

Fiscal year 2008 financial results

**May 12, 2009
Nissan Motor Co., Ltd.**

FY08 Full-year financial results

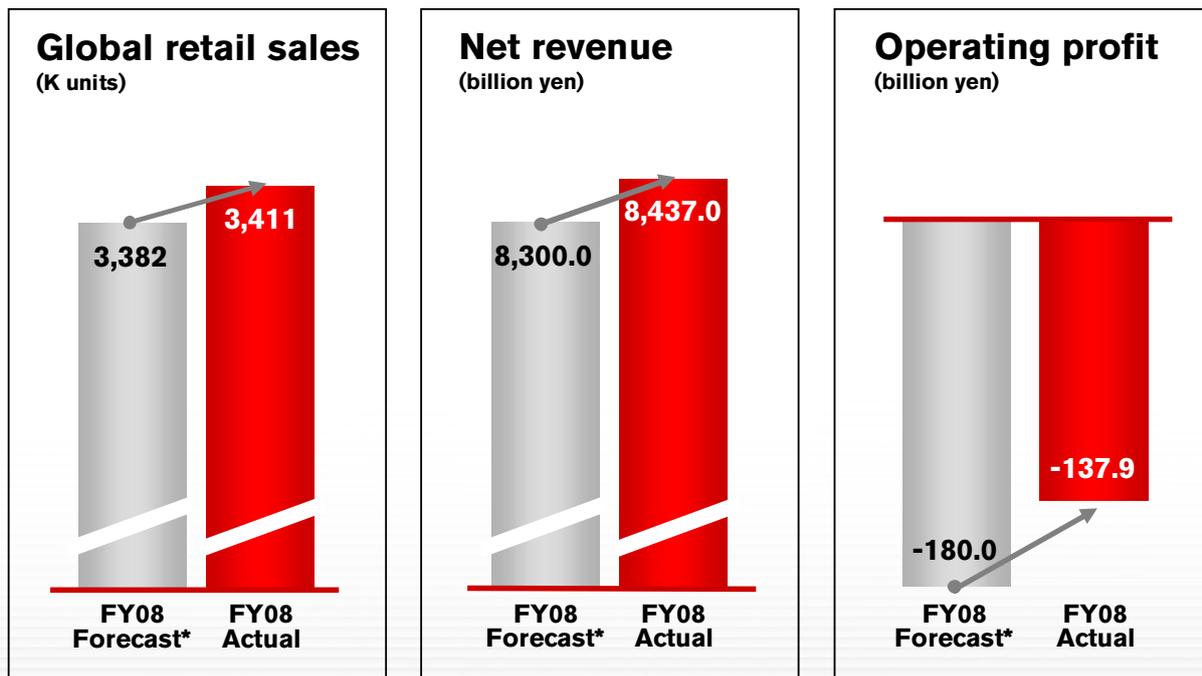
Current situation in the automotive industry

Triple threat

- **Financial crisis**
- **Severe economic recession**
- **Volatility of foreign exchange rates**

Financial highlights

FY08 February forecast vs. FY08 actual



2 * Forecast as of Feb 9, 2009

FY08 Full-year financial results

FY08 performance

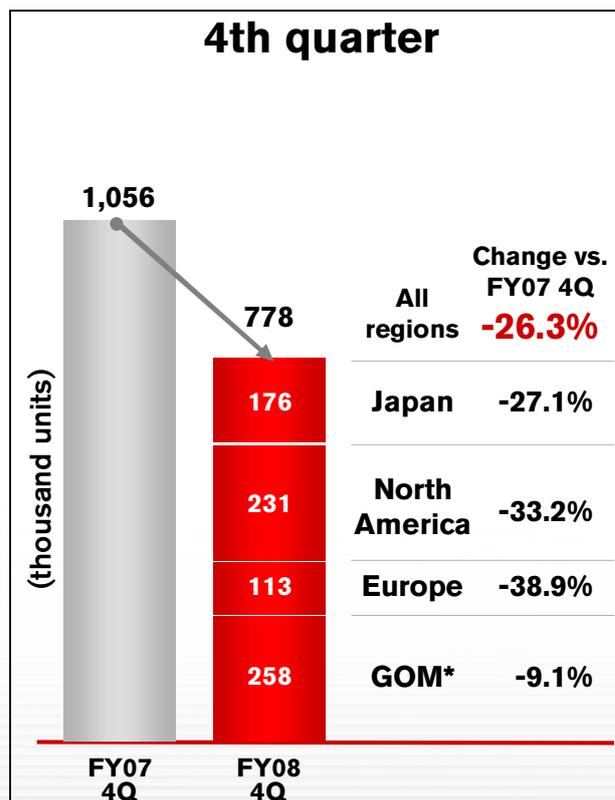
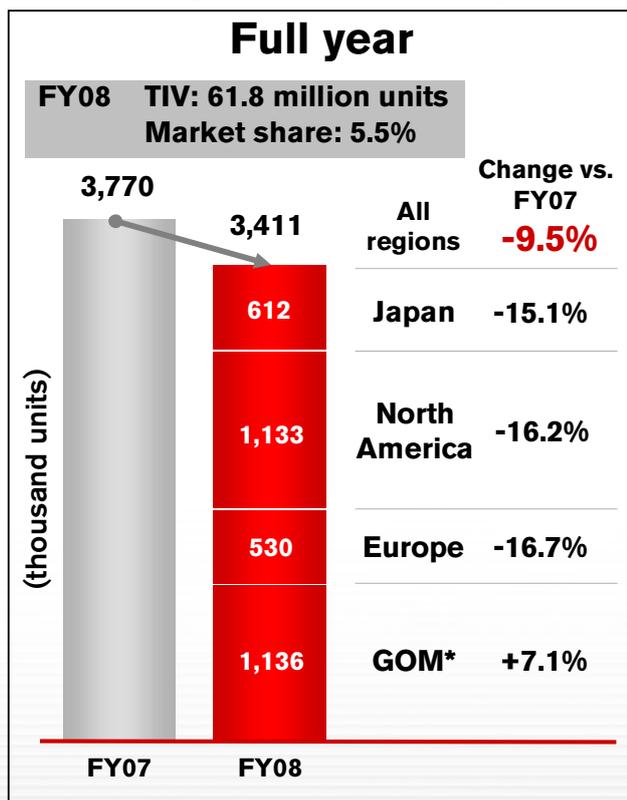
FY08 recovery plan progress

FY09 outlook

FY09 recovery plan

Direction for the future

FY08 global sales performance



4 * GOM: General Overseas Markets

FY08 Full-year financial results

FY08 all-new product launches



Teana
QASHQAI+2
G37
G37 Coupe
EX
FX



All-new global launches
Regional launches



X **Kix** **Cube**



Fairlady Z
Teana **Murano**

General Overseas Markets

NP200
Livina Series
Teana
Murano **X-TRAIL**
NISSAN GT-R **370Z**



FX



Maxima
NISSAN GT-R
370Z



FY08 major product accolades

Europe



NISSAN GT-R:
Performance Car of the Year
in UK



Navara:
Best Pickup of the Year
in Russia



QASHQAI:
Car of the Year in Portugal

Japan



NISSAN GT-R:
Most Advanced Technology Award
Car of the Year Japan



**X-TRAIL 20GT
(Clean diesel):**
Car technology of the year
Japan Automotive Hall of Fame

North America



NISSAN GT-R:
World Performance Car of the Year
Motor Trend Car of the Year
Automobile of the Year



Infiniti G:
Car and Driver's 10 Best

General Overseas Markets



NISSAN GT-R:
Super-car of the Year in GCC



Grand Livina:
Best Compact MPV in Indonesia

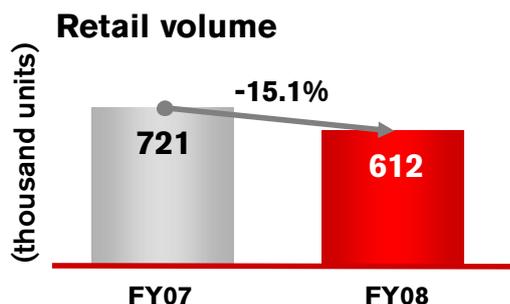


Teana:
Car of the Year China

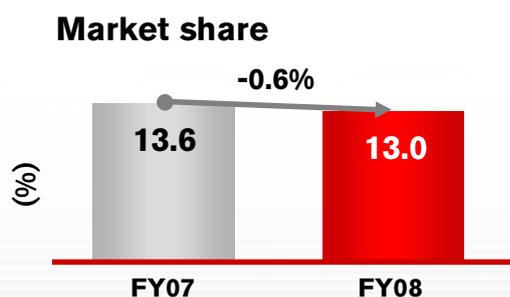


Sylphy:
Overall Winner - Car of The Year 2008 in Malaysia

FY08 sales performance: Japan



- TIV decreased 11.6% to 4.7 million units
- Domestic production decreased 61.3% Jan. through March



