

FISCAL YEAR 2019 FIRST-QUARTER FINANCIAL RESULTS

Nissan Motor Co., Ltd.
July 25th, 2019

NISSAN MOTOR CORPORATION



AGENDA

 **FY19 1Q RESULTS**

BUSINESS TRANSFORMATION

SUMMARY OF 1Q FINANCIAL RESULTS

SALES

RETAIL SALES VOLUME DECREASED 6.0% BUT OUTPERFORMED THE MARKET WHICH DECREASED 6.8%

(THOUSAND UNITS)	FY18 1Q	FY19 1Q	CHANGE vs FY18
TIV	24,135	22,498	-6.8%
RETAIL SALES	1,310	1,231	-6.0%

Nissan outperformed the following market:

- China (Nissan +2.3%, TIV -11.9%)

Nissan underperformed the following markets:

- US (Nissan -3.7%, TIV -1.5%)
- Europe (Nissan -16.3%, TIV -2.3%)
- Japan (Nissan -2.6%, TIV +2.8%)

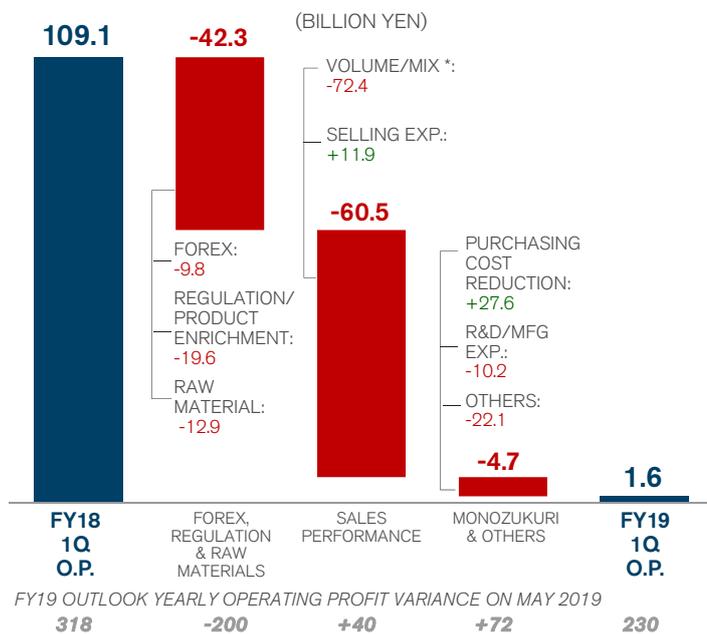
SALES PERFORMANCE (EXCLUDING CHINA)

(THOUSAND UNITS)	FY18 1Q	FY19 1Q	CHANGE vs FY18
TIV	17,347	16,515	-4.8%
RETAIL SALES	973	887	-8.8%
WHOLESALE	903	781	-13.5%

Dealer inventory further optimized by keeping wholesale volume lower than retail sales.

