

NISSAN MOTOR COMPANY



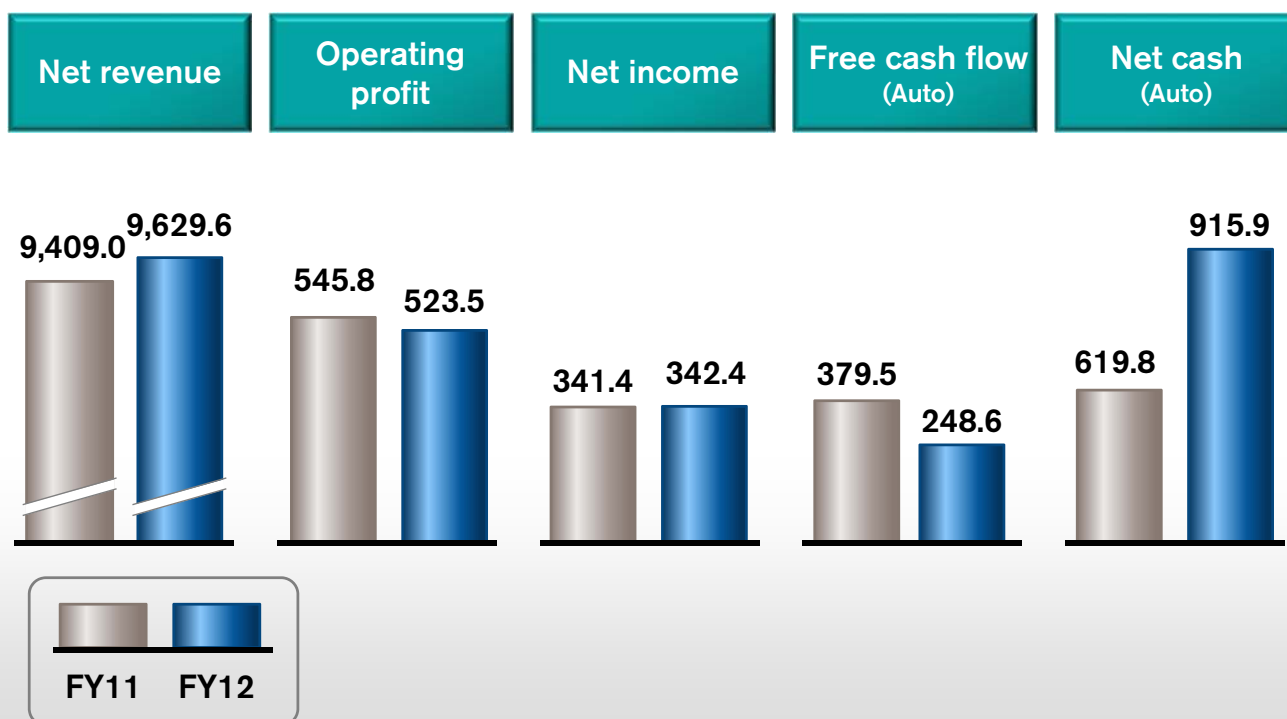
Fiscal year 2012 financial results

Nissan Motor Co., Ltd
May 10, 2013

www.nissan-global.com

Key performance indicators: financial results

(billion yen)



FY12 business update

FY12 sales performance

FY12 consolidated financial performance

FY13 outlook


FY12 business update

Awards and accolades



Japan

2013 **JJC** CAR OF THE YEAR



Note


China

Most economical vehicle



Venucia R50

Car of the year



Sylphy

FY12 business update

Awards and accolades

Highest-ever ranking

Interbrand Creating and managing brand value™

**Best
Global
Brands
2012**

Interbrand Creating and managing brand value™

FY12 business update

Environmental achievement

**2nd position at
Nikkei Environmental
Management Survey**



**21st position among
top 50 brands**

**2012
BEST
GLOBAL
GREEN
BRAND**

Interbrand | PERFORMANCE DATA
PROVIDED BY
Deloitte.