Cube



Murano



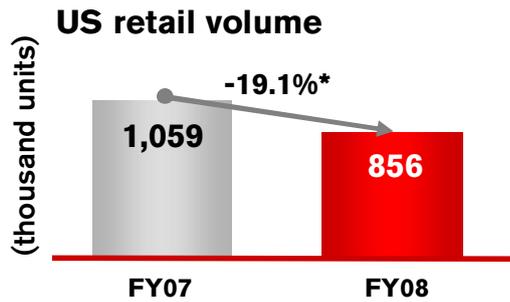
Serena



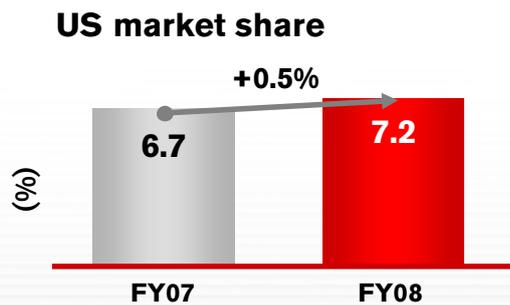
X-TRAIL



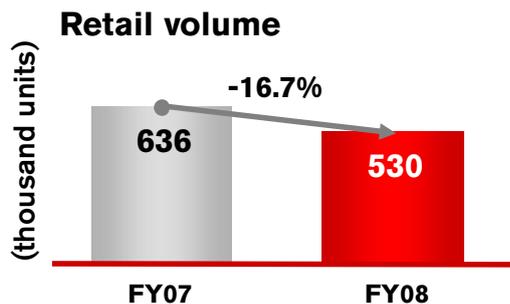
FY08 sales performance: North America



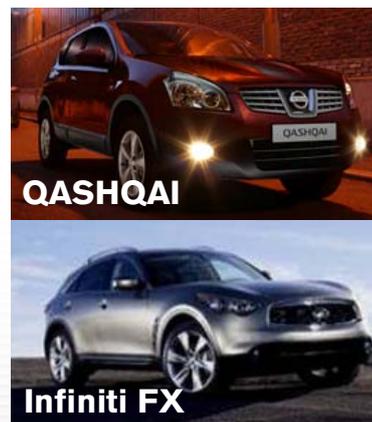
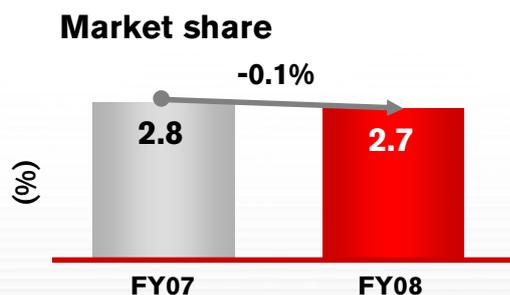
- TIV decreased 25.1%* to 11.9 million units in US
- US market share improved 0.5% to 7.2%
- Canada: Sales up 5.5% to 81.2 k units, market share improved 0.6% to 5.2%
- Mexico: Sales down 10.0% to 194.1 k units, market share improved 0.4% to 20.3%
- Production in North America decreased 48.7% Jan. through March (US: -58.3%, Mex: -31.8%)



FY08 sales performance: Europe

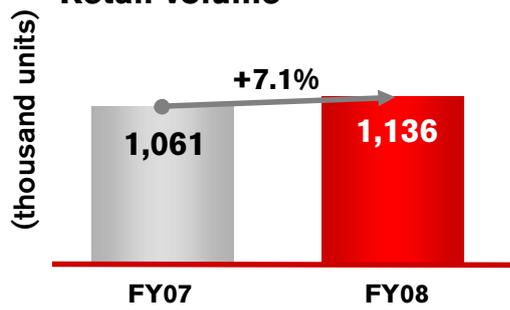


- TIV decreased 12.0% to 19.9 million units
- Sales in Russia maintained at 140.8 k units
- QASHQAI & QASHQAI+2 sold 178.0 k units in FY08
- Production in Europe decreased 58.6% Jan. through March



FY08 sales performance: General Overseas Markets

Retail volume



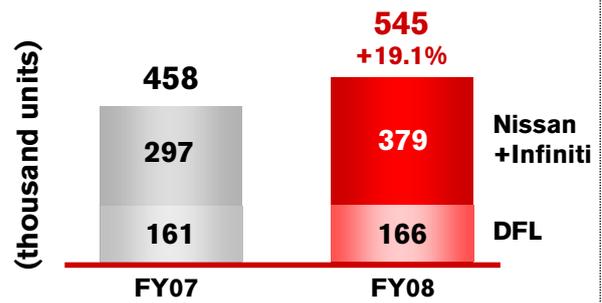
Teana



Tiida

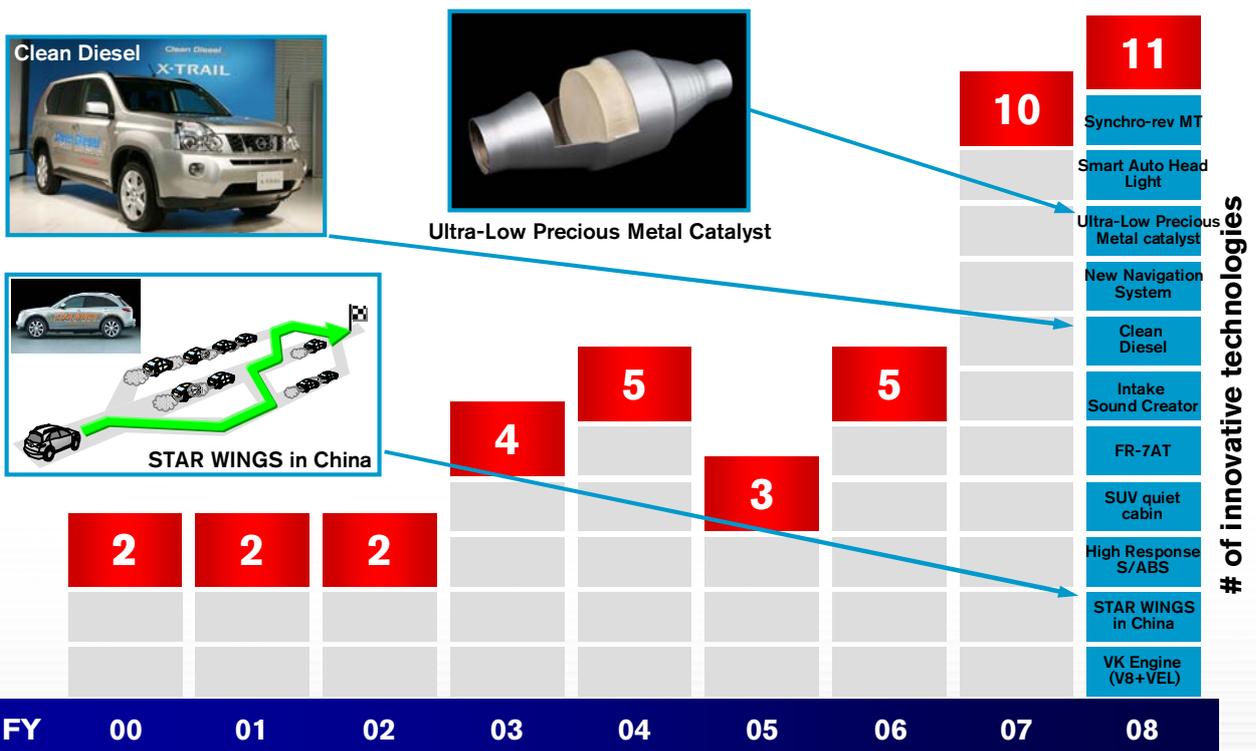


Incl. China



- Four new models (QASHQAI, Livina C-Gear, Teana and X-TRAIL) successfully launched in FY08
- Market share improved 0.6% to 6.2%

