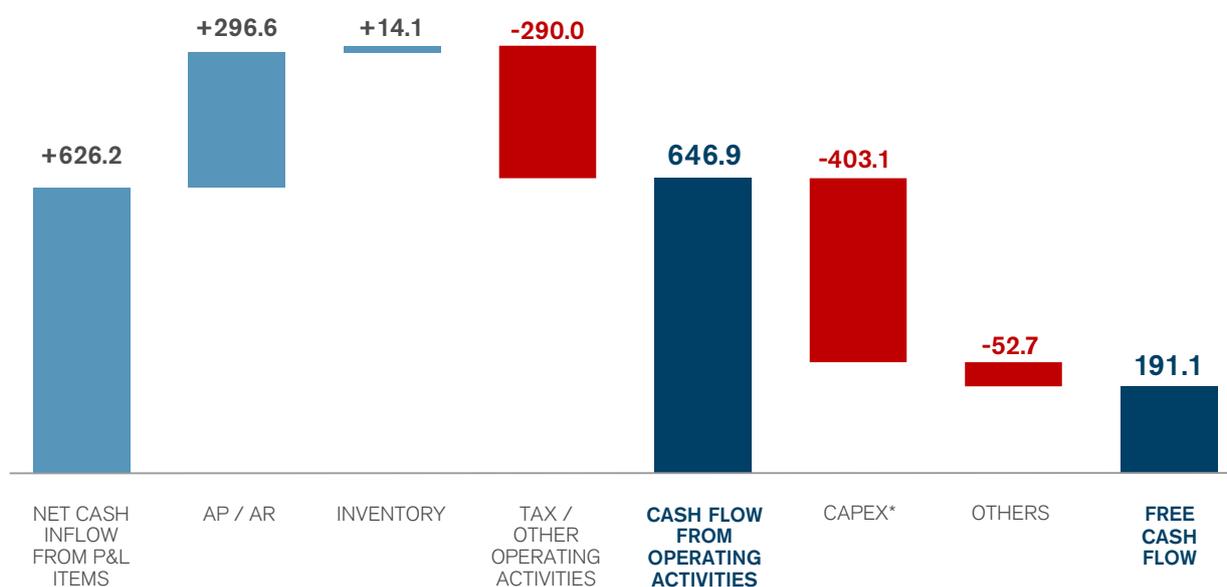
*3: INCLUDES INSPECTION IMPACT, CLASS ACTION SETTLEMENT, CATCH UP ADJUSTMENT AND WARRANTY EXTENSION

FY18 FINANCIAL PERFORMANCE

(TSE REPORT BASIS — CHINA JV EQUITY BASIS)

FREE CASH FLOW (AUTO BUSINESS)

(BILLION YEN)

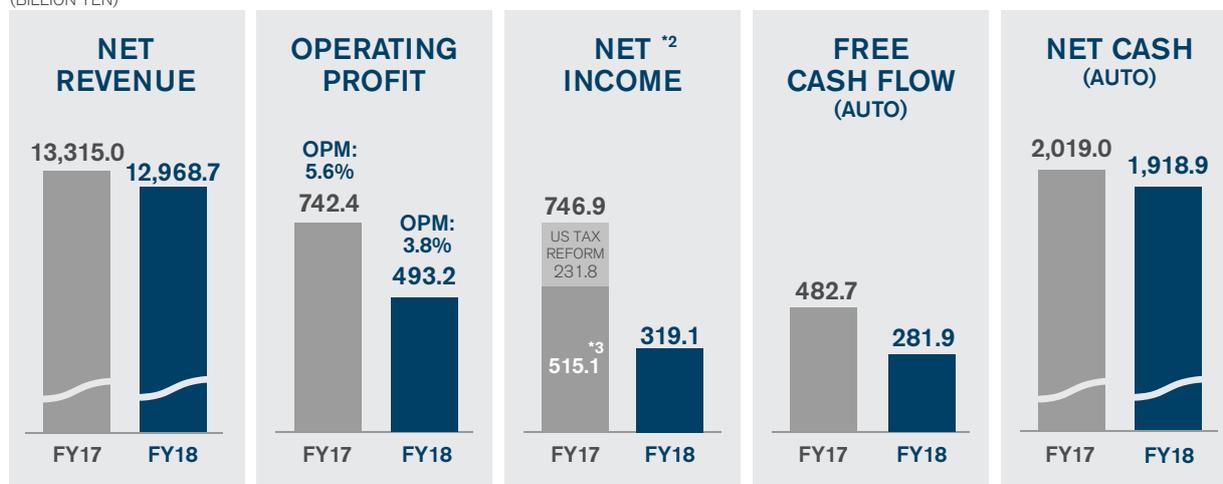


* CAPEX DOES NOT INCLUDE FINANCE LEASE-RELATED INVESTMENTS

KEY PERFORMANCE INDICATORS

(MANAGEMENT PRO FORMA BASIS *1)

(BILLION YEN)



*1: BASED ON CONTINUATION OF PROPORTIONATE CONSOLIDATION OF CHINA JV

*2: NET INCOME ATTRIBUTABLE TO OWNERS OF THE PARENT

*3: EXCLUDES 231.8 BILLION YEN ONE-TIME IMPACT FROM US TAX REFORM

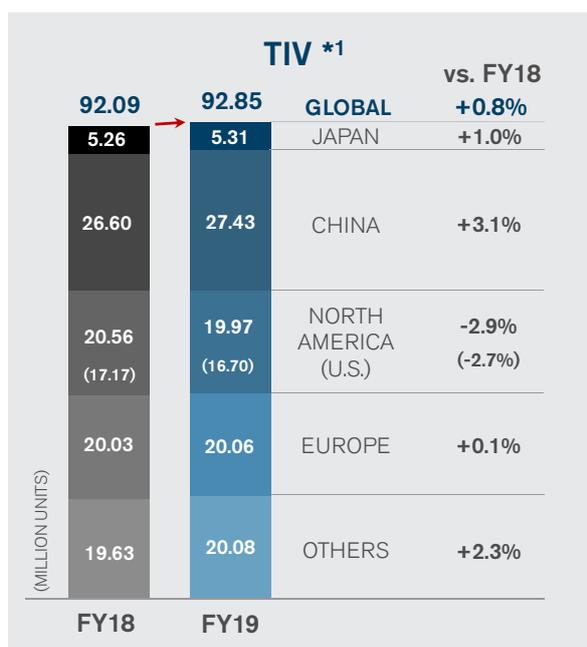
AGENDA

FY18 RESULTS

➔ OUTLOOK

NEW NISSAN TRANSFORMATION

SALES OUTLOOK



*1: NISSAN ESTIMATION
*2: MARKET SHARE

OUTLOOK (TSE REPORT BASIS — CHINA JV EQUITY BASIS)

| (BILLION YEN) | FY18 ACTUAL | FY19 OUTLOOK | VARIANCE | CHANGE vs. FY18 (%) |
|---------------------------------------|-----------------|-----------------|---------------|------------------------|
| RETAIL VOLUME (THOUSAND UNITS) | 5,516 | 5,540 | +24 | +0.4% |
| NET REVENUE | 11,574.2 | 11,300.0 | -274.2 | -2.4% |
| OPERATING PROFIT | 318.2 | 230.0 | -88.2 | -27.7% |
| OP MARGIN | 2.7% | 2.0% | -0.7% | |
| NET INCOME * | 319.1 | 170.0 | -149.1 | -46.7% |
| NET INCOME RATIO * | 2.8% | 1.5% | -1.3% | |
| CAPEX | 509.9 | 570.0 | +60.1 | +11.8% |
| % OF NET REVENUE | 4.4% | 5.0% | +0.6% | |
| R&D | 523.1 | 550.0 | +26.9 | +5.1% |
| % OF NET REVENUE | 4.5% | 4.9% | +0.4% | |
| FX RATE | | | | |
| (USD/JPY) | 110.9 | 110.0 | -0.9 | |
| (EUR/JPY) | 128.4 | 129.0 | +0.6 | |