FY12 business update

EV momentum

**Nissan LEAF cumulative sales:
more than 62 k units as of today**

Nissan LEAF owner event in San Francisco



Battery plant in Sunderland



Battery plant in Smyrna



FY12 business update

Infiniti - Record sales of 173 k units



New market entry



FY12 business update

Alliance momentum

Strategic partnerships



FY12 business update

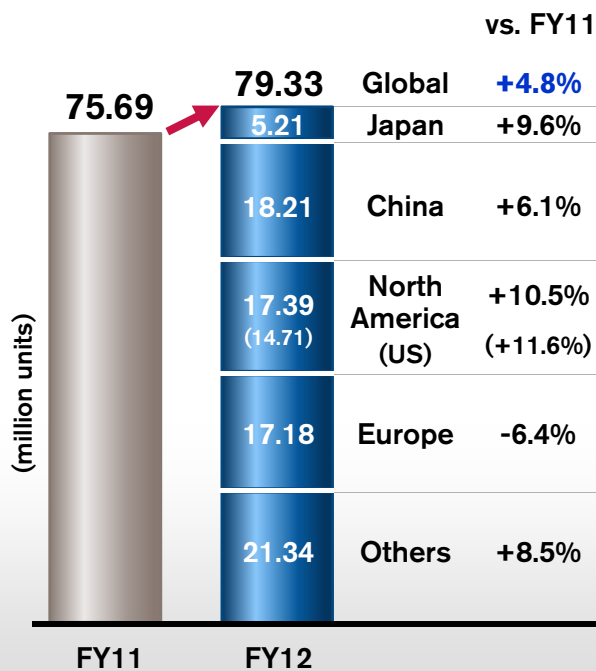
FY12 sales performance

FY12 consolidated financial performance

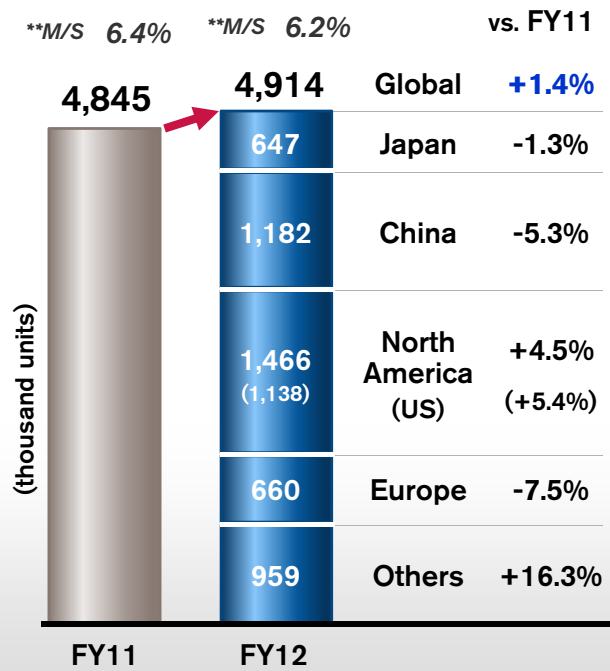
FY13 outlook

FY12 sales performance: Global

TIV*



Retail volume

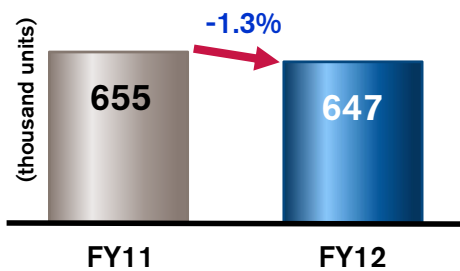


*Nissan's estimation

** Market Share

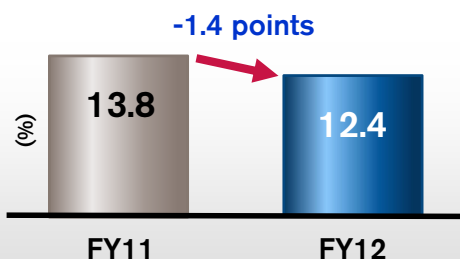
FY12 sales performance: Japan

Retail volume



- TIV: 5.21 million units, +9.6%
- Sales: 647 k units, -1.3%
- Market share: 12.4%, -1.4 points
- Note sales: 115.5 k units, +104.3%
- Nissan LEAF sales: 11.6 k units, +33.9%

Market share



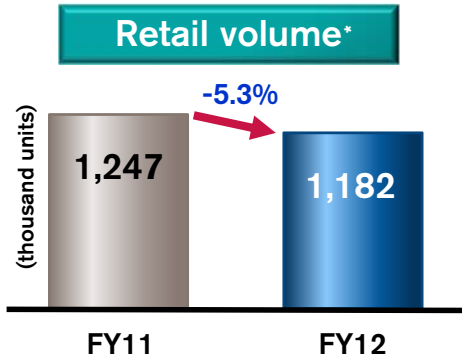
Note



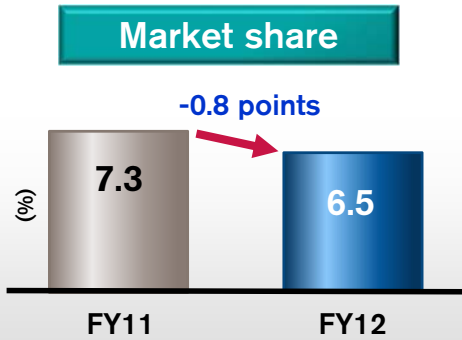
Serena



FY12 sales performance: China (Jan. to Dec.)