FY08 new technology launches



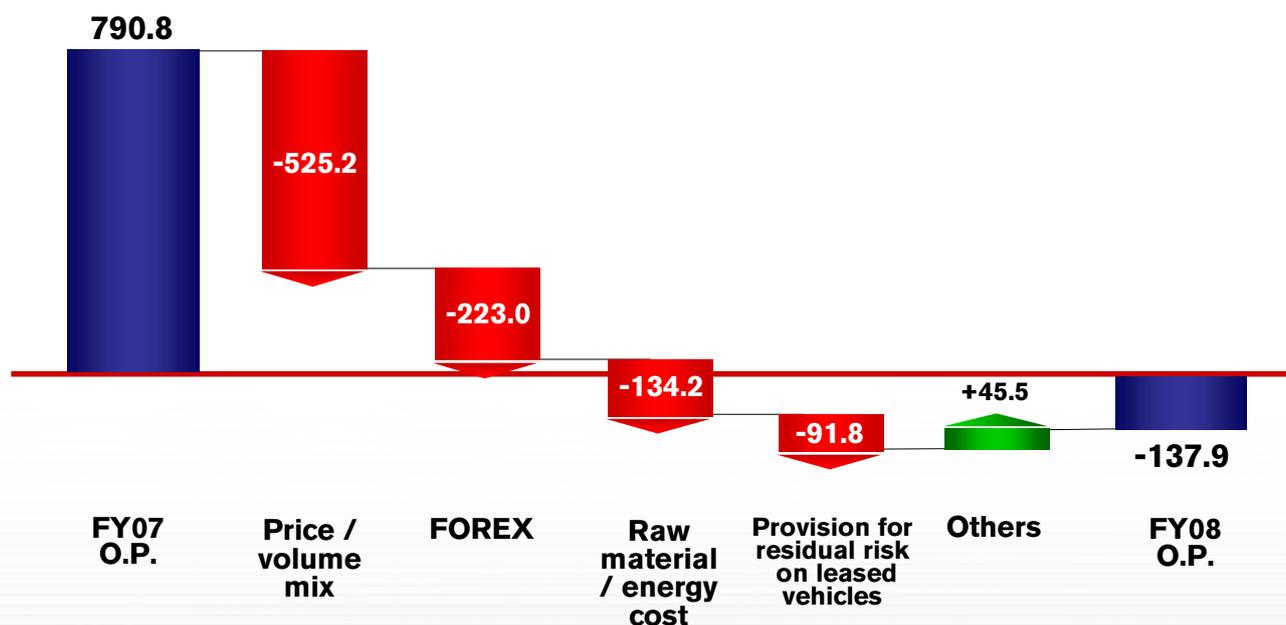
FY08 financial performance

(billion yen)	FY07	FY08	Variance
Net revenue	10,824.2	8,437.0	-2,387.2
Operating profit	790.8	-137.9	-928.7
<i>Non-operating</i>	-24.4	-34.8	
Ordinary profit	766.4	-172.7	-939.1
<i>Extraordinary</i>	1.6	-46.1	
Profit before tax	768.0	-218.8	-986.8
Net income	482.3	-233.7	-716.0
FX rate	114.4 JPY/USD 161.6 JPY/EUR	100.7 JPY/USD 144.1 JPY/EUR	-13.7 JPY/USD -17.5 JPY/EUR

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FY08 financial performance

Operating profit variance analysis (billion yen)



FY08 performance

FY08 recovery plan progress

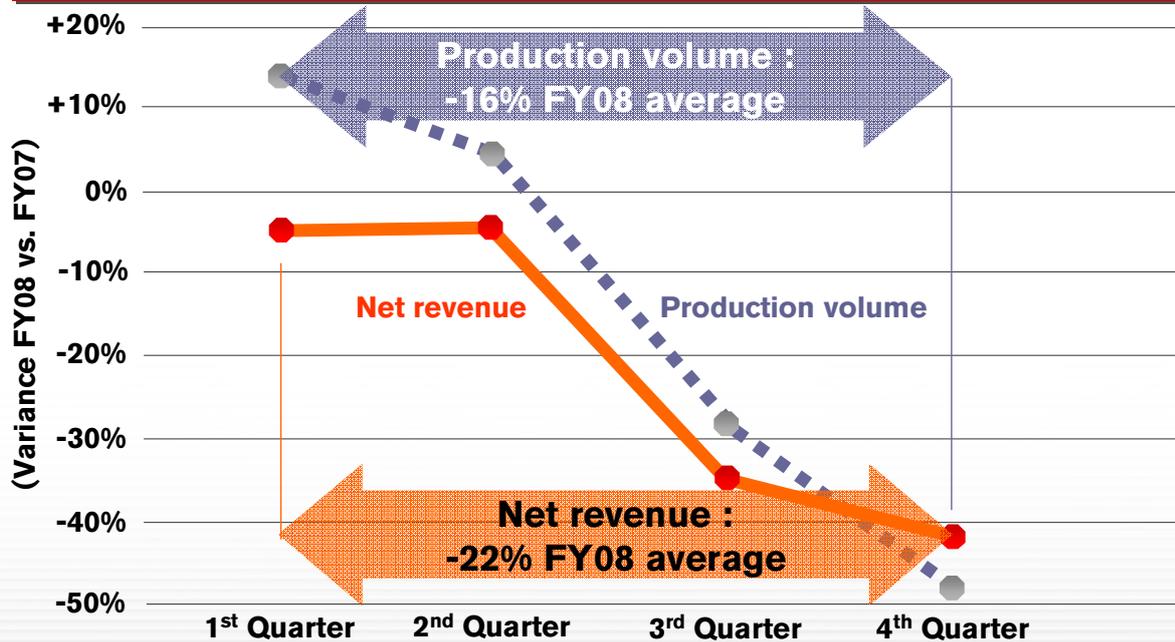
FY09 outlook

FY09 recovery plan

Direction for the future

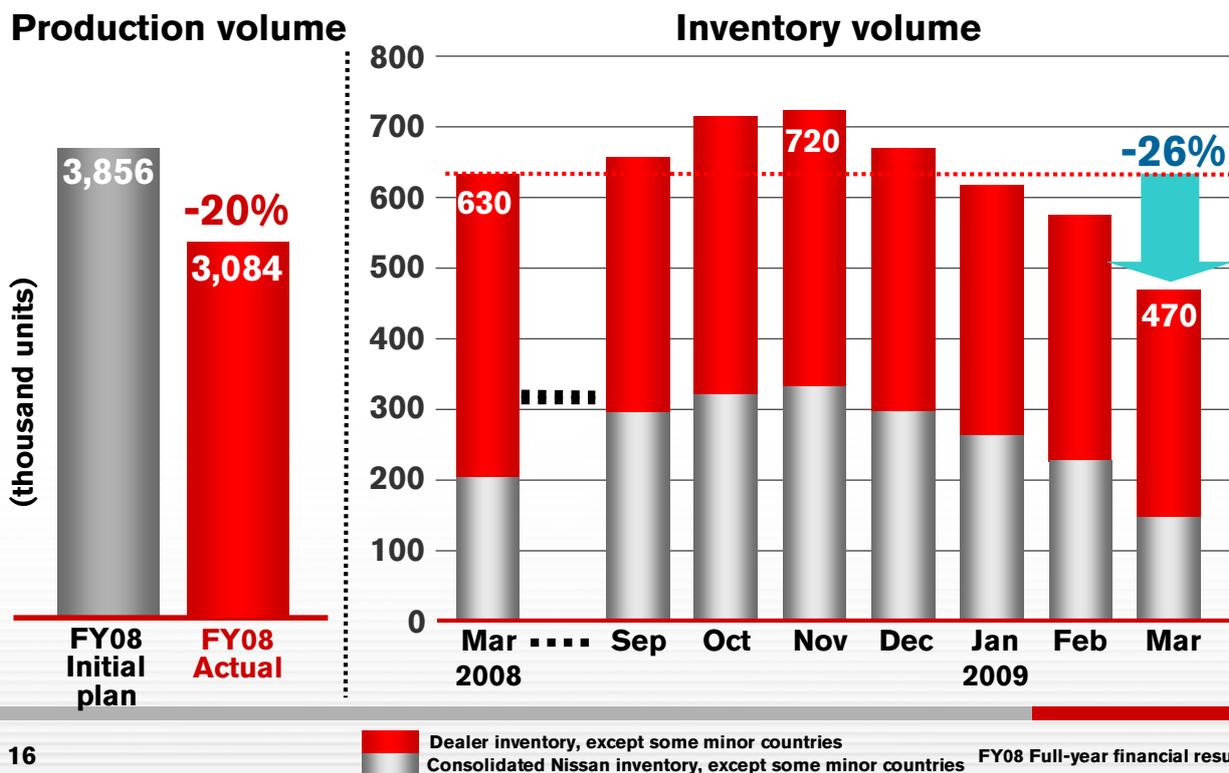
Response to revenue decline

Adapted quickly to preserve cash
➔ **Realized in 4th quarter**



Right-sizing operations

Tighter inventory management



Fixed cost reduction

FY09 outlook:

- Reduce labor costs in high-cost countries such as Japan, U.S., and Europe by 20% from FY08
- Reduce fixed costs including labor costs by more than 200 billion yen globally from FY08

Measures:

- Minimize hiring
- Reduce overtime
- Cut travel
- Implement non-work days

FY08 performance

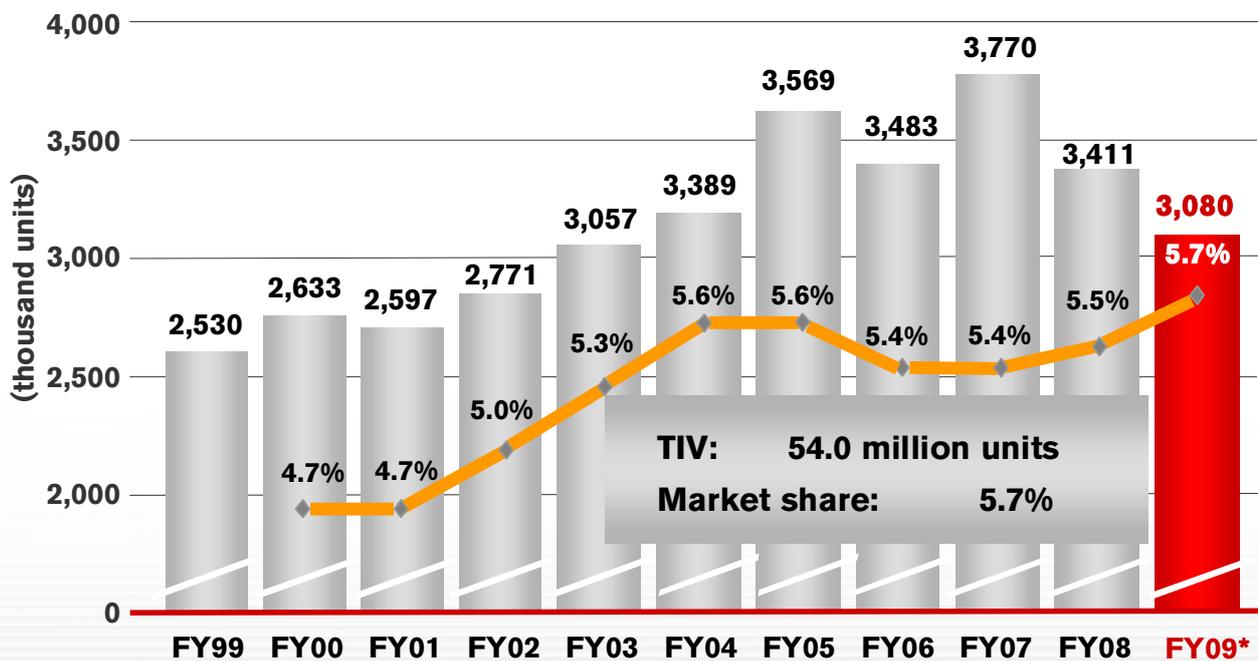
FY08 recovery plan progress

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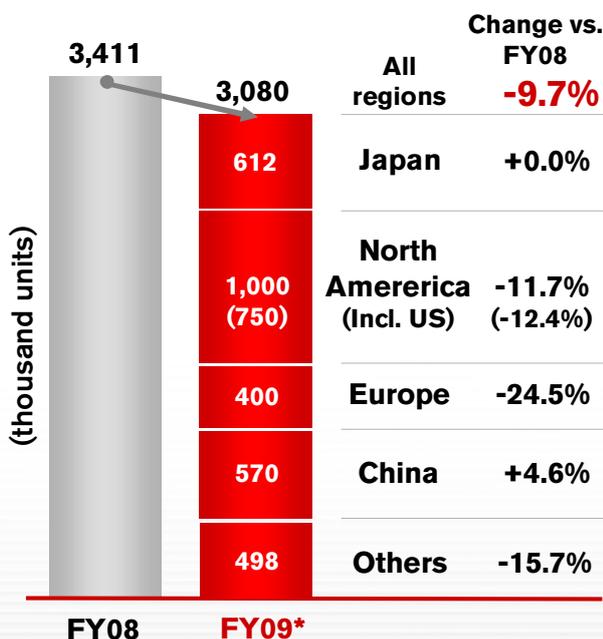
FY09 global sales forecast



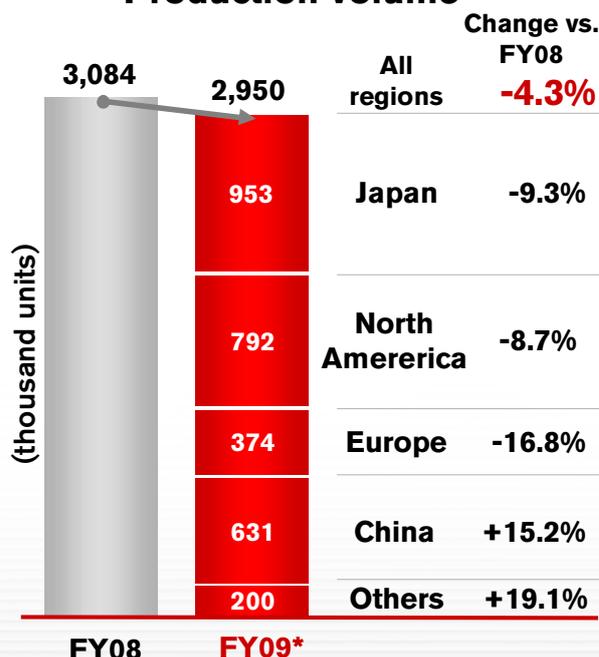
FY09 outlook

Retail sales objective and production plan

Retail volume



Production volume



20 * Forecast

FY08 Full-year financial results

FY09 all-new product launches

8 all-new global launches

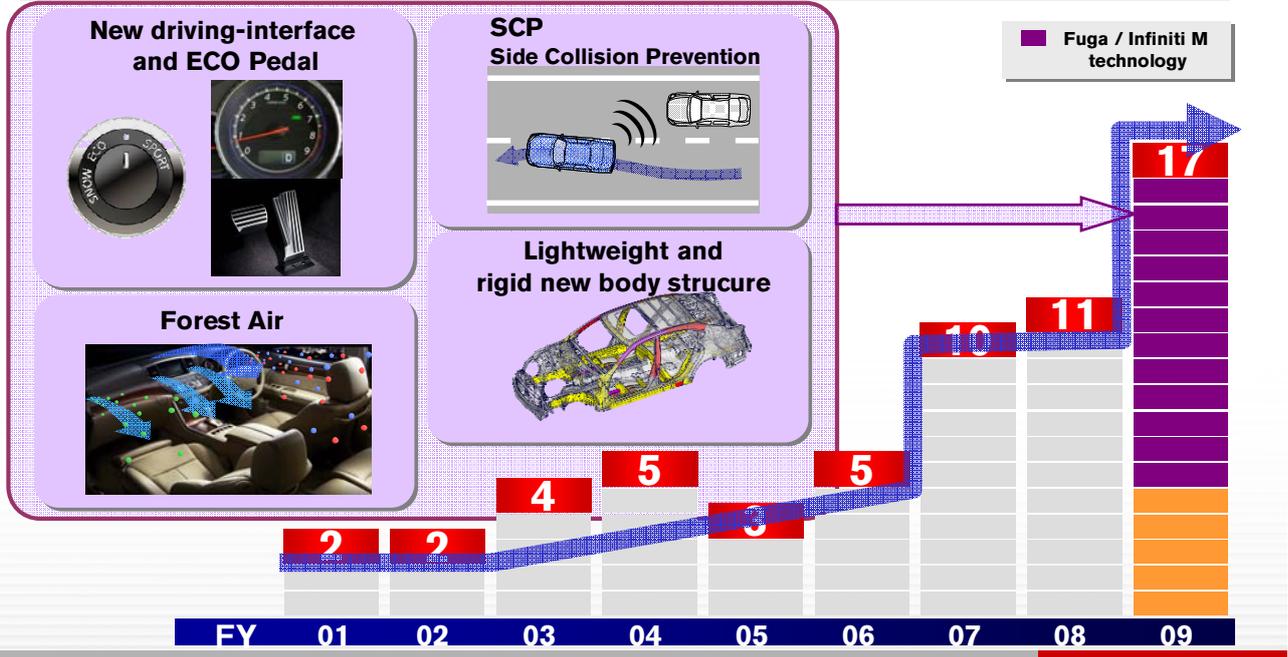


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FY08 Full-year financial results