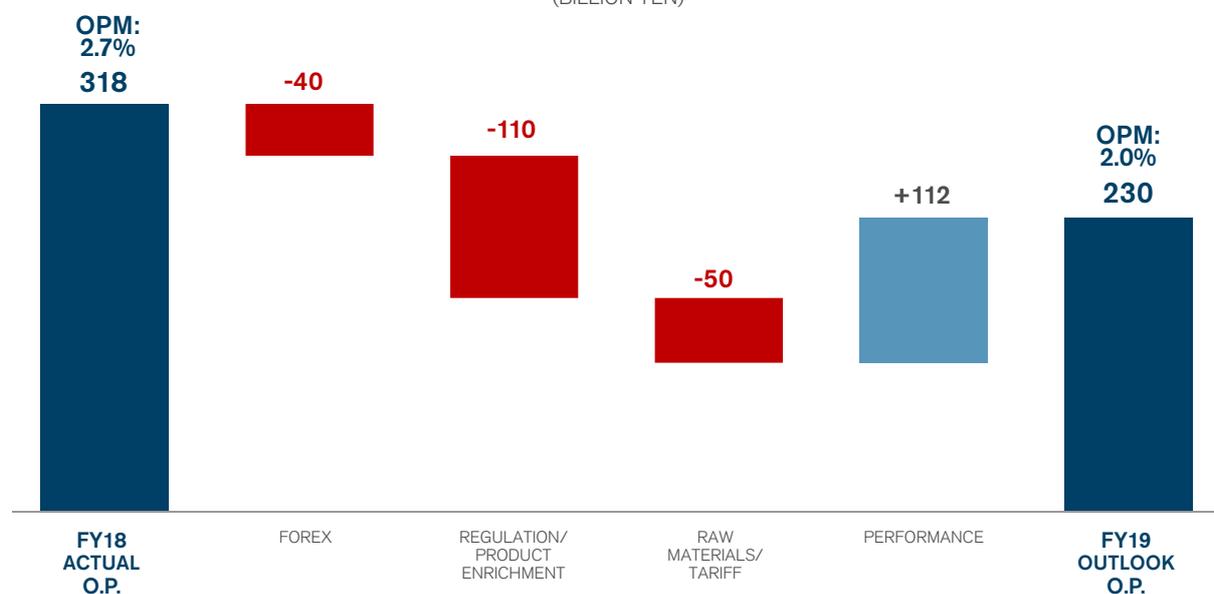
* NET INCOME ATTRIBUTABLE TO OWNERS OF THE PARENT

OUTLOOK

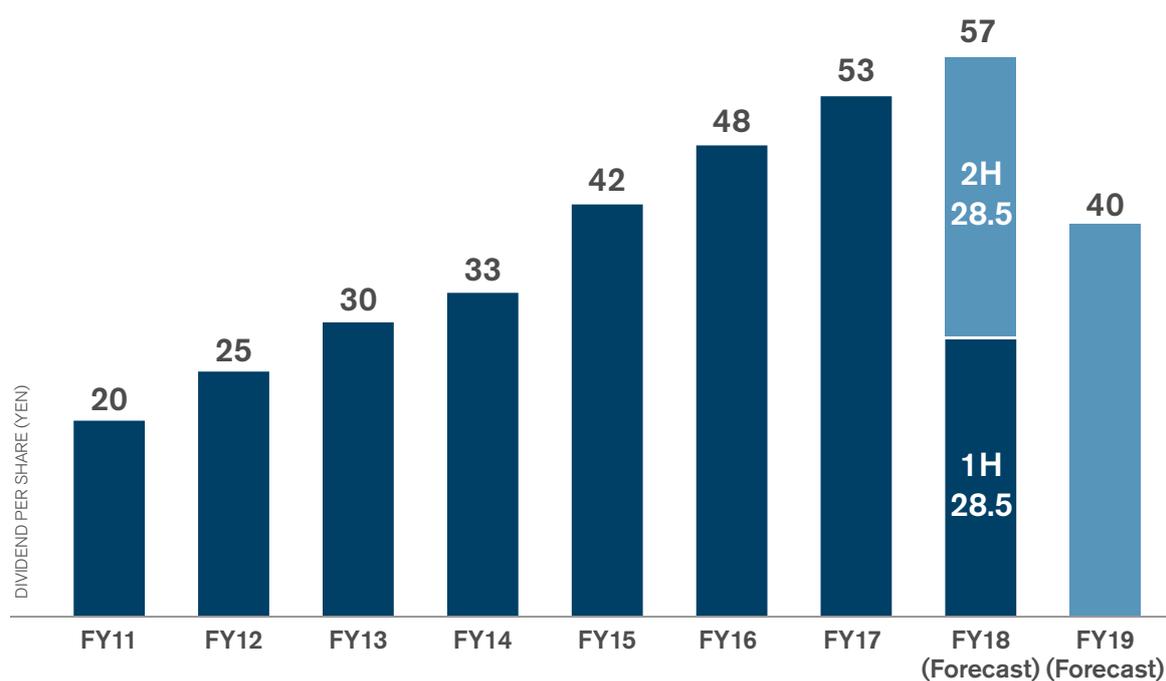
(TSE REPORT BASIS — CHINA JV EQUITY BASIS)

OPERATING PROFIT VARIANCE ANALYSIS

(BILLION YEN)