- TIV^{**}: 18.21 million units, +6.1%
- Sales: 1,182 k units, -5.3%,
- Market share: 6.5%, -0.8 points
- Sylphy sales: 133.8 k units, +6.7%



Sylphy



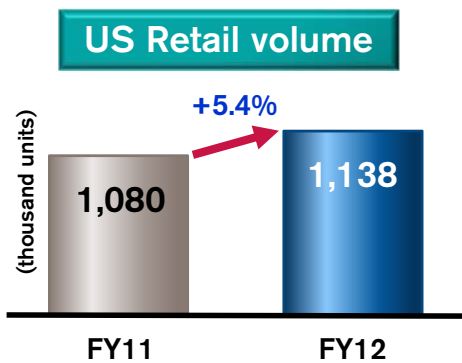
Tiida



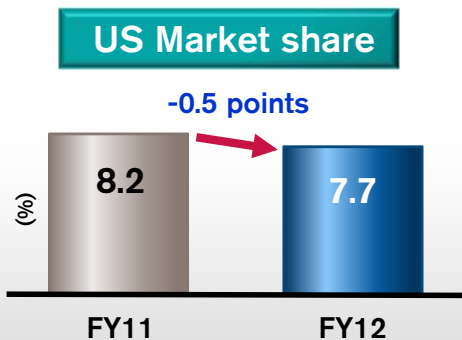
* Sales to dealers

** TIV for China : Passenger and LCV only

FY12 sales performance: North America



- US
 - TIV: 14.71 million units, +11.6%
 - Sales: 1,138 k units, +5.4% thanks to Altima, Versa, and Pathfinder
 - Market share: 7.7%, -0.5 points
- Canada
 - Sales: 80 k units, -8.8%
 - Market share: 4.8%, -0.6 points
- Mexico
 - Sales: 248 k units, +5.4%
 - Market share: 24.8%, -0.5 points



Altima

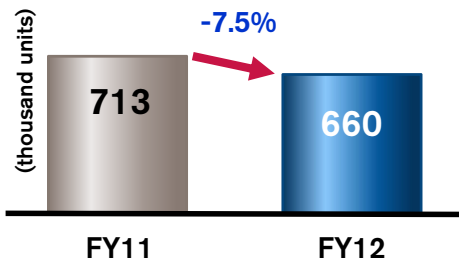


Pathfinder



FY12 sales performance: Europe

Retail volume



■ TIV: 17.18 million units, -6.4%

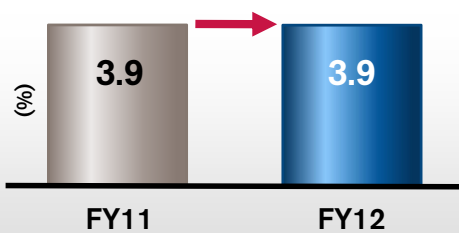
■ Europe excluding Russia: 503 k units, -8.9%

■ Russia: 157 k units, -2.8%

■ Market share:

	FY11	FY12
Russia	5.9%	5.3%
Europe excl. Russia	3.5%	3.6%

Market share



Qashqai

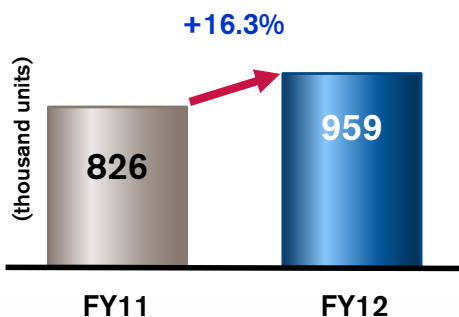


Juke



FY12 sales performance: Other markets

Retail volume



■ Estimated TIV: 21.34 million units, +8.5%

■ Sales: 959 k units, +16.3%

Asia & Oceania: 442.2 k units, +28.6%

- Thailand: 138 k units, +80.4%
- Indonesia: 67.7 k units, +12.2%
- India: 37.2 k units, +18.9%