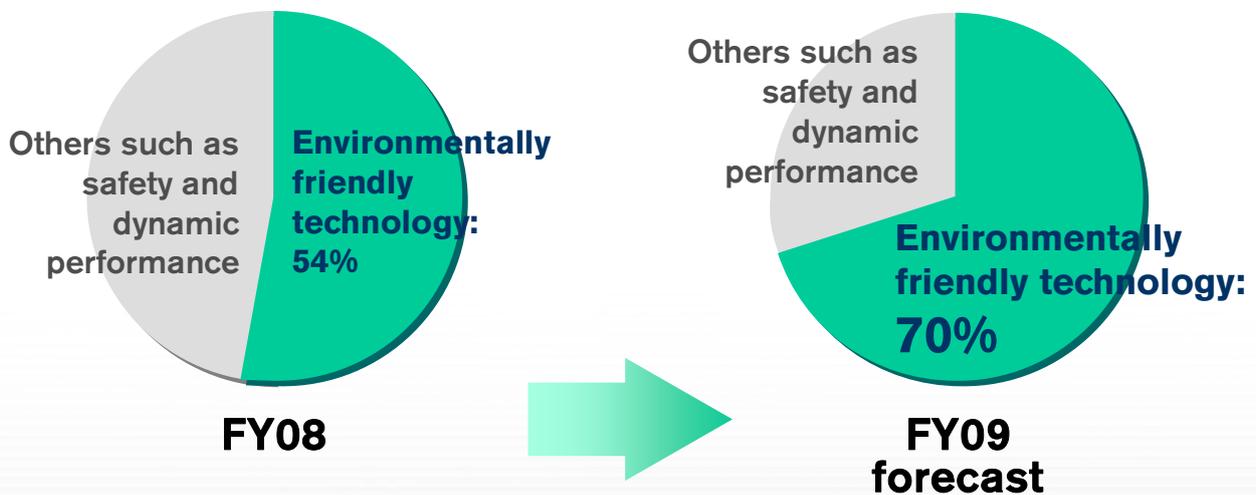
FY09 new technologies

**17 new technologies to be launched
(12 to be deployed in next Fuga / InfinitiM)**



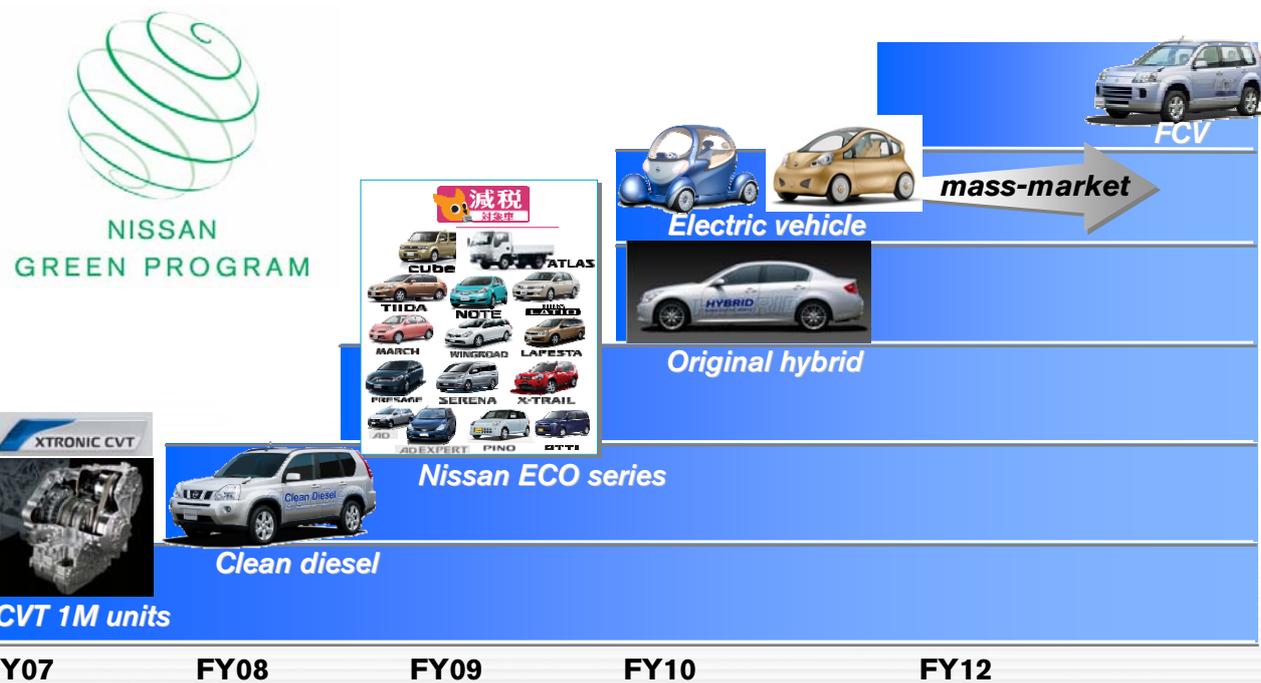
FY09 research and advanced engineering budget

70% allocated to environmentally friendly technology



Progress on Nissan Green Program 2010

Range of environmentally friendly technologies



FY09 risks and opportunities

Risks

- Foreign exchange
- Distressed suppliers
- Raw material price rebound
- Further deterioration of TIV

Opportunities

- Foreign exchange
- Hard synergies with Renault

FY09 outlook

(billion yen)	(A) FY08	(B) FY09*	(B)-(A) Variance
Net revenue	8,437.0	6,950.0	-1,487.0
Operating profit	-137.9	-100.0	+37.9
Ordinary profit	-172.7	-200.0	-27.3
Net income	-233.7	-170.0	+63.7
R&D	455.5	400.0	
<i>sales ratio</i>	5.4%	5.8%	
CAPEX	383.6	350.0	
<i>sales ratio</i>	4.5%	5.0%	
FX rate assumption	100.7 JPY/USD 144.1 JPY/EUR	95 JPY/USD 125 JPY/EUR	

26 * Forecast

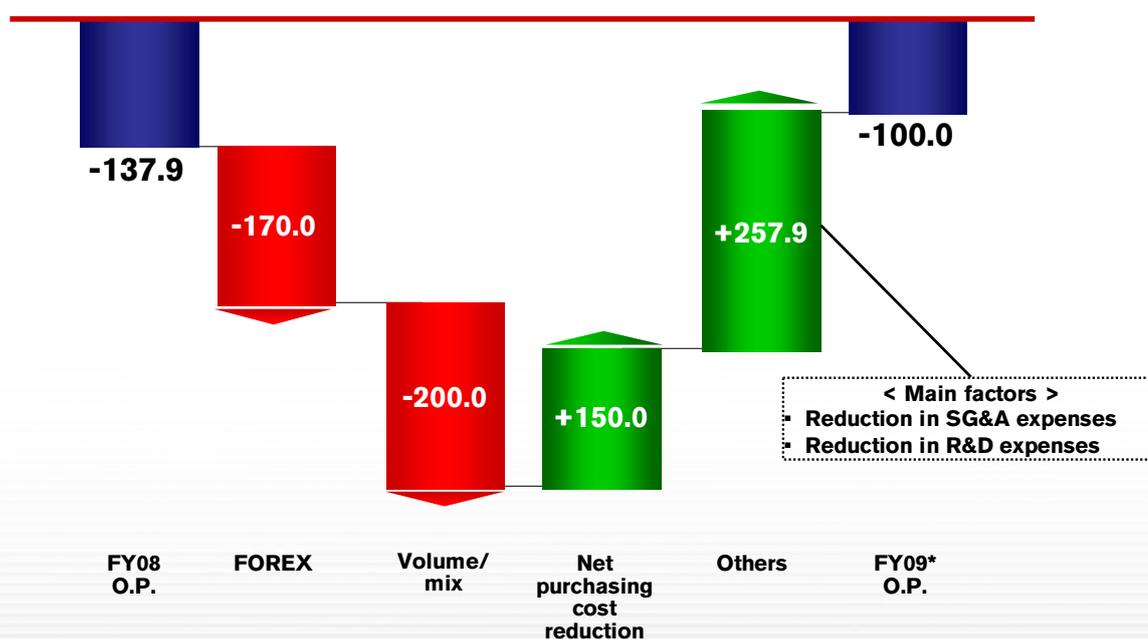
FY08 Full-year financial results

FY09 outlook

Operating profit variance analysis

(FY08 actual vs FY09 outlook)

(billion yen)



27 * Forecast

FY08 Full-year financial results

FY08 performance

FY08 recovery plan progress

FY09 outlook

FY09 recovery plan

Direction for the future

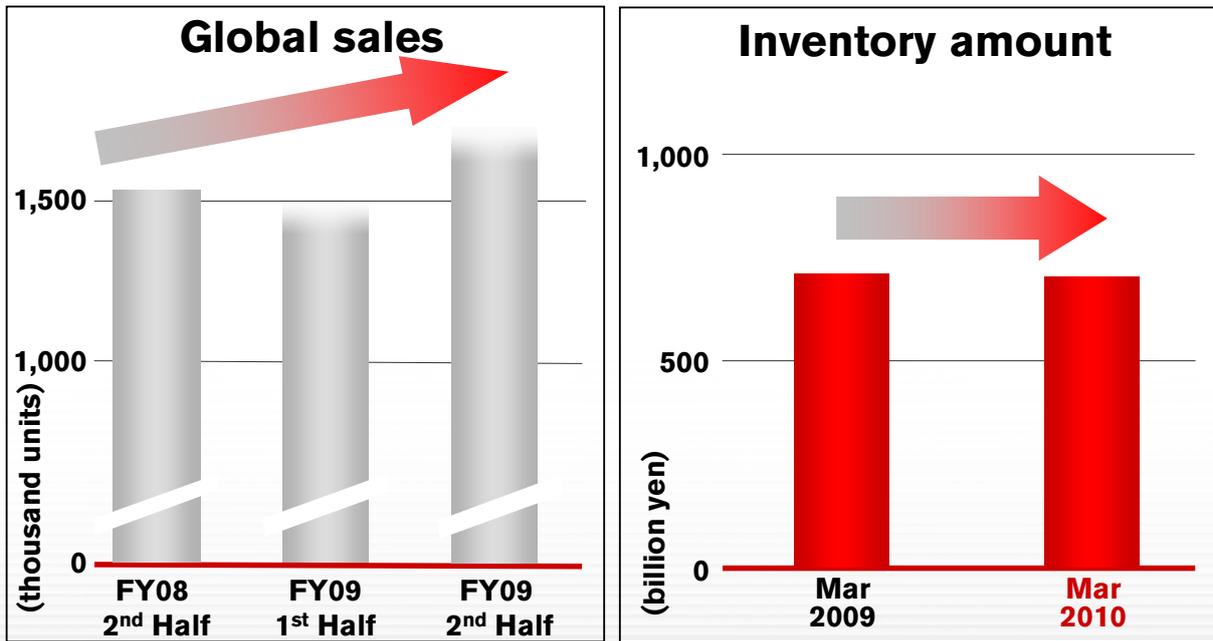
What is the recovery plan?