SHAREHOLDER RETURN



AGENDA

FY18 RESULTS

OUTLOOK

 **NEW NISSAN TRANSFORMATION**

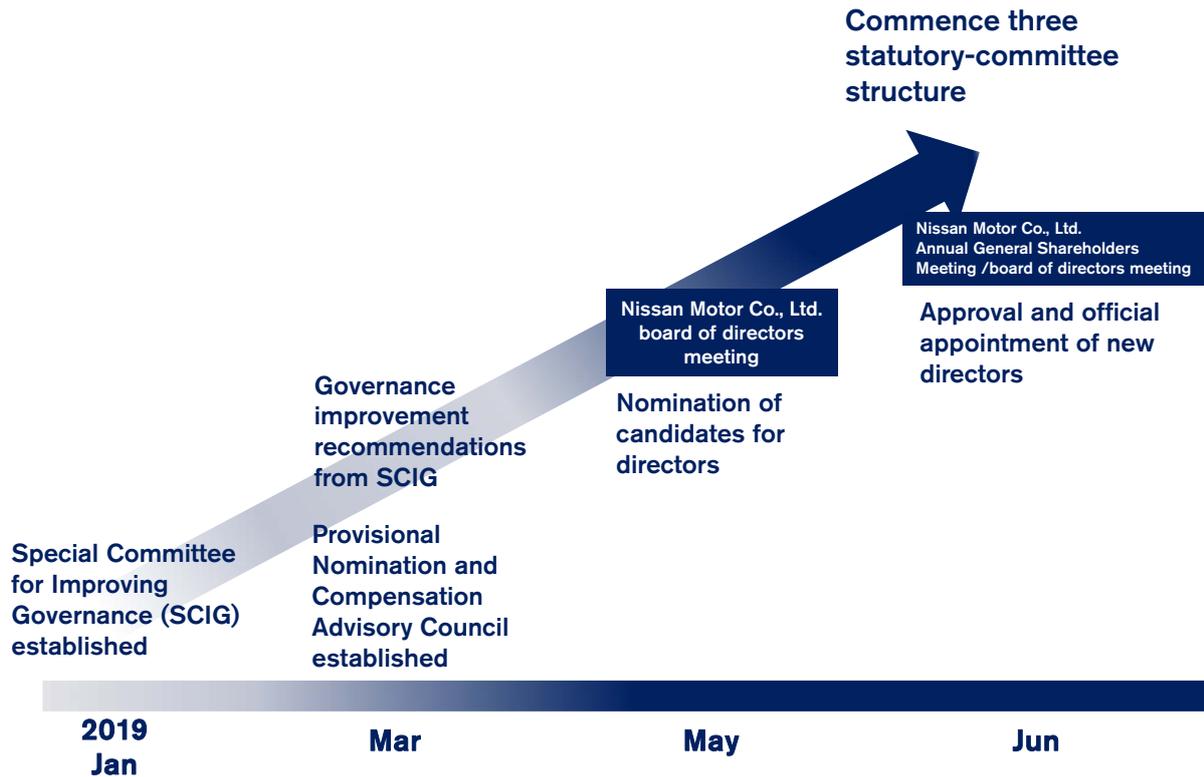
NEW NISSAN TRANSFORMATION

GOVERNANCE TRANSFORMATION

ORGANIZATION TRANSFORMATION

BUSINESS TRANSFORMATION

GOVERNANCE TRANSFORMATION FUNDAMENTAL CHANGES



ORGANIZATION TRANSFORMATION REINFORCE BUSINESS OPERATIONS BY FAST AND EFFECTIVE DECISION MAKING



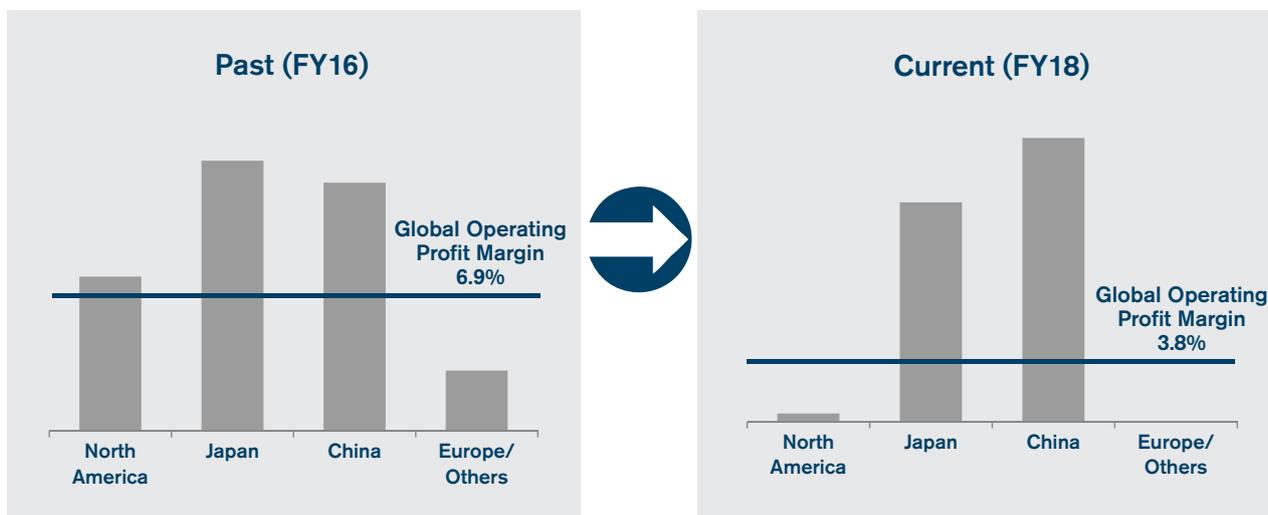
BUSINESS TRANSFORMATION

CURRENT ISSUES

DETERIORATION IN US PROFIT NEGATIVELY AFFECTING GLOBAL PROFIT

GLOBAL OPERATING PROFIT MARGIN BY MARKET

(MANAGEMENT PRO FORMA BASIS)