PROFIT

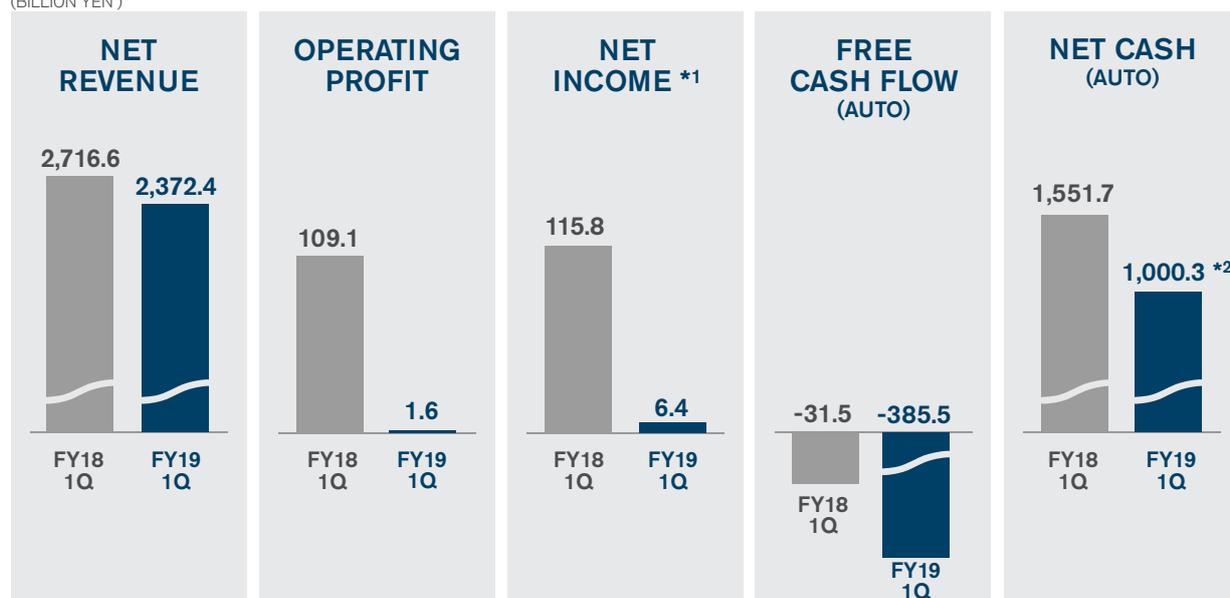
1Q OPERATING PROFIT VARIANCE ANALYSIS



* INCLUDES REDUCTION OF SELLING EXPENSE DUE TO DECREASE IN VOLUME

HEADLINE FINANCIAL RESULTS (TSE REPORT BASIS — CHINA JV EQUITY BASIS)

(BILLION YEN)



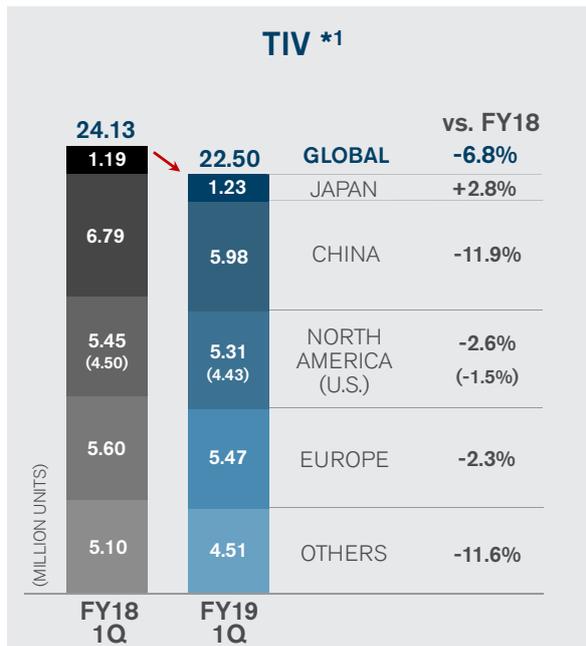
MANAGEMENT PRO FORMA BASIS:

1Q: 3,029.9 2,667.1 154.4 40.1 115.8 6.4 -15.4 -388.9 1,812.8 1,311.4

*1: NET INCOME ATTRIBUTABLE TO OWNERS OF THE PARENT

*2: INCLUDES -82.5 BILLION YEN IMPACT FROM ACCOUNTING STANDARDS CHANGE

FY19 1ST QUARTER SALES PERFORMANCE GLOBAL



*1: NISSAN ESTIMATION
*2: MARKET SHARE

FY19 1ST QUARTER SALES PERFORMANCE KEY MARKETS

JAPAN



CHINA



FY19 2Q (Apr. to Jun.)
TIV *2 : 5.55 million units, -13.8%
Sales *1 : 375 k units, -2.5%
Market share: 6.7%, +0.7 point

*1: PV; RETAIL SALES BASE, LCV; WHOLESALE BASE
*2: PV AND LCV ONLY

NORTH AMERICA



Canada

- Sales: 40 k units, -6.0%
- Market share: 7.1%, +0.1 point

Mexico

- Sales: 60 k units, -19.0%
- Market share: 19.6%, -2.0 points

EUROPE (INCLUDES RUSSIA)



