

New mid-term plan & Fiscal year 2007 financial results

May 13, 2008

Carlos Ghosn
President & CEO

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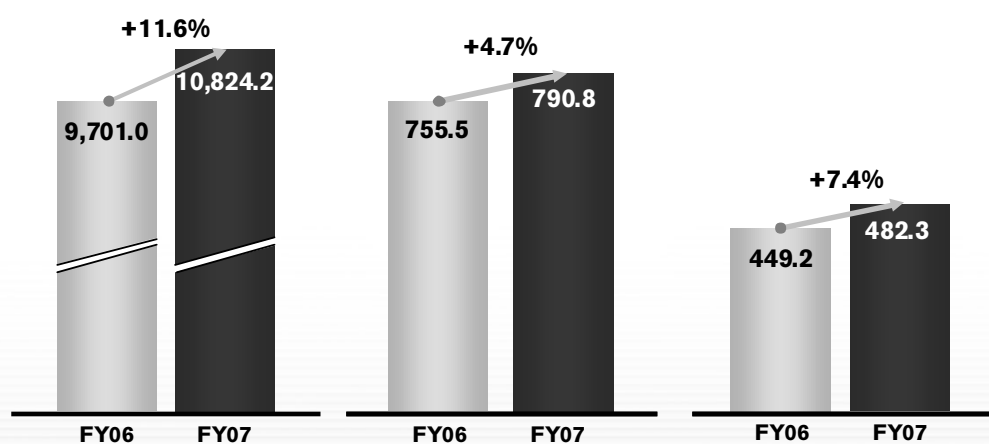
New mid-term plan & FY07 financial results

FY07 financial results – key highlights

Net revenue
(billion yen)

COP
(billion yen)

Net income
(billion yen)



*FY06 results exclude Q5 for apple-to-apple comparison

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New mid-term plan & FY07 financial results

FY07 performance

FY08 outlook

NISSAN Value-Up review

New mid-term plan

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New mid-term plan & FY07 financial results

FY07 global product launches

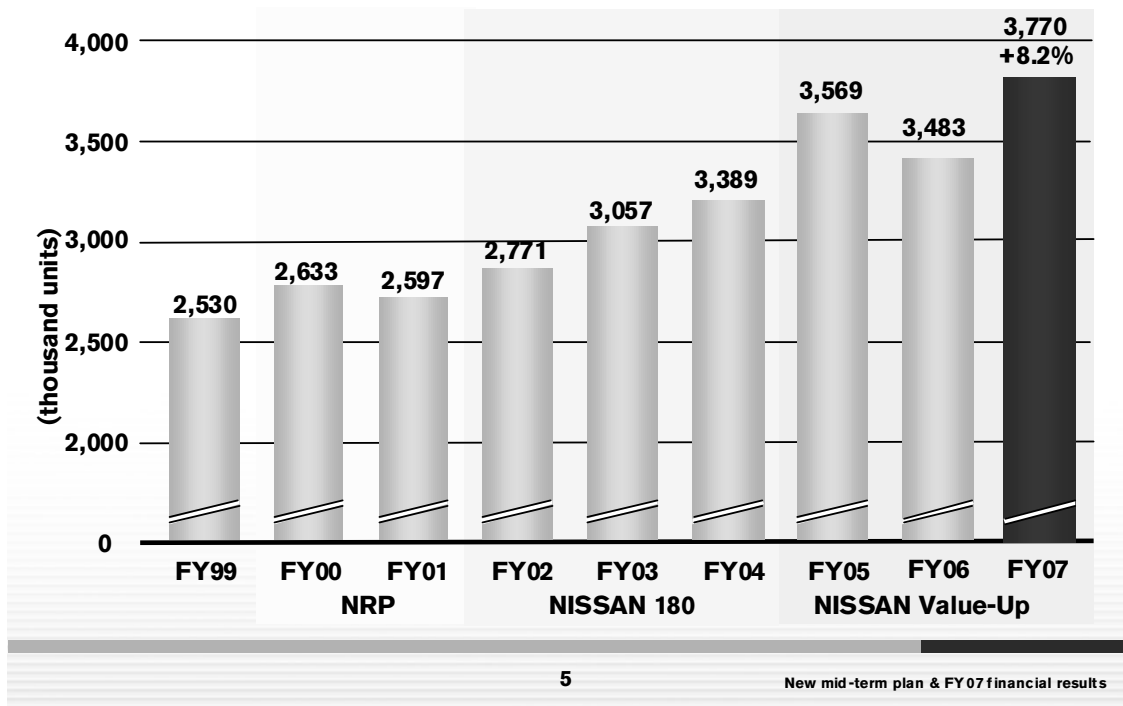


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New mid-term plan & FY07 financial results