Latin America: 221.9 k units, -1.6%

- Brazil: 96 k units, +18.4%

Middle East: 184.7 k units, +20.8%

V-platform series



FY12 business update

FY12 sales performance

FY12 consolidated financial performance

FY13 outlook

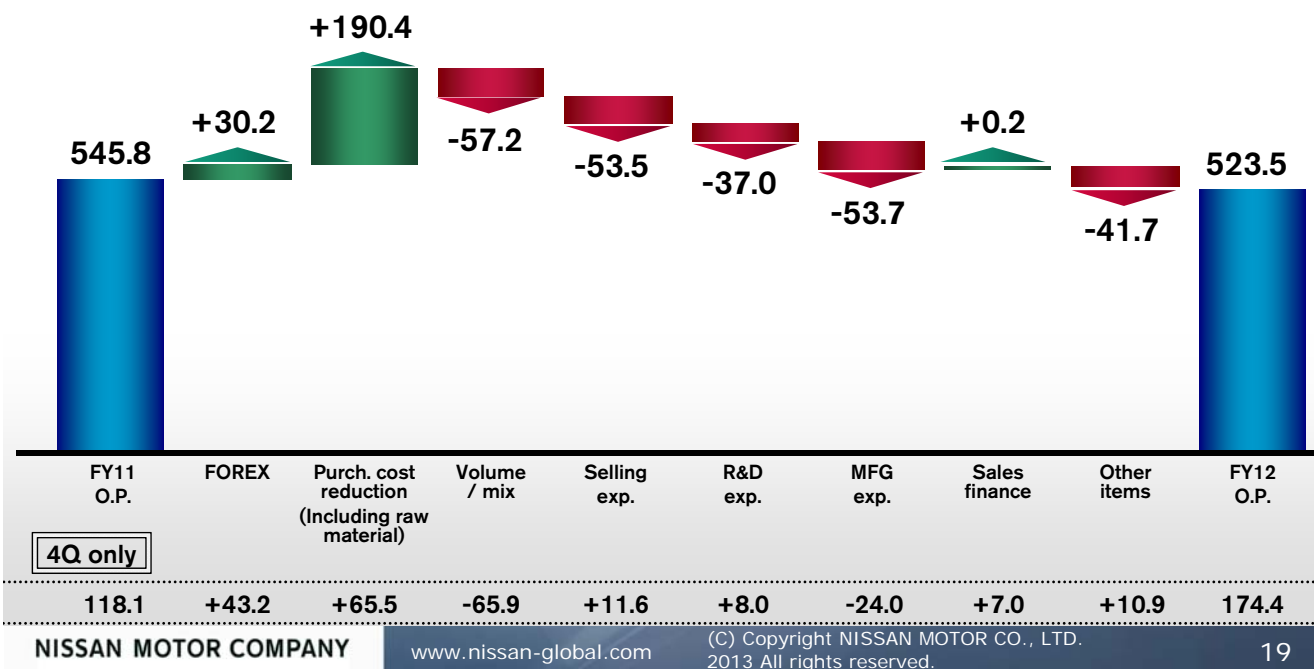
FY12 financial performance

(billion yen)	FY11	FY12	Variance	Change vs. FY11 (%)
Net revenue	9,409.0	9,629.6	+220.6	+2.3%
Operating profit	545.8	523.5	-22.3	-4.1%
<i>OP margin</i>	5.8%	5.4%		
<i>Non-operating</i>	-10.7	5.8		
Ordinary profit	535.1	529.3	-5.8	-1.1%
<i>Extraordinary</i>	-5.8	-12.6		
Profit before tax	529.3	516.7	-12.6	-2.4%
<i>Taxes</i>	-151.5	-146.3		
<i>Effective tax rate</i>	28.6%	28.3%		
<i>Minority interest</i>	-36.4	-28.0		
Net income	341.4	342.4	+1.0	+0.3%
<i>FX rate</i>	79.1 JPY/USD 109.0 JPY/EUR	82.9 JPY/USD 106.8 JPY/EUR	+3.8 JPY/USD -2.2 JPY/EUR	