An agile plan with two main objectives

- **Positive free cash flow**
- **Positive COP**

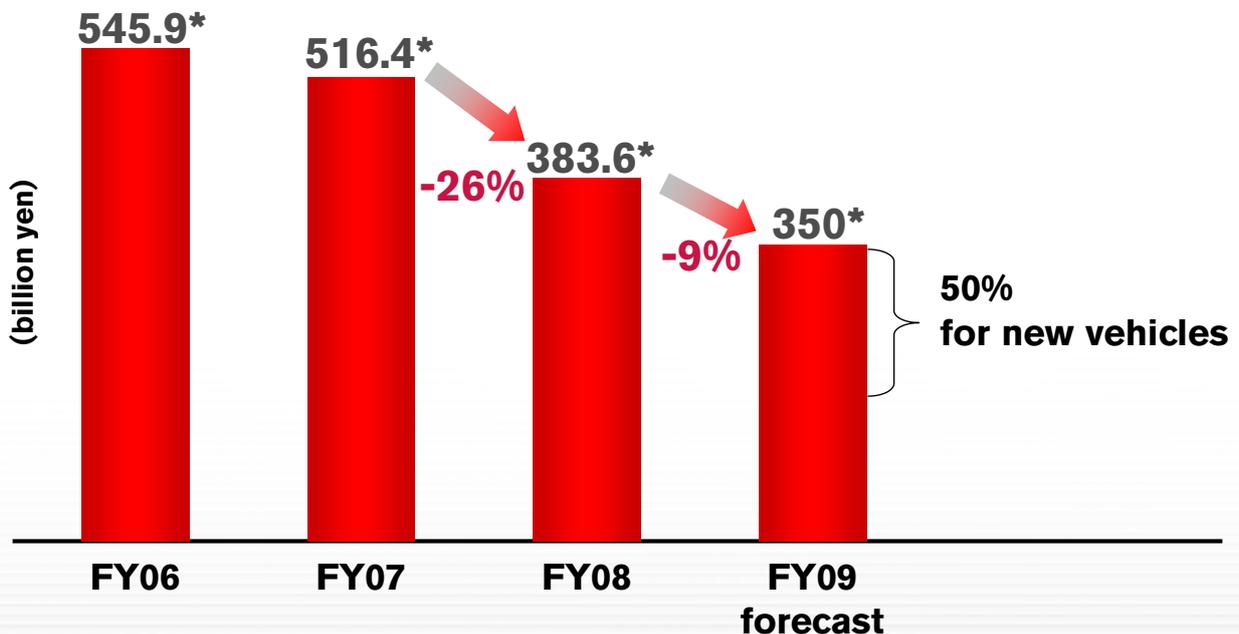
Tighter inventory management

Keep inventory amount flat through tight control of new vehicles, used cars, parts and materials



FY09 capital expenditure

Reduce with frugal management



FY09 monozukuri cost reduction

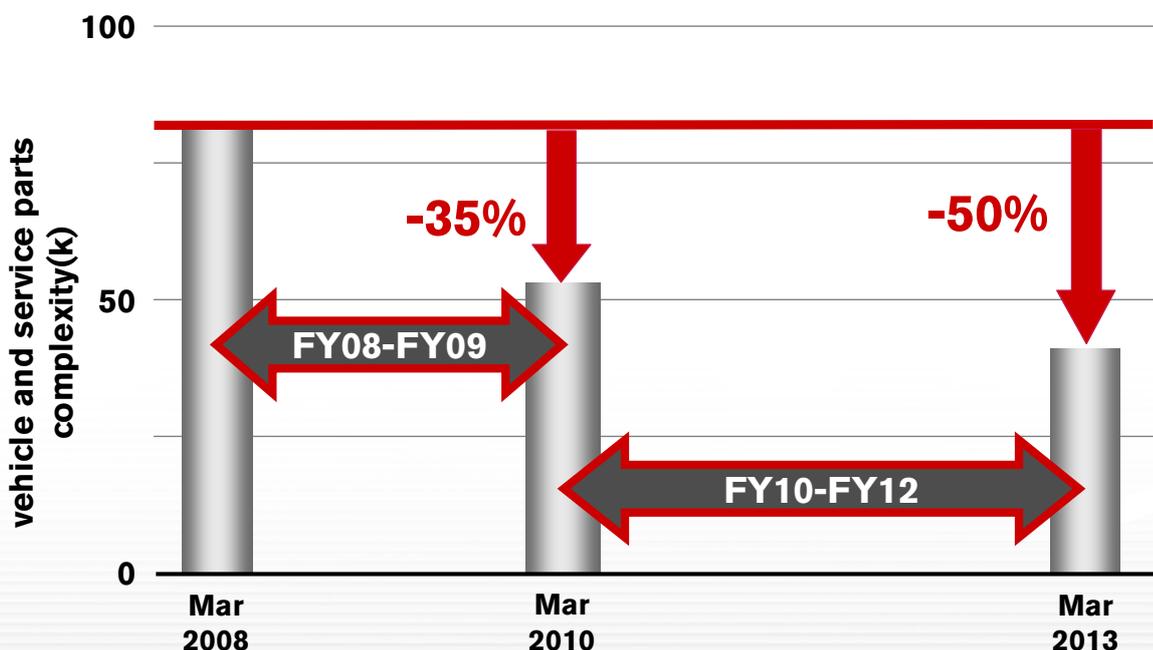
**Key to recovery plan success
Target of 5% cost reduction**

Actions

- Double the volume per part on average and work with suppliers to reduce parts complexity
- Accelerate depth and scope of LCC sourcing
- Pull ahead new-model cost-reduction activities
- Minimize cash-out throughout the supply chain