Europe excluding Russia

- Sales: 117 k units, -15.3%
- Market share: 2.4%, -0.5 point

Russia

- Sales: 18 k units, -21.7%
- Market share: 4.1%, -0.9 point

FY19 1ST QUARTER FINANCIAL PERFORMANCE (TSE REPORT BASIS — CHINA JV EQUITY BASIS)

(BILLION YEN)	FY18 1Q	FY19 1Q	VARIANCE	CHANGE vs. FY18 (%)
NET REVENUE	2,716.6	2,372.4	-344.2	-12.7%
OPERATING PROFIT	109.1	1.6	-107.5	-98.5%
OP MARGIN	4.0%	0.1%		
NON-OPERATING	49.8	33.7		
ORDINARY PROFIT	158.9	35.3	-123.6	-77.8%
EXTRAORDINARY	1.5	-8.4		
PROFIT BEFORE TAX	160.4	26.9	-133.5	-83.2%
TAXES	-38.9	-16.7		
EFFECTIVE TAX RATE	24.3%	61.9%		
MINORITY INTEREST *1	-5.7	-3.8		
NET INCOME *2	115.8	6.4	-109.4	-94.5%
FX RATE (USD/JPY)	109.1	109.9	+0.8	
(EUR/JPY)	130.0	123.5	-6.5	

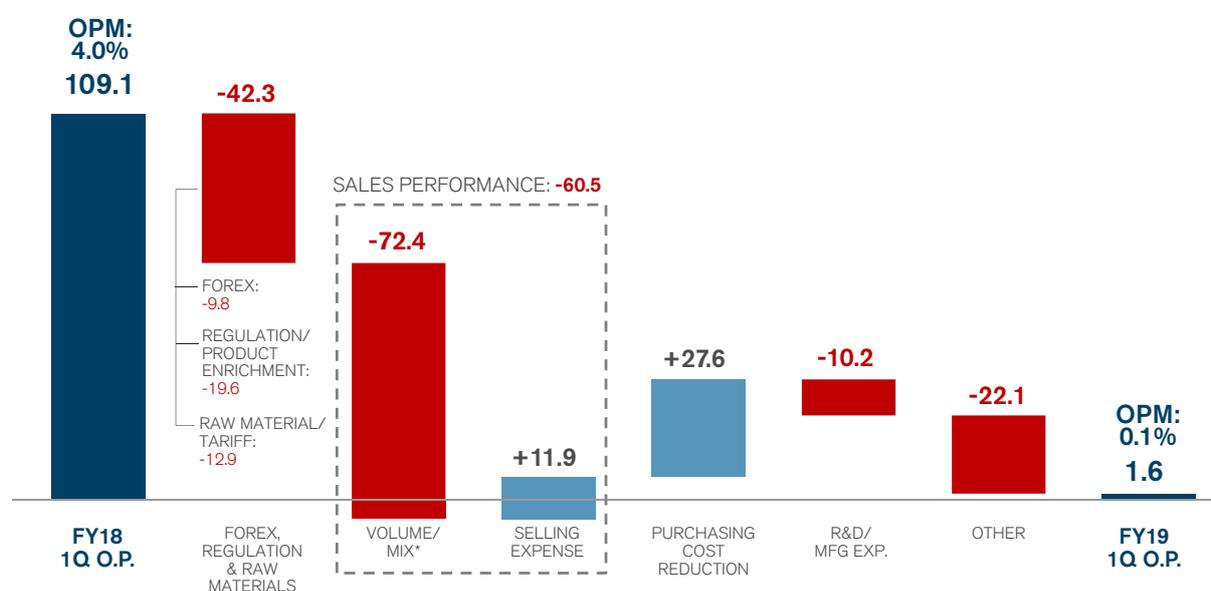
*1: NET INCOME ATTRIBUTABLE TO NON-CONTROLLING INTERESTS

*2: NET INCOME ATTRIBUTABLE TO OWNERS OF THE PARENT

FY19 1ST QUARTER FINANCIAL PERFORMANCE (TSE REPORT BASIS — CHINA JV EQUITY BASIS)

OPERATING PROFIT VARIANCE ANALYSIS

(BILLION YEN)