FY12 financial performance

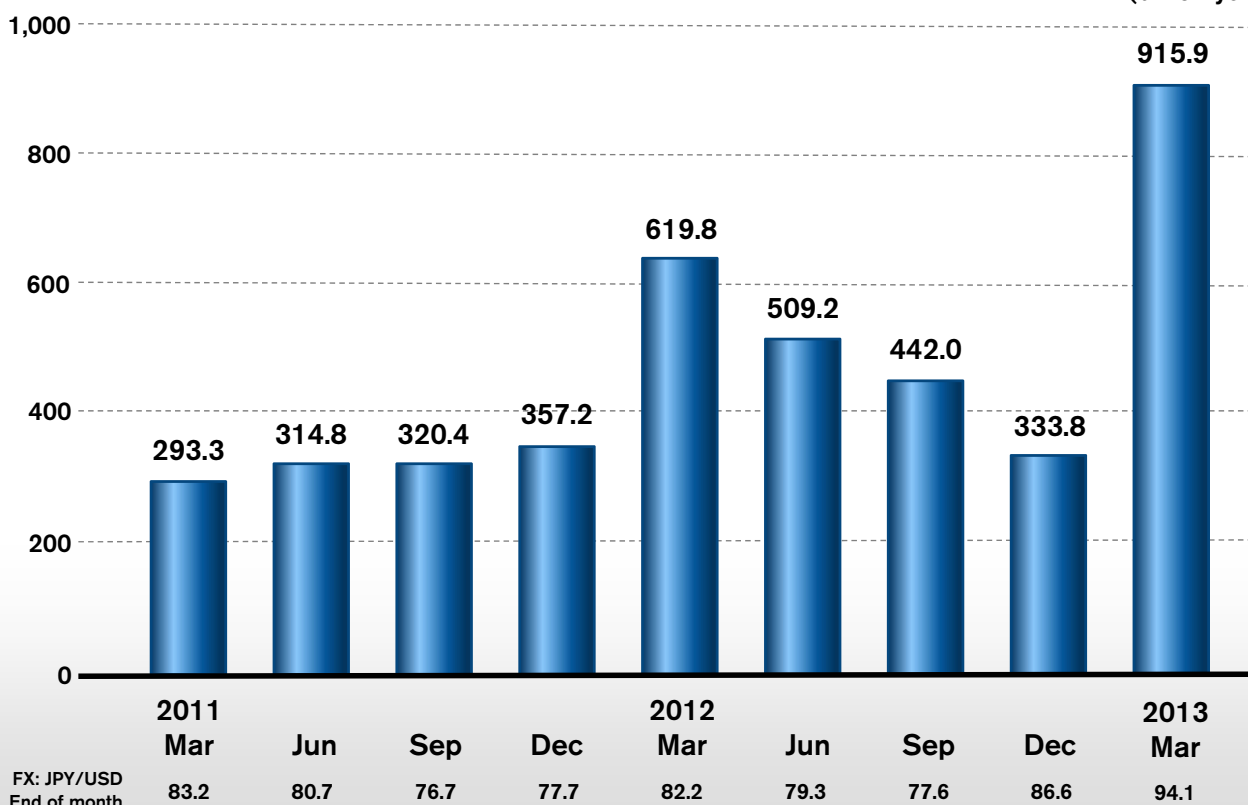
Operating profit variance analysis

(billion yen)



Net Cash (Auto business)

(billion yen)