BUSINESS TRANSFORMATION

RECOVERY PLAN KEY PILLARS

1. US BUSINESS RECOVERY

2. OPERATIONAL AND INVESTMENT EFFICIENCY IMPROVEMENT

3. STEADY GROWTH THROUGH NEW PRODUCTS, ADVANCED TECHNOLOGY AND "NISSAN INTELLIGENT MOBILITY"

BUSINESS TRANSFORMATION

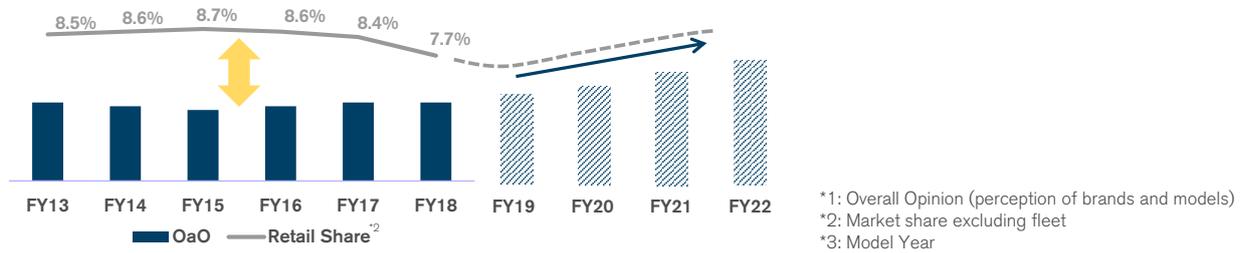
1. US BUSINESS RECOVERY

OaO*1 IMPROVEMENT THROUGH NEW PRODUCTS AND NISSAN INTELLIGENT MOBILITY

Product Portfolio Age

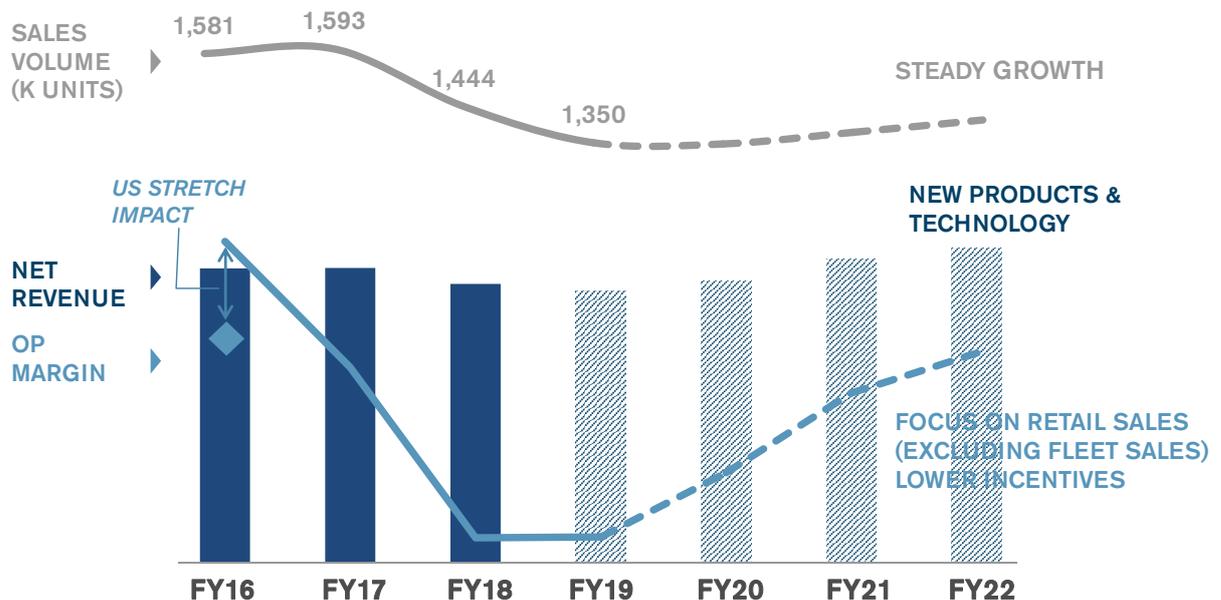


OaO & Brand Improvement



BUSINESS TRANSFORMATION

1. US BUSINESS RECOVERY



BUSINESS TRANSFORMATION

2. OPERATIONAL AND INVESTMENT EFFICIENCY IMPROVEMENT

PAST INVESTMENTS: RESTRUCTURE

- IMPROVE MANUFACTURING EFFICIENCY BY 10%
- OPTIMIZE CAPACITY BY 10%



STARTED GLOBALLY

1ST WAVE IMPACT AND KEY PROJECTS

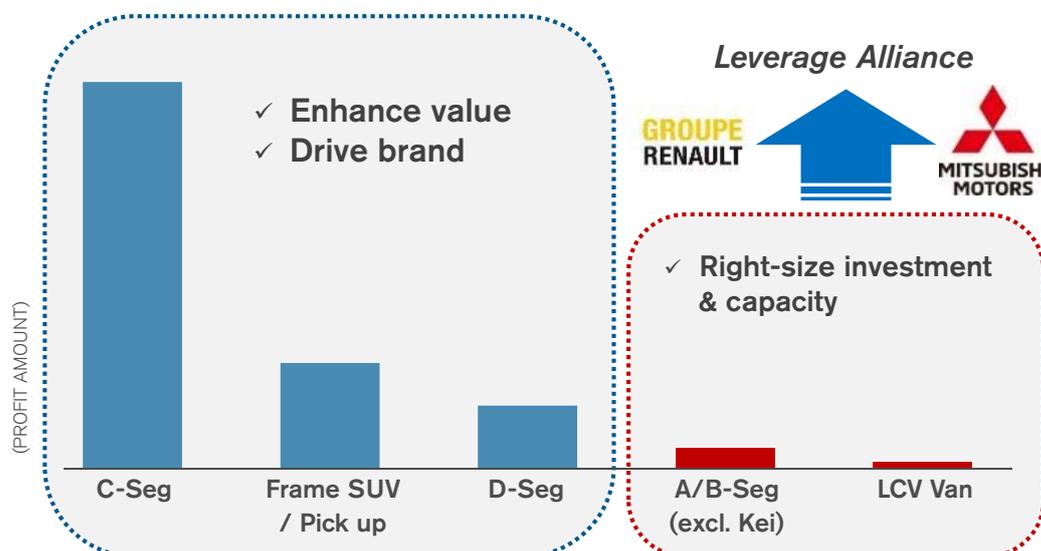
| Number of Projects | Headcount | Initial Cost | Yearly Benefit |
|--------------------|---|--------------|----------------|
| 19 | -4,800~ | -47B JPY~ | +30B JPY~ |
| Regions | Announcement in fiscal year 2018 | | Status |
| | • Temporary production adjustment at Canton in January 2019 | | Implemented |
| | • Production optimization in Cuernavaca and Aguascalientes plants in January 2019 | | Implemented |
| | • Restructuring of European organization | | On going |
| | • Production optimization of Zona Franca plant in Barcelona | | On going |
| | • Withdrawal of Infiniti from Western Europe | | On going |
| | • Termination of QX30/Q30 production in UK | | On going |
| | • Cancelled plans to produce new X-Trail in UK | | Decided |