* INCLUDES REDUCTION OF SELLING EXPENSE DUE TO DECREASE IN VOLUME

AGENDA

FY19 1Q RESULTS

 **BUSINESS TRANSFORMATION**

BUSINESS TRANSFORMATION RECOVERY PLAN KEY PILLARS

1. US BUSINESS RECOVERY

**2. OPERATIONAL AND INVESTMENT EFFICIENCY
IMPROVEMENT**

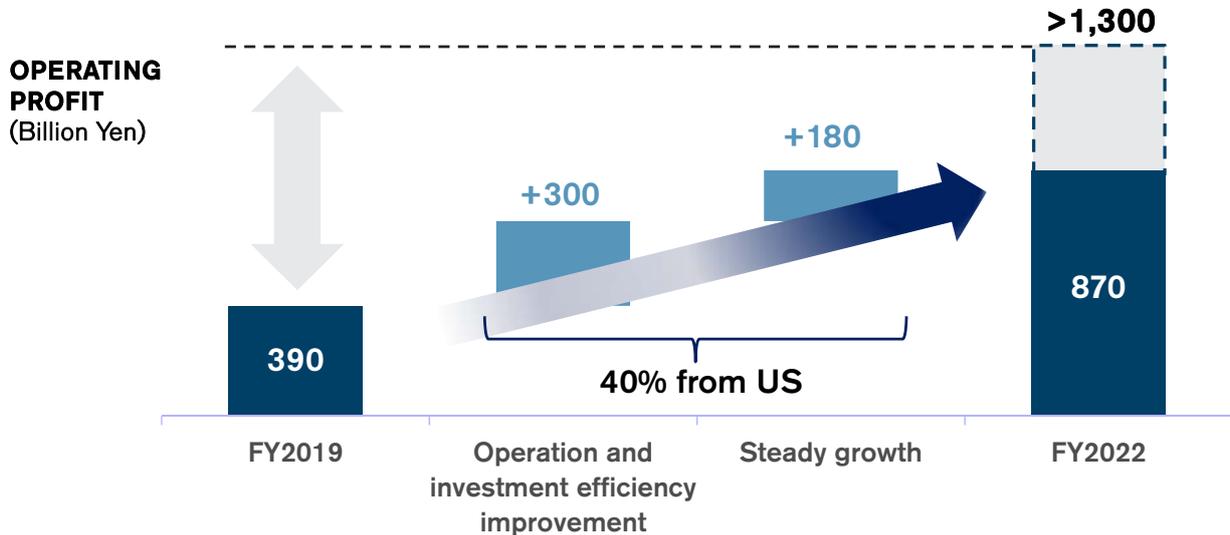
**3. STEADY GROWTH THROUGH NEW PRODUCTS,
ADVANCED TECHNOLOGY AND “NISSAN INTELLIGENT
MOBILITY”**