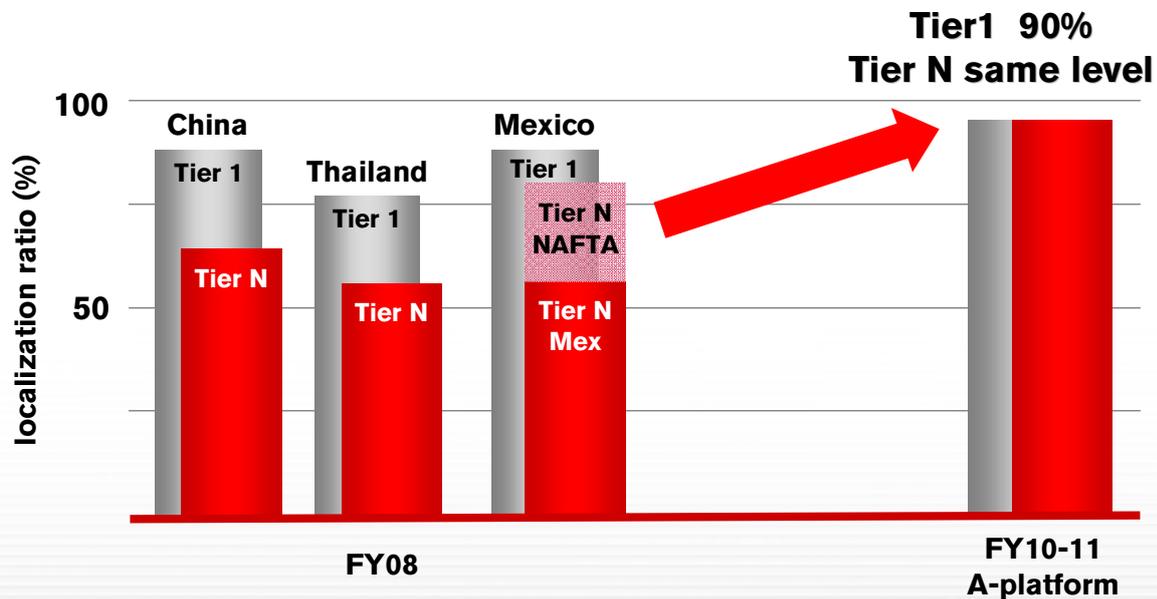
Monozukuri cost reduction

Parts complexity reduction by 50% on track



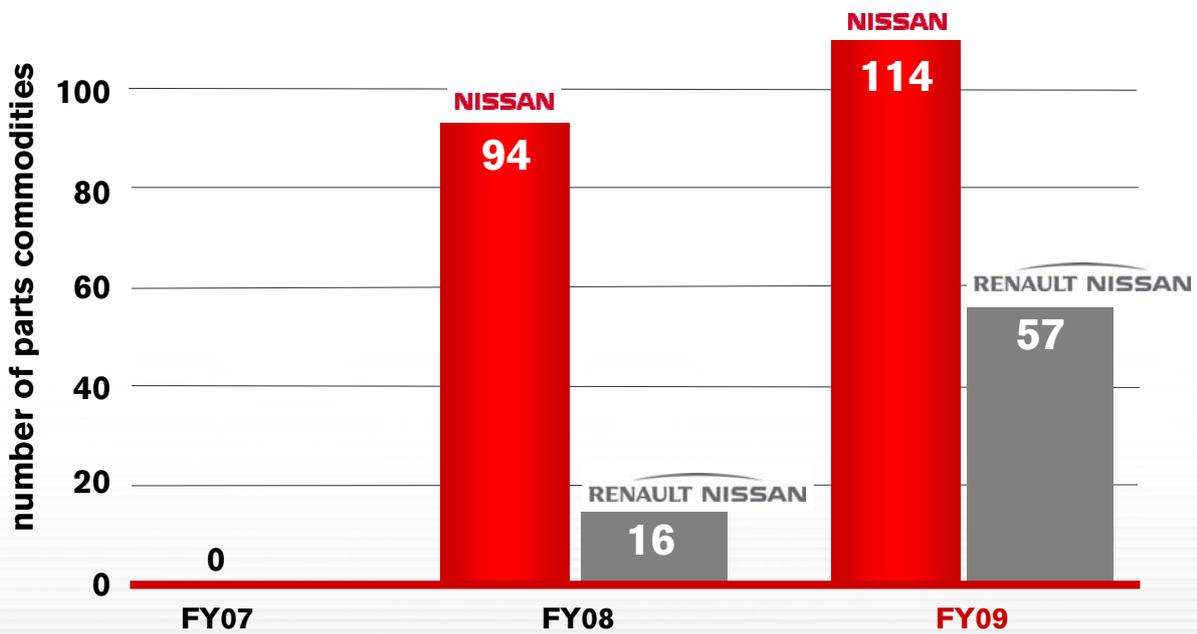
Monozukuri cost reduction

Accelerate deeper localization while maintaining quality standards



Monozukuri cost reduction

Maximize the number of parts commodities, starting from upstream of R&D



FY09 opportunity for overseas production

Allocations to benefit from favorable exchange

Examples

UK

QASHQAI+2 for South Africa, Singapore and Magreb



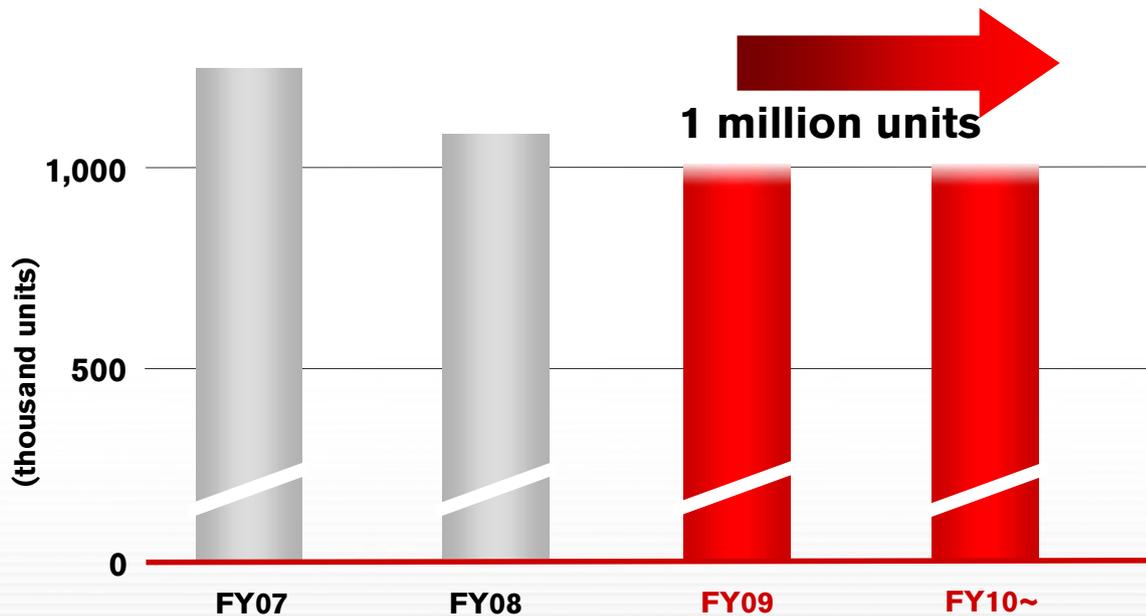
Mexico

Frontier for Mexico, Latin America and the Caribbean



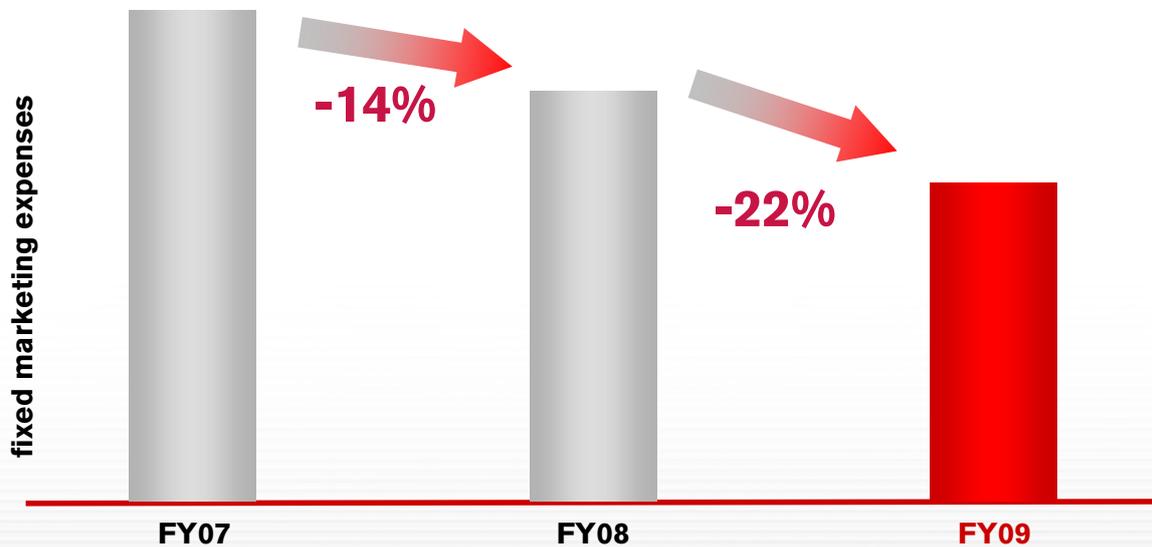
Domestic plants as a base for global business

Maintain domestic production volume at the level of 1 million units



Reduction of fixed marketing and sales expenses

**Maximize global marketing assets
Give priority to highly visible models in key markets**



FY08 performance

FY08 recovery plan progress

FY09 outlook

FY09 recovery plan

Direction for the future

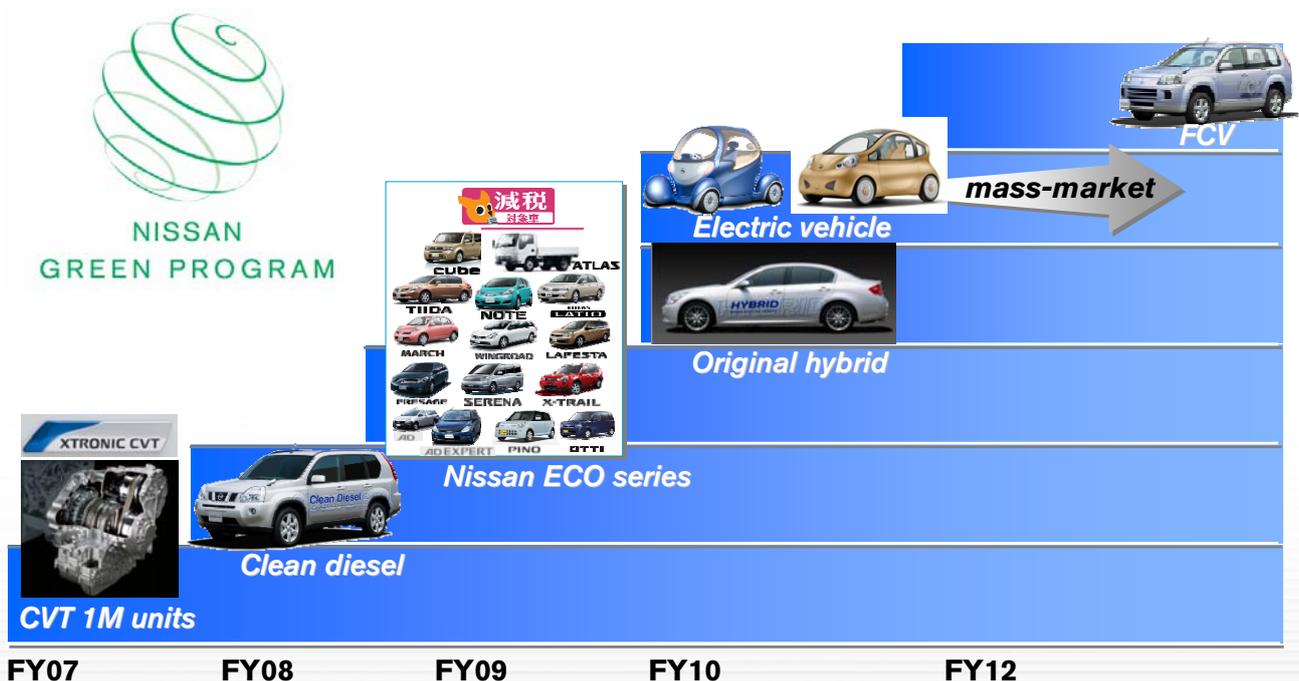
When will the crisis be over?