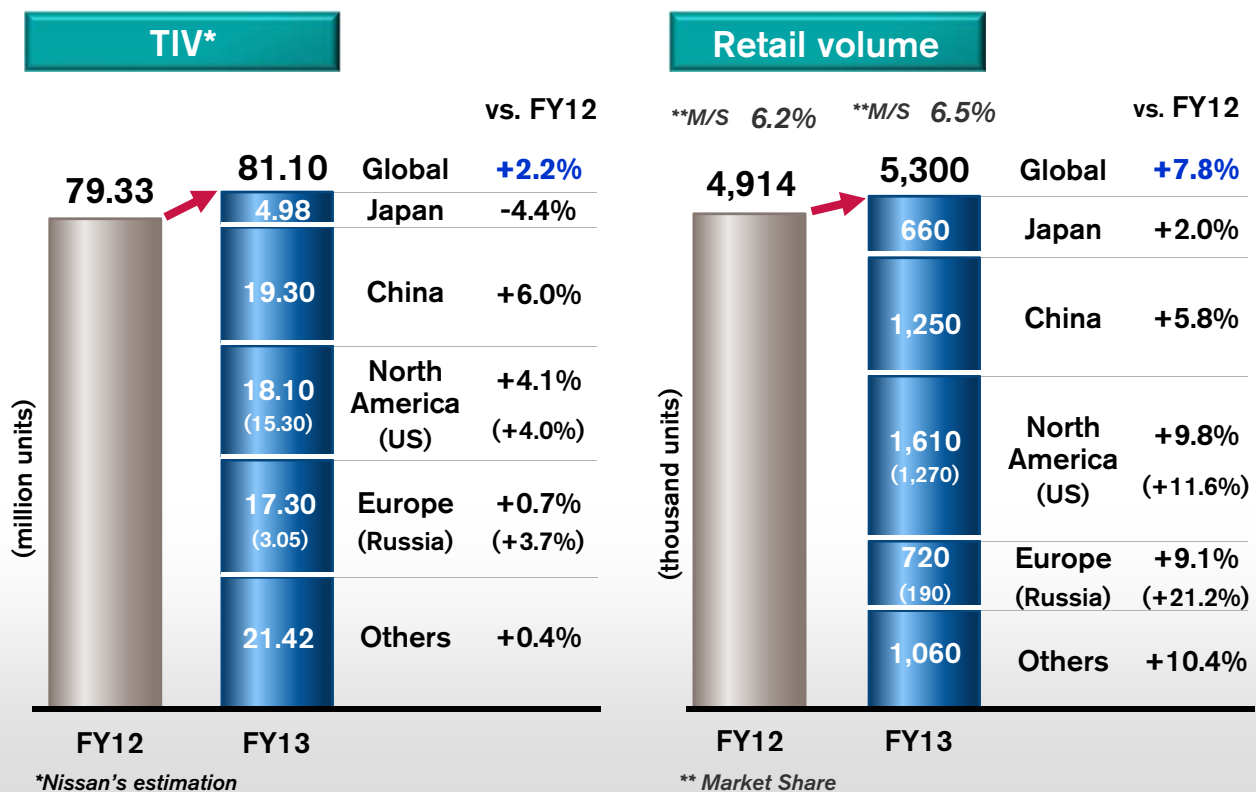
FY12 business update

FY12 sales performance

FY12 consolidated financial performance

FY13 outlook

FY13 sales outlook



FY13 Key markets

China

Continued signs of sales recovery

CY13 1Q (Jan-Mar) PV dealer sales to customers : +1.4% vs. CY12

- New model launches
- Dealership expansion
- Venucia contribution



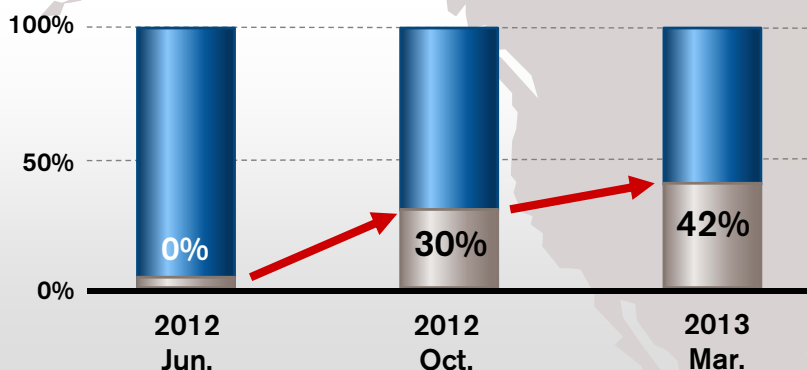
FY13 Key markets

US

- 4 new model launches in FY13
- Promote sales effectiveness and efficiency
- Organization enhancement
- New models fully available