BUSINESS TRANSFORMATION

2. OPERATIONAL AND INVESTMENT EFFICIENCY IMPROVEMENT

FUTURE INVESTMENTS: STRATEGIC FOCUS

- IMPROVE LINE UP EFFICIENCY BY 10%



BUSINESS TRANSFORMATION

3. STEADY GROWTH THROUGH NEW PRODUCTS, ADVANCED TECHNOLOGY AND “NISSAN INTELLIGENT MOBILITY”

NISSAN INTELLIGENT MOBILITY

Product Enhancement

FY19

FY20

FY21

FY22

REFRESH **ALL** CORE MODELS
INTRODUCE **20+** NEW MODELS



XMotion



IMQ



IMx Kuro

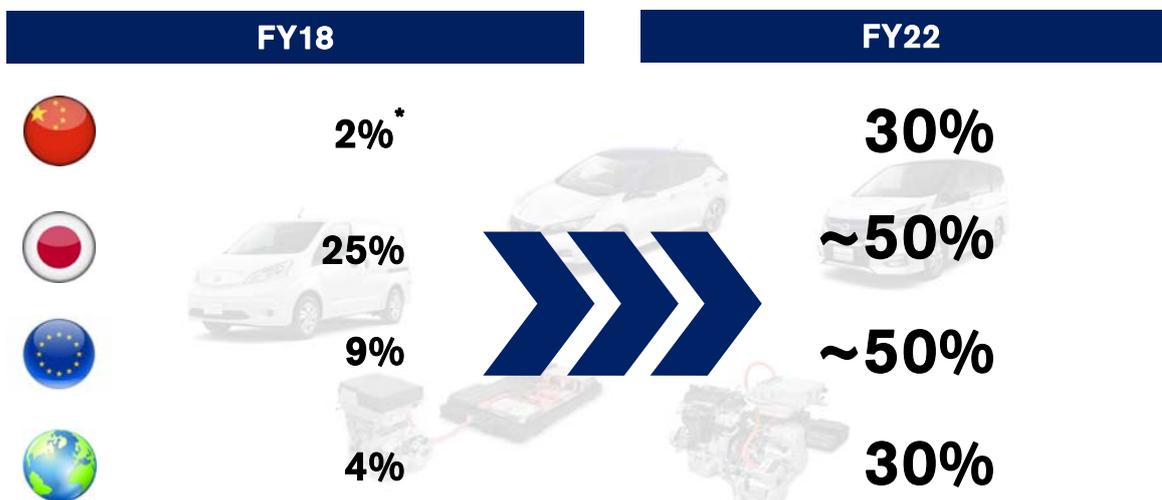
BUSINESS TRANSFORMATION

3. STEADY GROWTH THROUGH NEW PRODUCTS, ADVANCED TECHNOLOGY AND “NISSAN INTELLIGENT MOBILITY”

NISSAN INTELLIGENT MOBILITY

Expansion of Electrification

EV and e-POWER sales



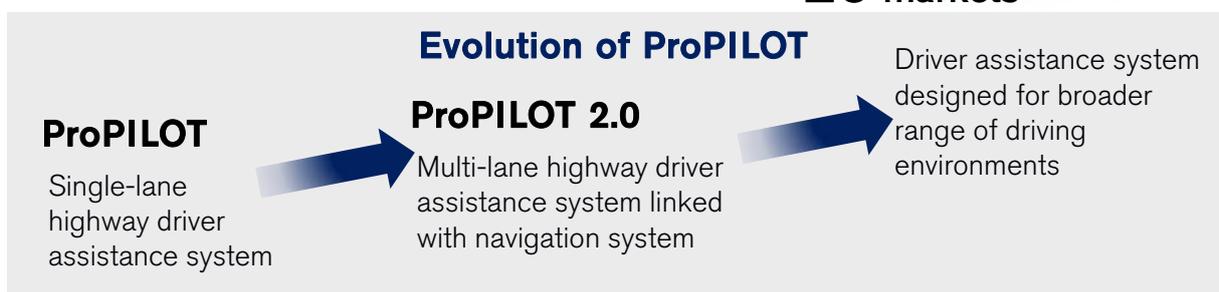
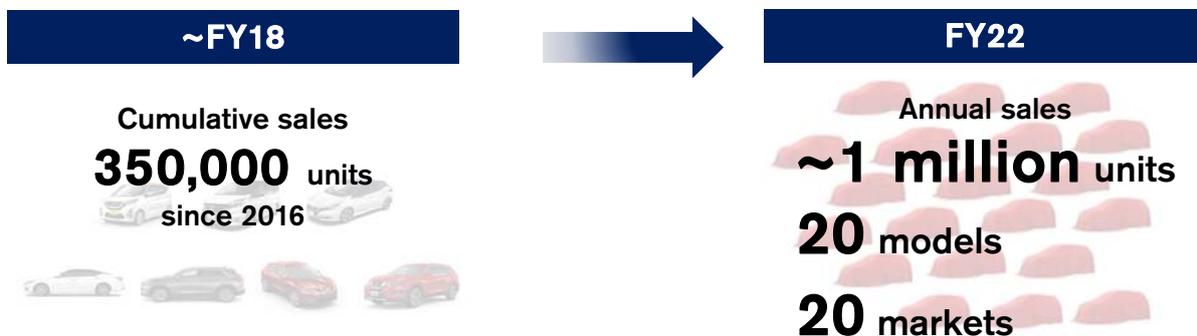
*Jan~Dec 2018

BUSINESS TRANSFORMATION

3. STEADY GROWTH THROUGH NEW PRODUCTS, ADVANCED TECHNOLOGY AND “NISSAN INTELLIGENT MOBILITY”

NISSAN INTELLIGENT MOBILITY

Expansion of ProPILOT models

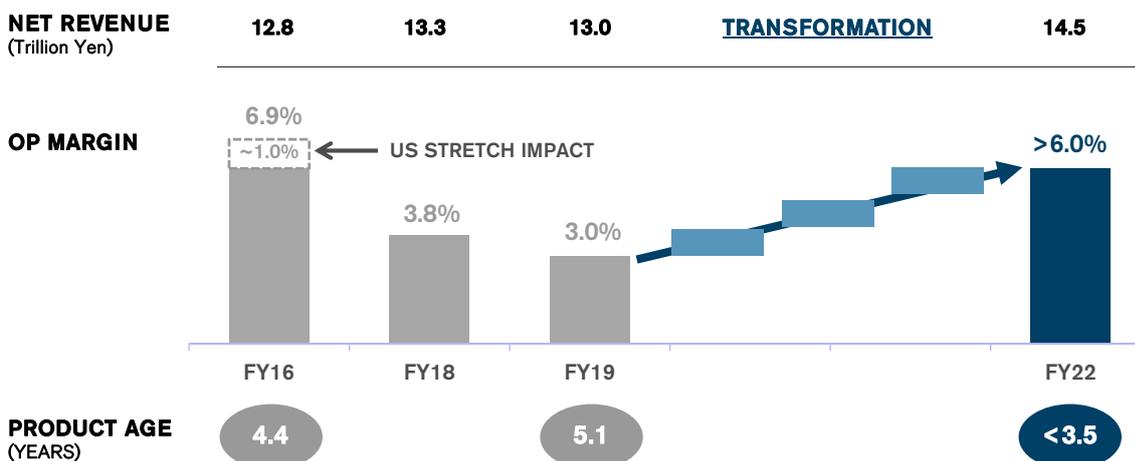


BUSINESS TRANSFORMATION

TARGET 6% OP MARGIN BY END OF FY22

1. US BUSINESS RECOVERY
2. OPERATIONAL AND INVESTMENT EFFICIENCY IMPROVEMENT
3. STEADY GROWTH THROUGH NEW PRODUCTS, ADVANCED TECHNOLOGY AND “NISSAN INTELLIGENT MOBILITY”

