

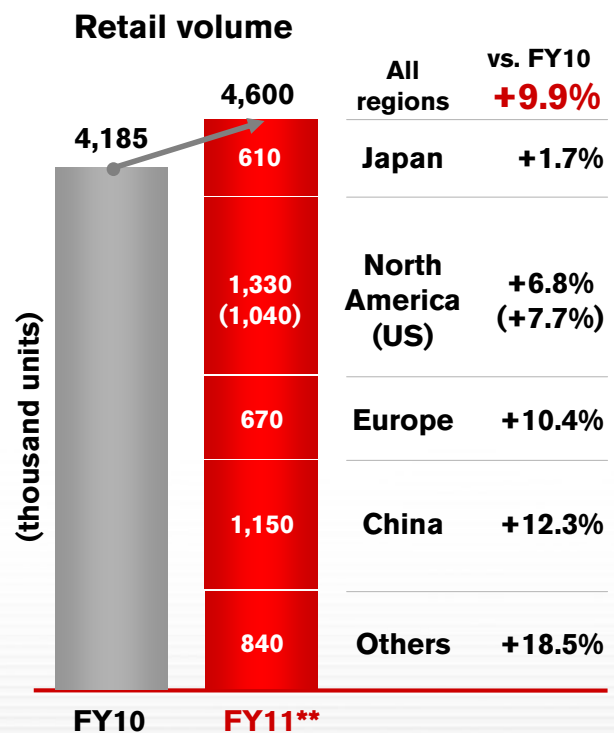
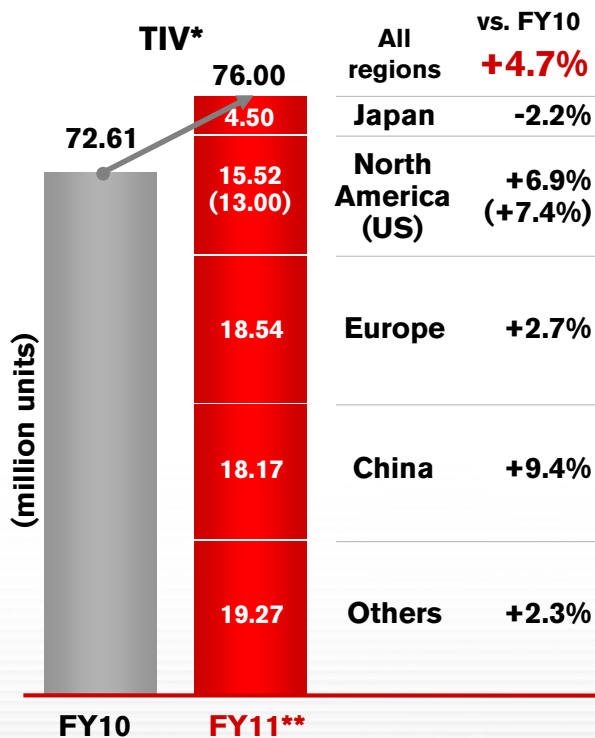
## Fiscal year 2011 financial outlook

June 23, 2011  
Nissan Motor Co., Ltd.

FY11 full-year financial outlook

### FY11 outlook

#### Volume assumption



1 \*Nissan's estimation  
\*\*Forecast

FY11 full-year financial outlook

## FY11 outlook

(billion yen)	(A) FY10	(B) FY11 *	(B)-(A) Variance	
Net revenue	8,773.1	9,400.0	+626.9	+7.1%
Operating profit	537.5	460.0	-77.5	-14.4%
<i>OP margin</i>	6.1%	4.9%	-1.2%	
Ordinary profit	537.8	441.0	-96.8	-18.0%
Net income	319.2	270.0	-49.2	-15.4%
<i>Net income ratio</i>	3.6%	2.9%	-0.7%	
CAPEX	312.0	410.0	+98.0	+31.4%
<i>sales ratio</i>	3.6%	4.4%	+0.8%	
R&D	399.3	460.0	+60.7	+15.2%
<i>sales ratio</i>	4.6%	4.9%	+0.3%	
FX rate assumptions				
(JPY/USD)	85.7	80.0	-5.7	
(JPY/EUR)	113.1	115.0	+1.9	