Ratio of new models* sales

* New models: All-new Altima, Pathfinder, Sentra



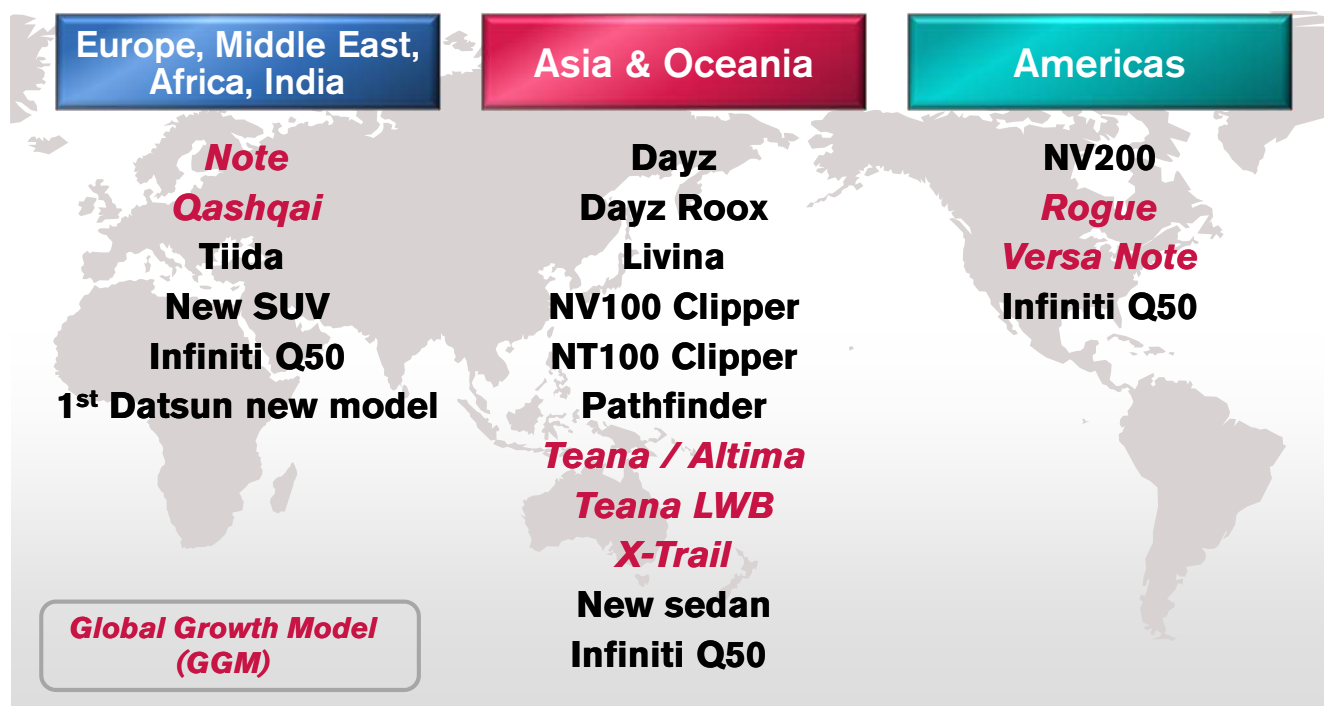
Altima



Pathfinder

FY13 new product launches

Keeping momentum of product offensive



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FY13 management pro forma outlook

(billion yen)	FY12 Actual (A)	FY13 pro forma outlook (B) *	vs. FY12 (B)-(A)	Change vs. FY12 (B)/(A)
Net revenue	9,629.6	11,200.0	+1,570.4	+16.3%
Operating profit	523.5	700.0	+176.5	+33.7%
<i>OP margin</i>	5.4%	6.3%	+0.9%	
Ordinary profit	529.3	665.0	+135.7	+25.6%
Net income	342.4	420.0	+77.6	+22.6%
<i>Net income ratio</i>	3.6%	3.8%	+0.2%	
CAPEX	524.5	570.0	+45.5	+8.7%
<i>Sales ratio</i>	5.4%	5.1%	-0.3%	
R&D	469.9	520.0	+50.1	+10.7%
<i>Sales ratio</i>	4.9%	4.6%	-0.3%	
FX rate assumptions				
(JPY/USD)	82.9	95.0	+12.1	
(JPY/EUR)	106.8	122.0	+15.2	

* Based on continuation of proportional consolidation of China JV

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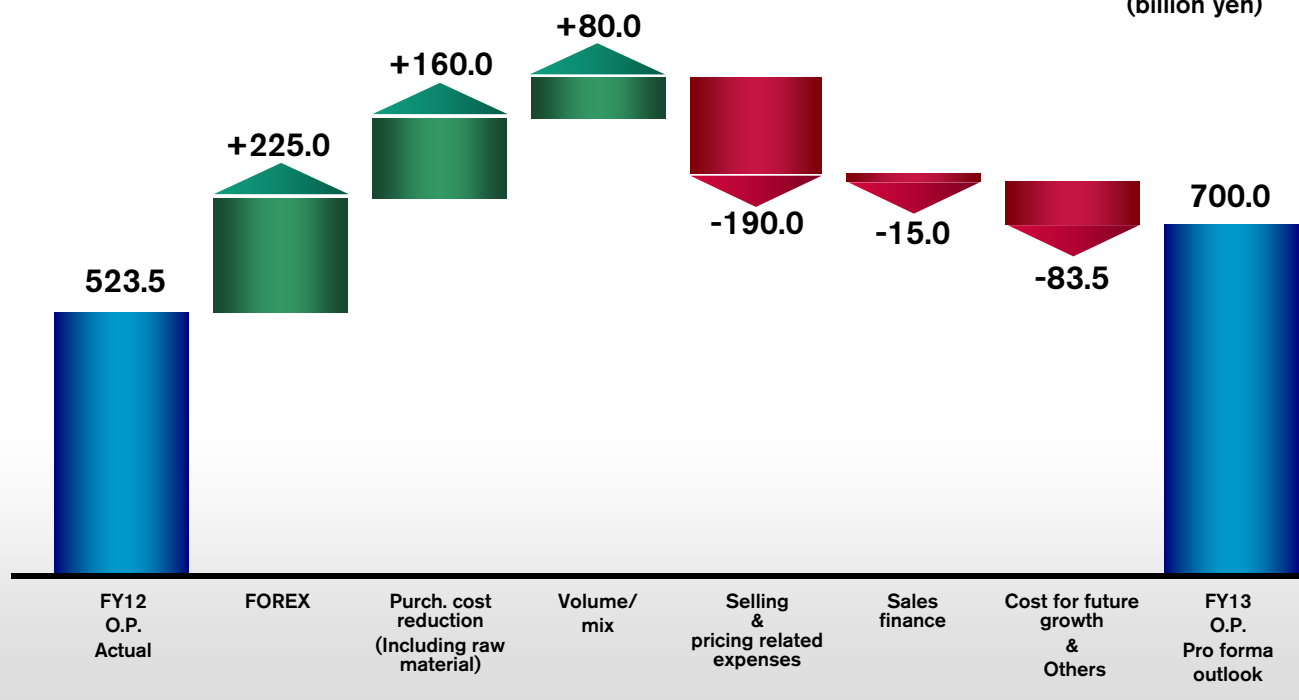
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FY13 management pro forma outlook