PRO FORMA BASIS



NISSAN's DNA



NISSAN CROSSING



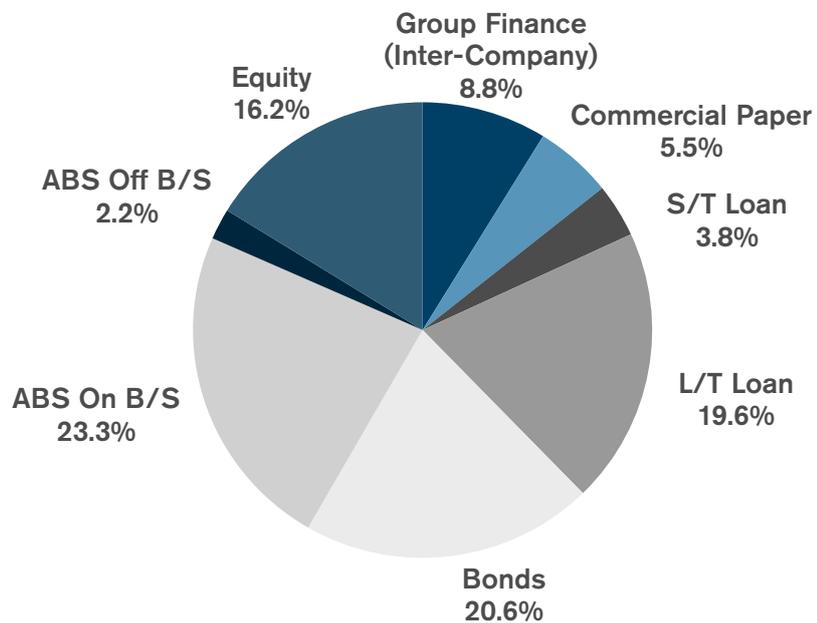
NISSAN's DNA



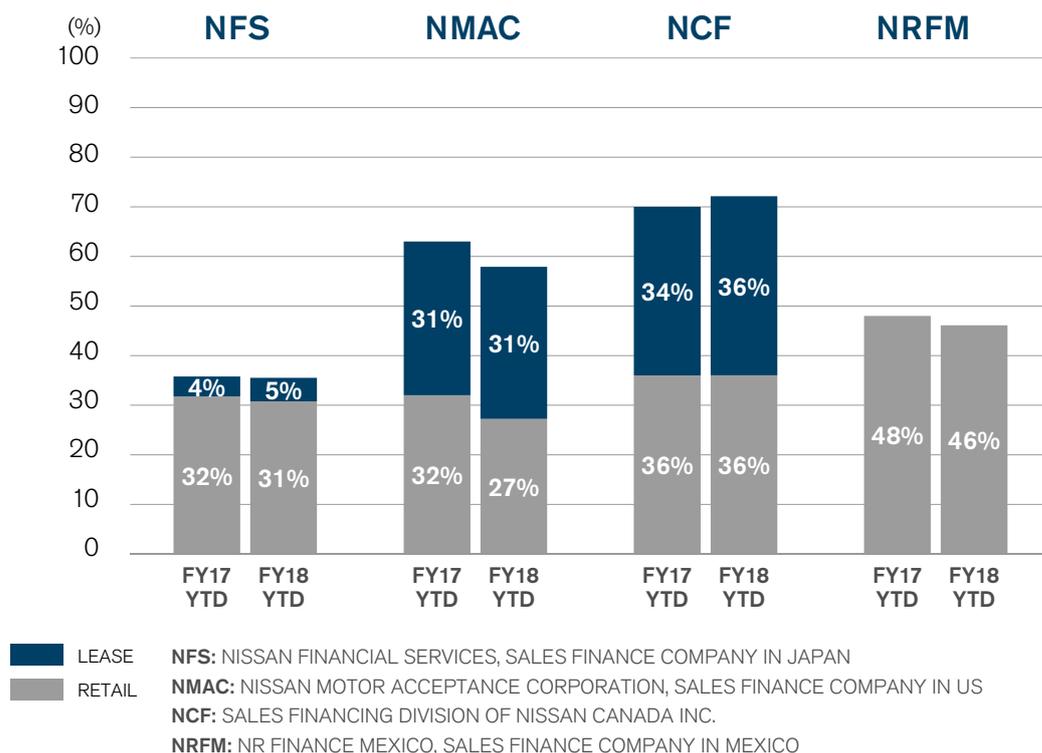
Appendix

SALES FINANCING: FUNDING SOURCES (AS OF MARCH 2019)

TOTAL FUNDING AMOUNT: 10,198 BILLION YEN



SALES FINANCING: PENETRATION



SALES FINANCING NET CREDIT LOSS RATIO

| | FY17 YTD | FY18 YTD | VARIANCE |
|-------------|----------------------|----------------------|-----------------------|
| NFS | Lease: 0.02% | Lease: 0.03% | Lease: +0.01% |
| | Retail: 0.09% | Retail: 0.08% | Retail: -0.01% |
| NMAC | Lease: 0.58% | Lease: 0.50% | Lease: -0.08% |
| | Retail: 1.46% | Retail: 1.59% | Retail: +0.13% |
| NCF | Lease: 0.10% | Lease: 0.07% | Lease: -0.03% |
| | Retail: 0.28% | Retail: 0.22% | Retail: -0.06% |

NFS: NISSAN FINANCIAL SERVICES, SALES FINANCE COMPANY IN JAPAN

NMAC: NISSAN MOTOR ACCEPTANCE CORPORATION, SALES FINANCE COMPANY IN US

NCF: SALES FINANCING DIVISION OF NISSAN CANADA INC.

SALES FINANCING OPERATING PROFIT & ASSET

(NFS : billion yen, NMAC : million USD, NCF : million CAD, NRFM : million Peso)

| | FY17 YTD | FY18 YTD | VARIANCE |
|-------------|---|---|---|
| NFS | Asset: 1,239.6 OP: 30.9 | Asset: 1,503.1 OP: 33.4 | Asset: +263.5 OP: +2.5 |
| NMAC | Asset: 65,384 OP: 899 | Asset: 62,388 OP: 988 | Asset: -2,996 OP: +89 |
| NCF | Asset: 7,742 OP: 205 | Asset: 8,470 OP: 197 | Asset: +728 OP: -8 |
| NRFM | Asset: 126,787 OP: 3,616 | Asset: 123,391 OP: 2,566 | Asset: -3,396 OP: -1,050 |

NFS: NISSAN FINANCIAL SERVICES, SALES FINANCE COMPANY IN JAPAN

NMAC: NISSAN MOTOR ACCEPTANCE CORPORATION, SALES FINANCE COMPANY IN US

NCF: SALES FINANCING DIVISION OF NISSAN CANADA INC.

NRFM: NR FINANCE MEXICO, SALES FINANCE COMPANY IN MEXICO

FY18 FULL YEAR FINANCIAL PERFORMANCE (TSE REPORT BASIS — CHINA JV EQUITY BASIS)

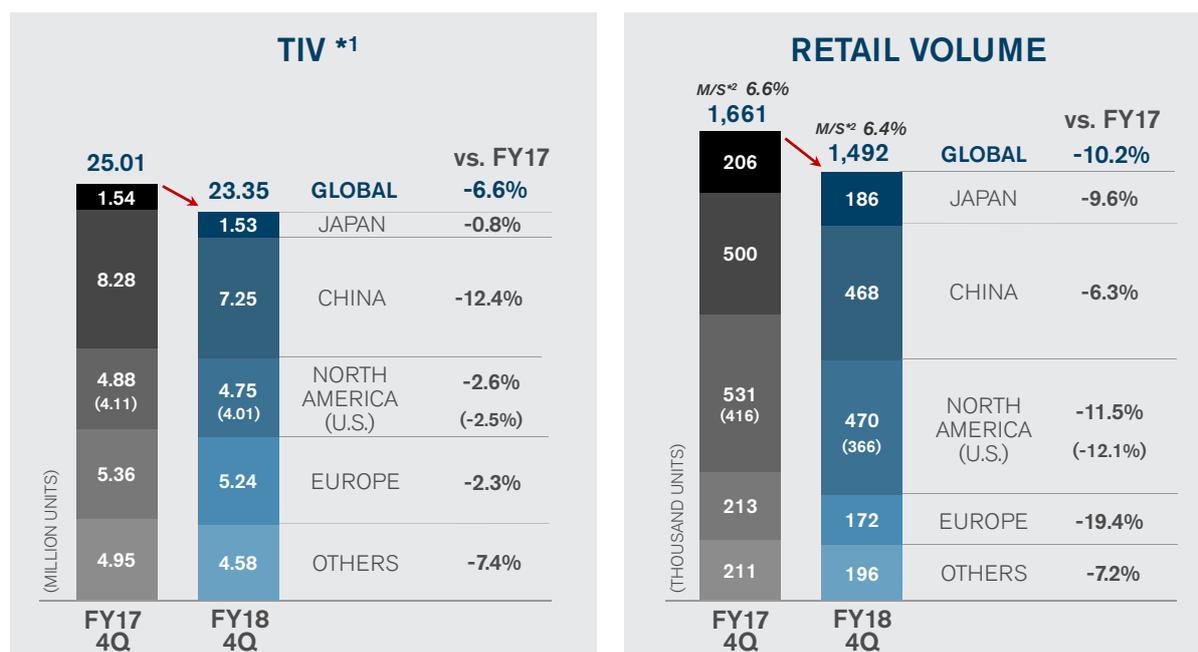
OPERATING PROFIT VARIANCE ANALYSIS

(BILLION YEN)