2 \* Forecast

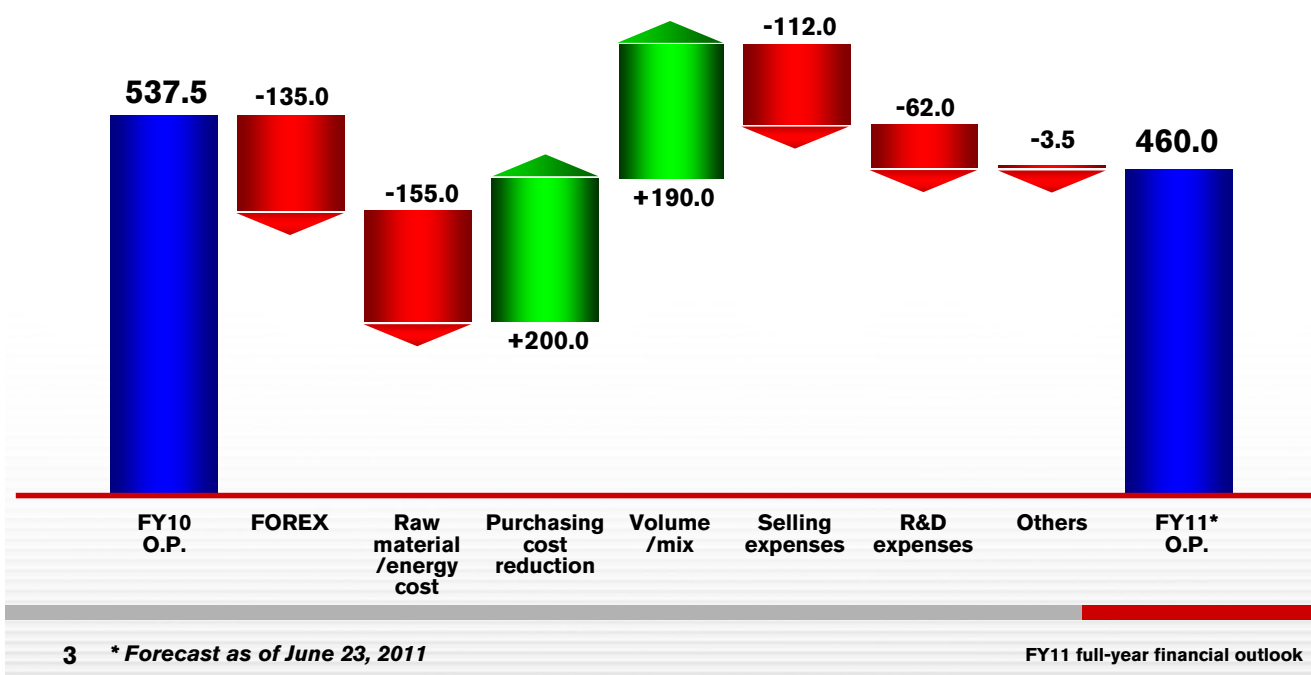
FY11 full-year financial outlook

## FY11 outlook

### Operating profit variance analysis

(FY10 actual vs FY11 outlook)

(billion yen)



## FY11 shareholder return outlook

- ✓ **FY11 dividend payment is planned to be 20 yen per share.**

## FY11 risks and opportunities

### **Risks**

- **Raw material price increase**
- **Global economic growth slowdown**
- **Electricity shortage in Japan**

### **Opportunities**

- **Emerging market sales**
- **Alliance synergies**
- **Mid-term plan**

# NISSAN

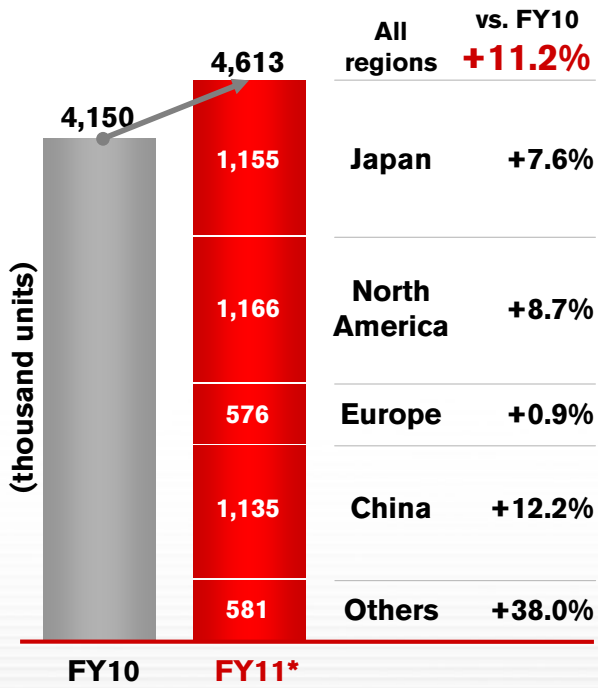
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## Appendix

# FY11 outlook

## Volume assumption

### Production plan



### Retail volume