Operating profit variance analysis

(billion yen)



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FY13 management pro forma vs. reported figures

(billion yen)

	<i>Pro forma with proportional consolidation of China JV (A)</i>	<i>Adjustment to new reporting methodology (B)</i>	<i>Reported figures with new methodology for China JV (C) = (A) + (B)</i>
Net revenue	11,200.0	-830.0	10,370.0
Operating profit	700.0	-90.0	610.0
<i>OP margin</i>	6.3%		5.9%
Ordinary profit	665.0	-20.0	645.0
Net income	420.0	0.0	420.0
<i>Net income ratio</i>	3.8%		4.1%
CAPEX	570.0	-50.0	520.0
<i>Sales ratio</i>	5.1%		5.0%
R&D	520.0	-12.0	508.0
<i>Sales ratio</i>	4.6%		4.9%

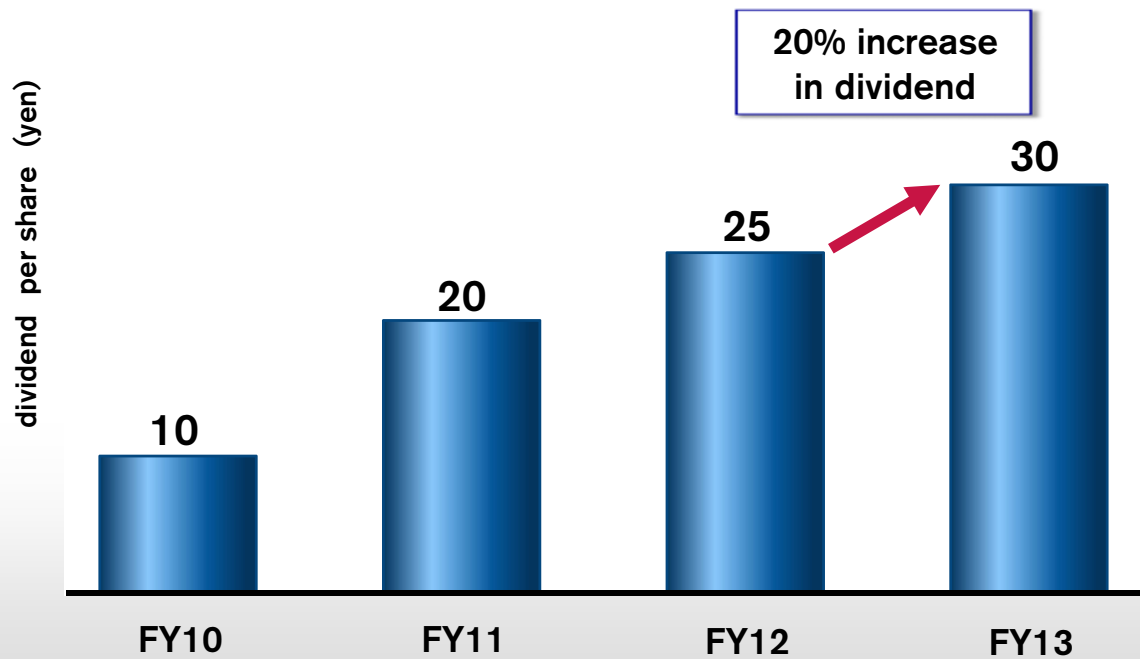
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FY13 shareholder return outlook



POWER

Brand & sales
power

8

Global market
share by FY16
(%)

8

Sustainable
COP
(%)

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