| FOREIGN EXCHANGE IMPACT | VOLUME /MIX | SELLING EXPENSES |
|--------------------------------|---|---|
| -65.4 | -283.5 | +183.4 |
| TRY -16.9 (30.2 ⇒ 21.6) | JPN -4.1 VOL*: -3.4 MIX: -0.7 | JPN -3.6 INCENTIVES: +4.1 OTHERS: -7.7 |
| RUB -15.6 (1.92 ⇒ 1.71) | US -169.6 VOL*: -143.8 MIX: -25.8 | US +43.7 INCENTIVES: +55.5 OTHERS: -11.8 |
| ARS -8.2 (6.36 ⇒ 3.53) | EUR -134.6 VOL*: -134.5 MIX: -0.1 | EUR +95.8 INCENTIVES: +83.2 OTHERS: +12.6 |
| BRL -7.6 (34.5 ⇒ 29.4) | MEX&CAN -20.9 | MEX&CAN +15.2 |
| AUD -6.6 (85.8 ⇒ 81.0) | OTHERS +45.7 | OTHERS +32.3 |
| OTHERS -10.5 | | |

* INCLUDES COUNTRY MIX

FY18 4Q (3 MONTHS) SALES PERFORMANCE GLOBAL



*1: NISSAN ESTIMATION

*2: MARKET SHARE

FY18 4Q (3 MONTHS) FINANCIAL PERFORMANCE (TSE REPORT BASIS — CHINA JV EQUITY BASIS)

| (BILLION YEN) | FY17 4Q | FY18 4Q | VARIANCE | CHANGE vs. FY17 (%) |
|--------------------------|----------------|----------------|---------------|---------------------|
| NET REVENUE | 3,423.2 | 2,995.8 | -427.4 | -12.5% |
| OPERATING PROFIT | 210.5 | 4.5 | -206.0 | -97.8% |
| OP MARGIN | 6.1% | 0.2% | | |
| NON-OPERATING | 43.1 | 70.2 | | |
| ORDINARY PROFIT | 253.6 | 74.7 | -178.9 | -70.6% |
| EXTRAORDINARY | -31.3 | -58.3 | | |
| PROFIT BEFORE TAX | 222.3 | 16.4 | -205.9 | -92.6% |
| TAXES | -48.6 | -7.6 | | |
| EFFECTIVE TAX RATE | 21.8% | 46.2% | | |
| MINORITY INTEREST *1 | -4.9 | -6.3 | | |
| NET INCOME *2 | 168.8*3 | 2.5 | -166.3 | -98.5% |
| FX RATE (USD/JPY) | 108.2 | 110.2 | +2.0 | |
| FX RATE (EUR/JPY) | 133.1 | 125.2 | -7.9 | |

*1: NET INCOME ATTRIBUTABLE TO NON-CONTROLLING INTERESTS

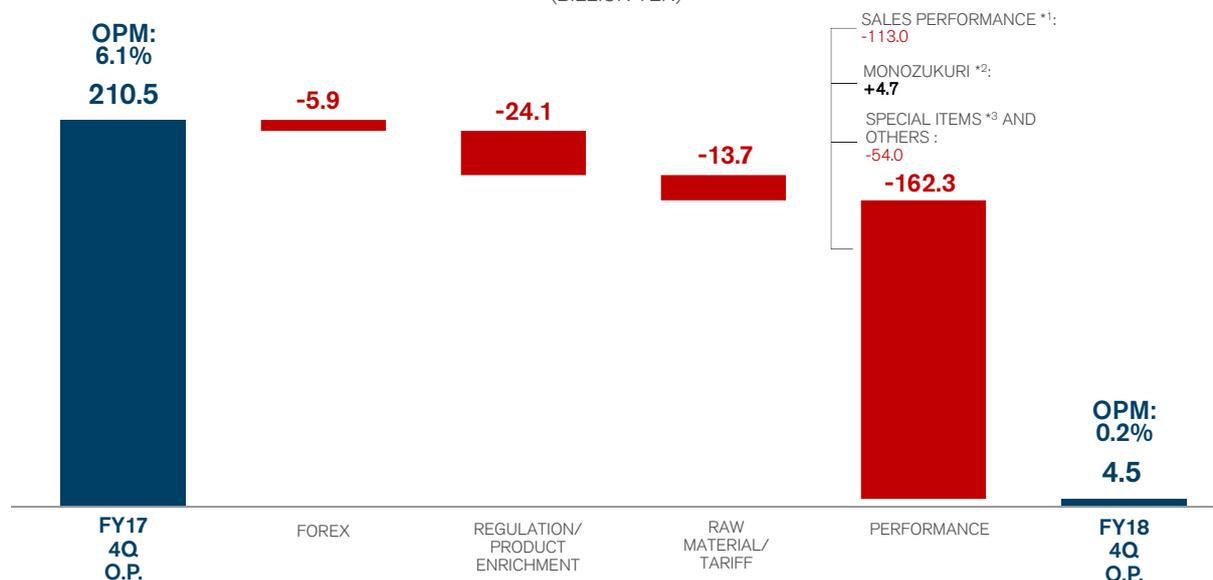
*2: NET INCOME ATTRIBUTABLE TO OWNERS OF THE PARENT

*3: INCLUDES 33.0 BILLION YEN ONE-TIME IMPACT FROM US TAX REFORM

FY18 4Q (3 MONTHS) FINANCIAL PERFORMANCE (TSE REPORT BASIS — CHINA JV EQUITY BASIS)

OPERATING PROFIT VARIANCE ANALYSIS

(BILLION YEN)



*1: INCLUDES VOLUME/MIX AND SELLING EXPENSE

*2: INCLUDES PURCHASING COST REDUCTION, R&D AND MANUFACTURING EXPENSE

*3: INCLUDES INSPECTION IMPACT, CATCH UP ADJUSTMENT AND WARRANTY EXTENSION

FY18 4Q (3 MONTHS) FINANCIAL PERFORMANCE (TSE REPORT BASIS — CHINA JV EQUITY BASIS)