BUSINESS TRANSFORMATION

TARGET 6% OP MARGIN BY END OF FY22

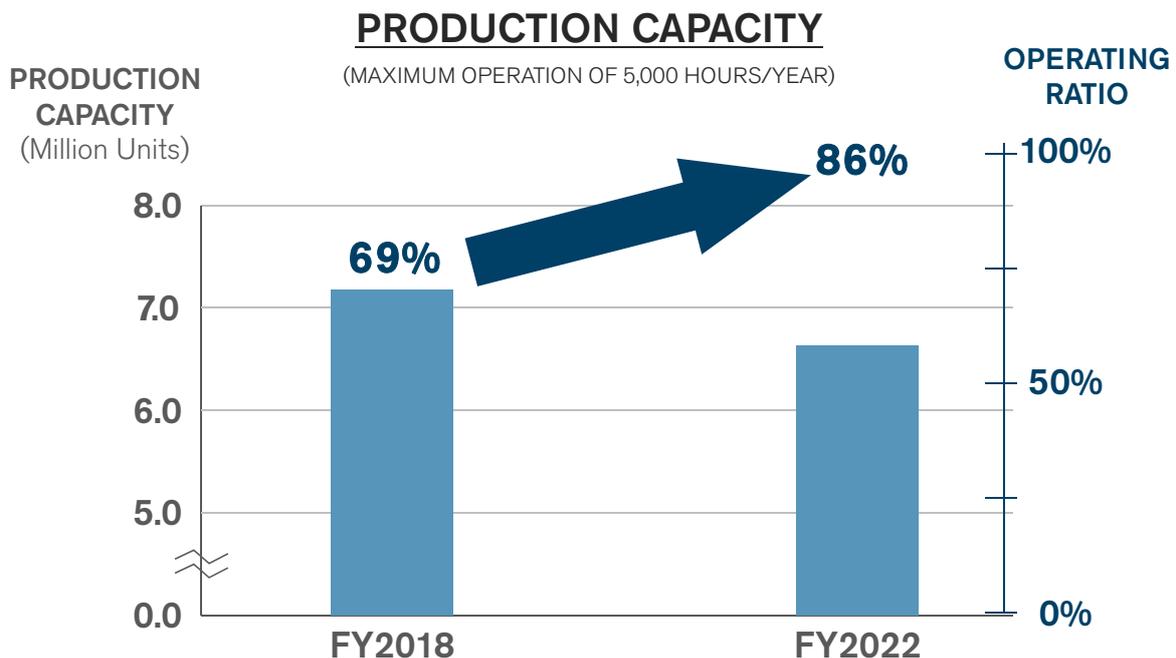
MANAGEMENT PRO FORMA BASIS

NET REVENUE (Trillion Yen)	13.0	TRANSFORMATION	16.5→14.5
OP MARGIN	3.0%		>8%→>6.0%



OPERATION AND INVESTMENT EFFICIENCY IMPROVEMENT

PRODUCTION CAPACITY RATIONALIZATION



NOTE: PRODUCTION CAPACITY AND OPERATING RATIO DO NOT INCLUDE VEHICLES PRODUCED AT ALLIANCE PARTNER PLANTS.

OPERATION AND INVESTMENT EFFICIENCY IMPROVEMENT

PRODUCTION LINE EFFICIENCY IMPROVEMENT

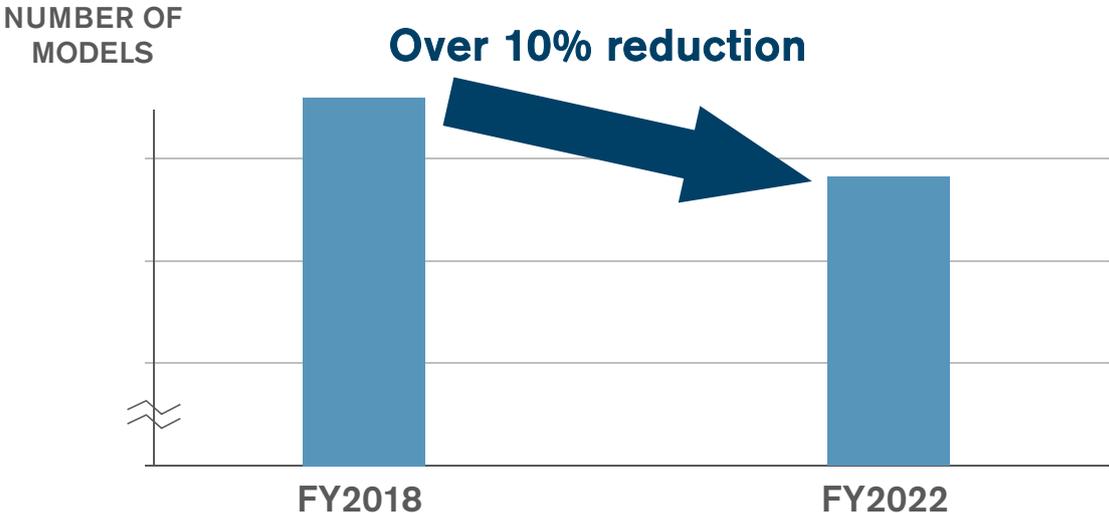
	COUNTRY	HEADCOUNT REDUCTION	TIMING
1	8 Sites/Locations	6,400+	FY2018-2019
2			
3			
4			
5			
6			
7			
8			
9	[Redacted]	6,100+	Additional 6 sites/locations during FY2020 to FY2022
10			
11			
12			
13			
14			
TOTAL		12,500+	