Two clear indicators

- When global market TIV stops declining
- When net income returns and remains positive

Progress on Nissan Green Program 2010

Range of environmentally friendly technologies



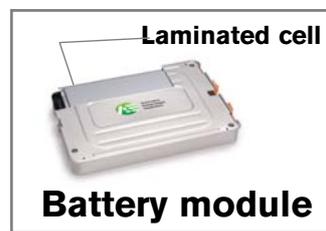
Zero-emission leadership

Moving forward with EV

- Begin vehicle production in Oppama in fall of 2010, starting from 50k/year and ramping up
- Exploring other production sites around the globe
- Battery to be produced at AESC at Zama
- Motor to be produced in Yokohama
- Inverter to be initially produced in Zama



Advanced prototype



Zero-emission leadership

Nissan's advanced Li-ion battery technology

Twice the power

> 2.5kW/kg*

Conventional **Laminated**

* after durability test

Twice the energy

140Wh/kg*

Conventional **Laminated**

* after durability test

Half the size

Compact & flexible packaging

Cylindrical **Laminated**

High Reliability

Stable crystal structure of Spinel Mn-type material

Higher cooling efficiency by laminate structure

Stable performance by cell control

Zero-emission leadership

Moving forward with EV



**Unveil our new EV for the first time in
early August**

Global entry car launch

**Global rollout of affordable models in
150+ countries, starting in 2010**

Dedicated new platform

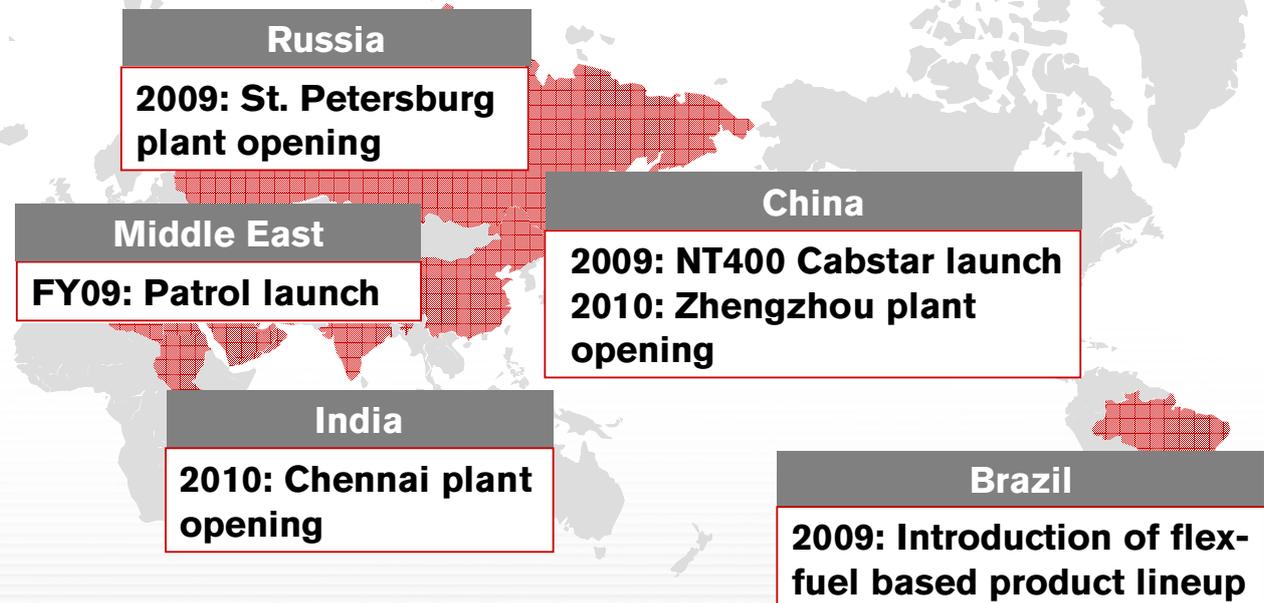
Status vehicles: modern & roomy

Sourced and produced in 5 LCC countries

**Successor of March/Micra to be first
produced in Thailand at the end of FY09**

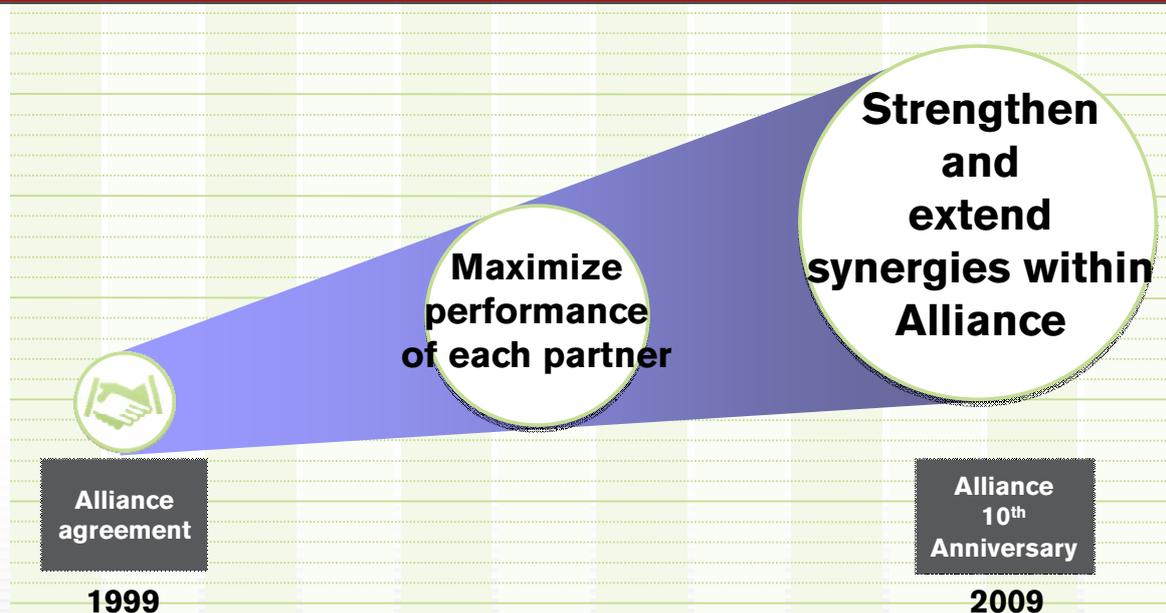
Focus on BRICs and Middle East

To be well positioned when economic growth resumes and demand rises



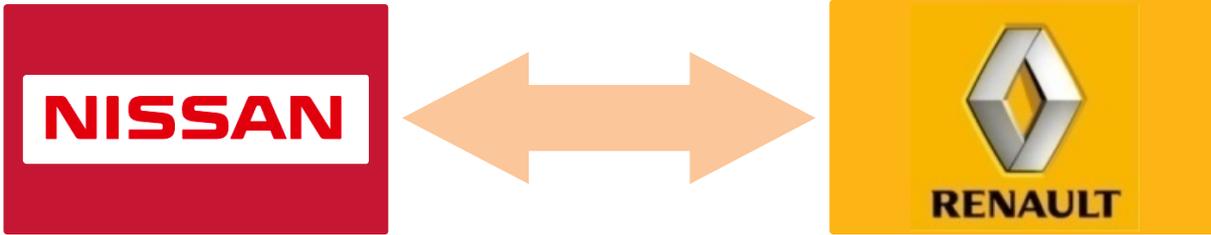
Alliance hard synergies

Solid partnership built upon 10 years
More active cooperation in the next stage

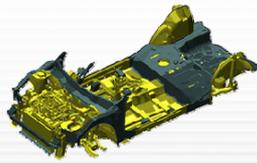


Alliance hard synergies

**180 billion yen joint contribution
in cash flow for FY09**



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NISSAN