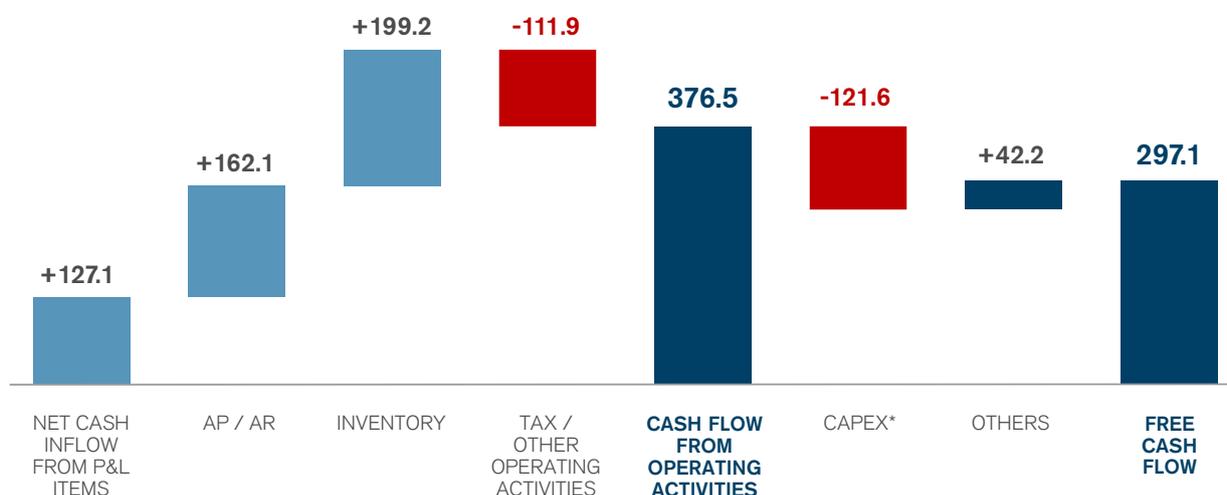
OPERATING PROFIT VARIANCE ANALYSIS

(BILLION YEN)

| FOREIGN EXCHANGE IMPACT | VOLUME /MIX | SELLING EXPENSES |
|---|---|--|
| -5.9 | -163.2 | +50.2 |
| USD +4.8 (108.2 ⇒ 110.2) RUB -4.7 (1.90 ⇒ 1.67) ARS -2.4 (5.51 ⇒ 2.83) AUD -1.9 (85.6 ⇒ 83.0) CAD -1.9 (85.2 ⇒ 78.5) OTHERS +0.2 | JPN -2.6 VOL*: -1.7 MIX: -0.9 US -81.9 VOL*: -74.5 MIX: -7.4 EUR -44.7 VOL*: -52.7 MIX: +8.0 MEX&CAN -10.1 OTHERS -23.9 | JPN -10.7 INCENTIVES: -2.7 OTHERS: -8.0 US -3.6 INCENTIVES: -1.2 OTHERS: -2.4 EUR +35.3 INCENTIVES: +33.7 OTHERS: +1.6 MEX&CAN +7.6 OTHERS +21.6 |
| | * INCLUDES COUNTRY MIX | |

FY18 4Q (3 MONTHS) FINANCIAL PERFORMANCE (TSE REPORT BASIS — CHINA JV EQUITY BASIS)

FREE CASH FLOW (AUTO BUSINESS) (BILLION YEN)



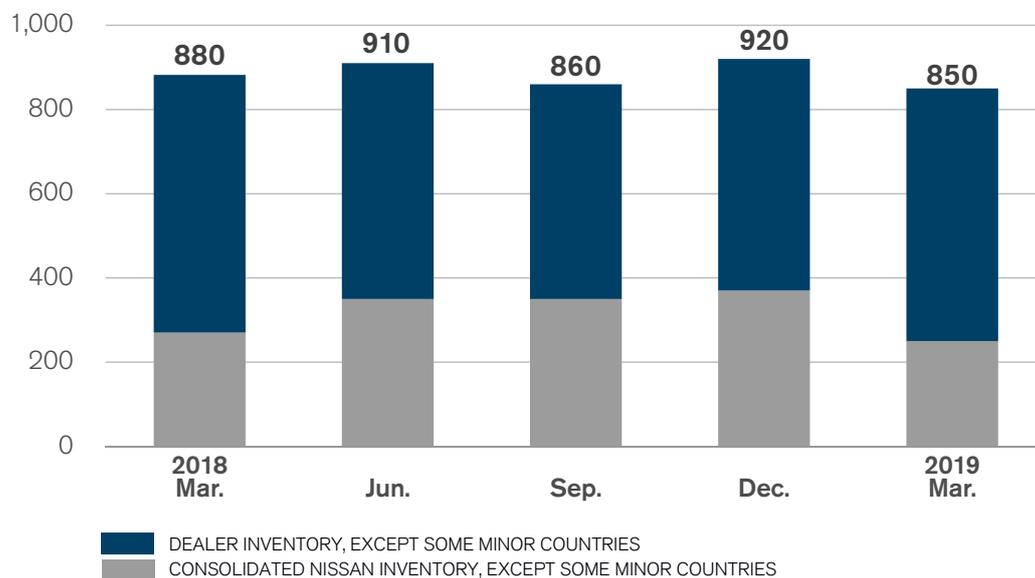
* CAPEX DOES NOT INCLUDE FINANCE LEASE-RELATED INVESTMENTS

NET CASH BY BUSINESS SEGMENT (TSE REPORT BASIS — CHINA JV EQUITY BASIS)

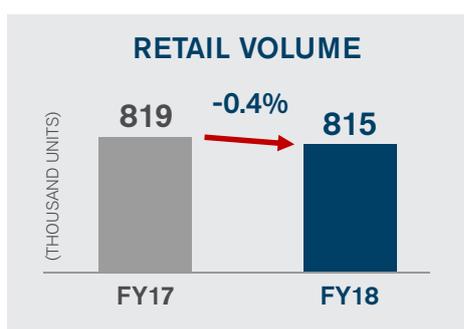
| (BILLION YEN) | AS OF MARCH 31, 2018 | | | AS OF MARCH 31, 2019 | | |
|--|---------------------------|-----------------|-----------------|---------------------------|-----------------|-----------------|
| | AUTOMOBILE & ELIMINATIONS | SALES FINANCING | TOTAL | AUTOMOBILE & ELIMINATIONS | SALES FINANCING | TOTAL |
| BORROWINGS FROM THIRD PARTIES | 571.5 | 7,166.9 | 7,738.4 | 610.6 | 7,419.1 | 8,029.7 |
| INTERNAL LOAN TO SALES FINANCING (NET) | -1,200.0 | 1,200.0 | 0 | -899.2 | 899.2 | 0 |
| CASH AND CASH EQUIVALENT | 1,140.6 | 65.4 | 1,206.0 | 1,309.6 | 49.5 | 1,359.1 |
| NET CASH | 1,769.1 | -8,301.5 | -6,532.4 | 1,598.2 | -8,268.8 | -6,670.6 |

INVENTORY MANAGEMENT (EXCLUDING CHINA JV)

INVENTORY STATUS (THOUSAND UNITS)



FY18 SALES PERFORMANCE OTHER MARKETS



Sales: 815 k units, -0.4%

- **Asia & Oceania:** 324 k units, -2.3% (TIV: +3.3%)
- **Latin America:** 225 k units, +8.1% (TIV: +1.7%)
- **Middle East:** 165 k units, -10.1% (TIV: -22.7%)
- **Africa & others:** 101 k units, +6.1% (TIV: -18.3%)



Kicks



Terra



Navara

This presentation contains forward-looking statements, based on judgments and estimates that have been made on the basis of currently available information. By nature, such statements are subject to uncertainty and risk. Therefore, you are advised that the final results might be significantly different from the aforementioned statements due to changes in economic environments related to our business, market trends and exchange rate, etc.