➔ 10% EFFICIENCY IMPROVEMENT IN GLOBAL HEADCOUNT

OPERATION AND INVESTMENT EFFICIENCY IMPROVEMENT

PRODUCT LINE-UP RATIONALIZATION

TERMINATE UNPROFITABLE PRODUCTS

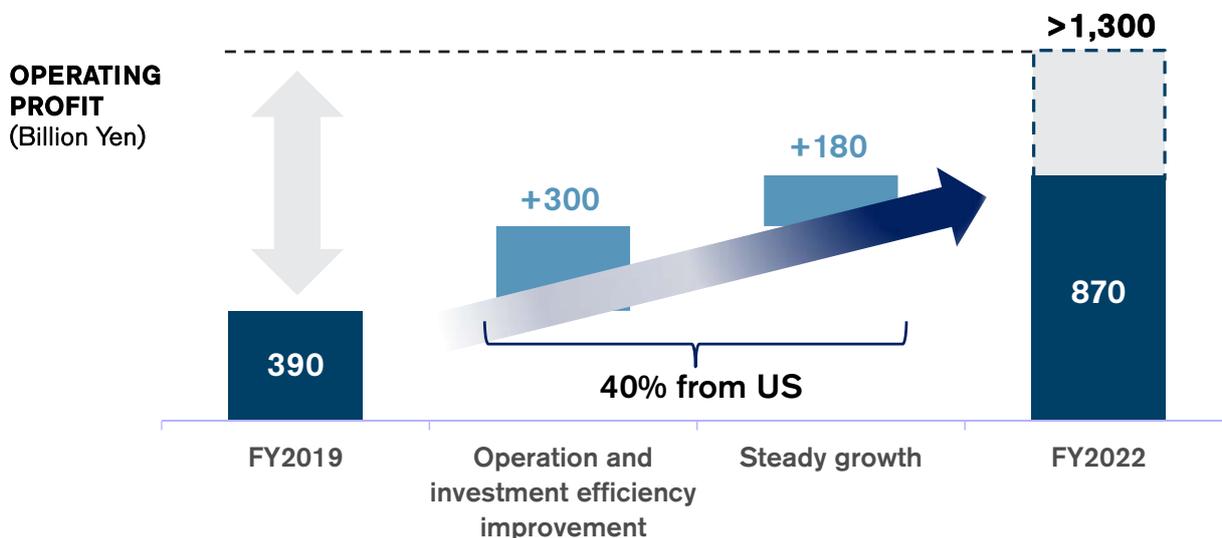


BUSINESS TRANSFORMATION

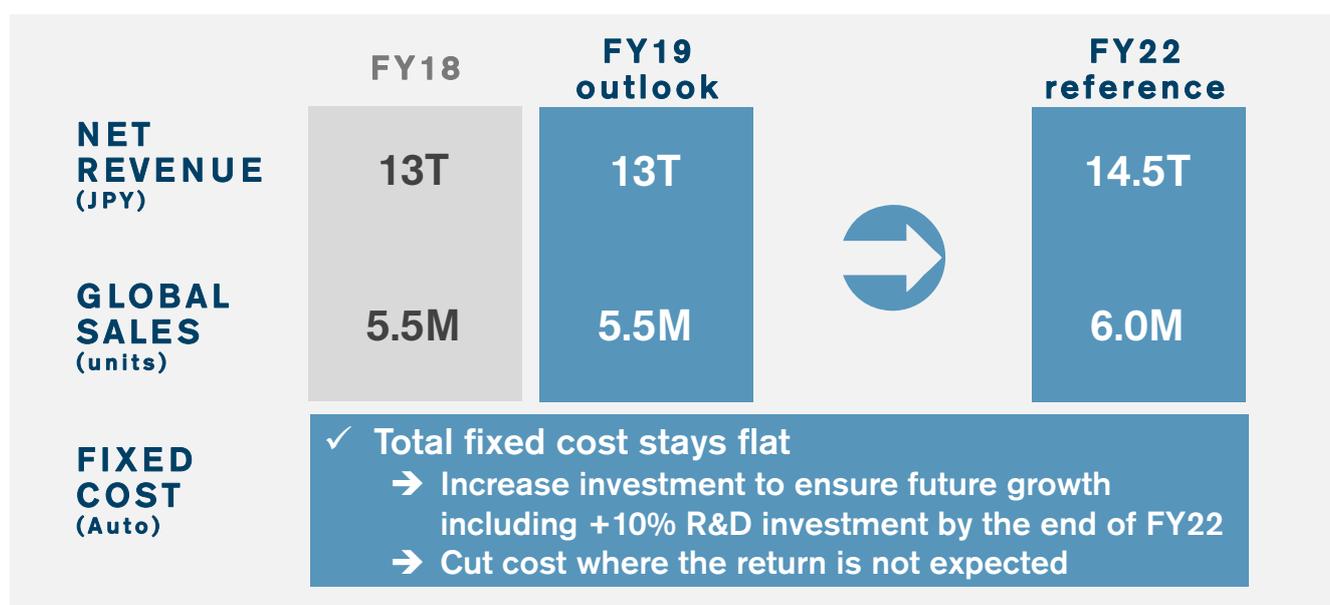
TARGET 6% OP MARGIN BY END OF FY22

MANAGEMENT PRO FORMA BASIS

NET REVENUE (Trillion Yen)	13.0	TRANSFORMATION	16.5→14.5
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TOWARD FY2022



NEW PRODUCTS AND TECHNOLOGIES

NISSAN INTELLIGENT MOBILITY

Skyline



Sylphy



Versa



Coming soon

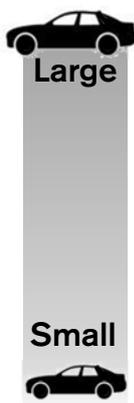


COMING ADVANCED TECHNOLOGIES PROGRESSING TOWARDS THE FUTURE

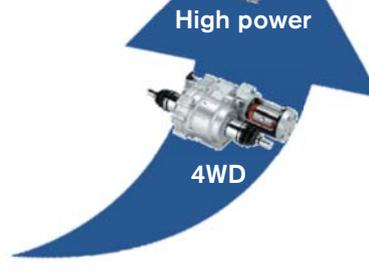
Zero Emission

All New Cross-over EV

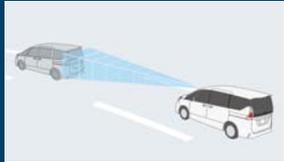
(EV dedicated platform, long range, 4WD)



e-POWER



COMING ADVANCED TECHNOLOGIES PROGRESSING TOWARDS THE FUTURE

<p>Next generation of AD technology and beyond</p>	<p>Eyes-off on free way</p> 	<p>Driver assist system in urban road condition</p> 	<p>Potential values to the customer*</p> <p>Work/Leisure/Private time</p>  <p><small>*fully depending on the government regulations</small></p>
	<p>ProPILOT 2.0</p> <p>Hands-off single lane driving</p> 	<p>Navigated multi-lane driving</p> <p>Lane change Passing</p> 	<p>3D HD mapping with advanced camera and sensors</p> 
<p>ProPILOT</p> 	<p>Automatically control the distance between the vehicle</p> 	<p>Keeps the vehicle centered in its lane</p> 	

NEW BUSINESS

NISSAN MOTOR CORPORATION



WAYMO



RENAULT NISSAN MITSUBISHI

FY2022 AND BEYOND

FY19

FY22

FYxx

**NISSAN M.O.V.E. to 2022
with New Nissan Transformation**

Beyond...

Net Revenue 14.5T JPY		OP Margin 6%
Solid EV Leadership	Autonomous Drive Vehicle Expansion	Early Provider of Robo-Vehicle and Ride-Hailing Services

Remaining homework of current MTP

- ✓ Brand enhancement and trust
- ✓ Digitization / Transformation
- ✓ Quality / Customer Centric Focus

Securing competitive advantages beyond FY2022

- ✓ CASE / New mobility services – Shift B2B to B2C
- ✓ Industry 4.0 / Data and AI
- ✓ Engineering competitiveness and process etc.

Start activities from FY19 to prepare for future

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.