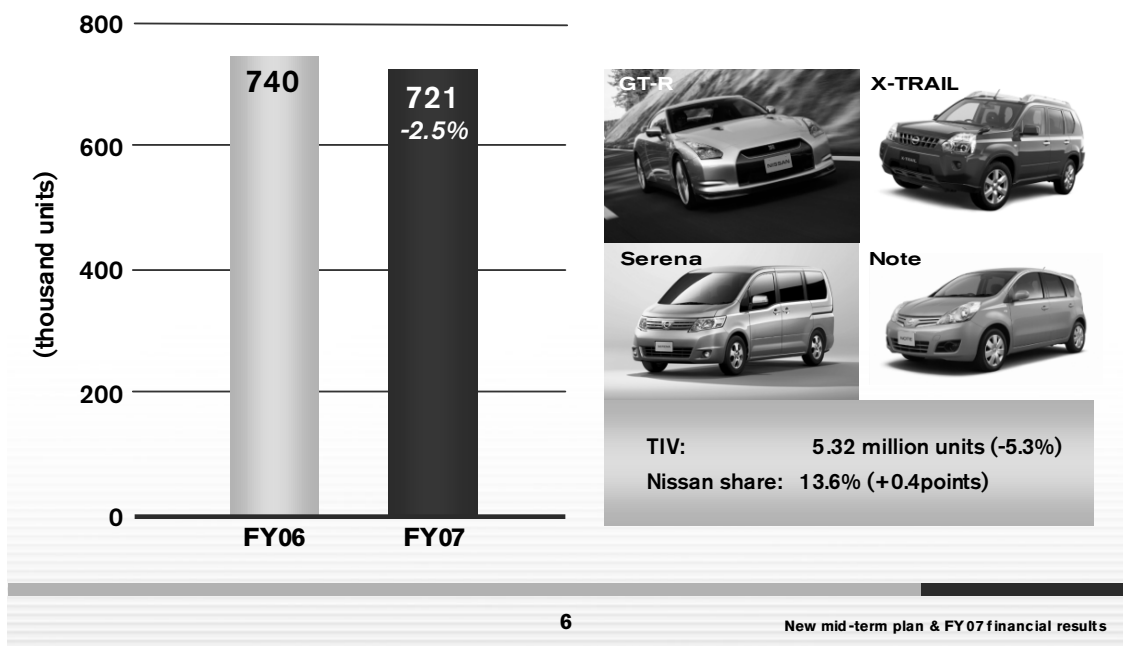
FY07 sales performance

Global retail sales



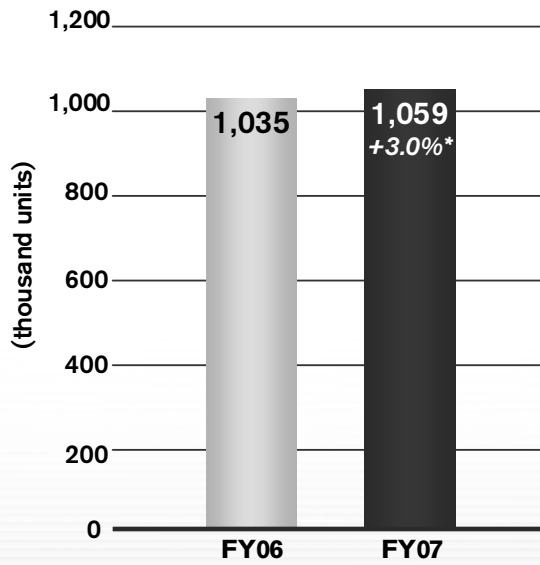
FY07 sales performance

Retail sales by region: Japan



FY07 sales performance

Retail sales by region: U.S.



Altima

Infiniti EX

G35 Sedan

Versa

G37 Coupe

Rogue

TIV: 15.8 million units (-3.5%*)
Nissan share: 6.7% (+0.4 points)

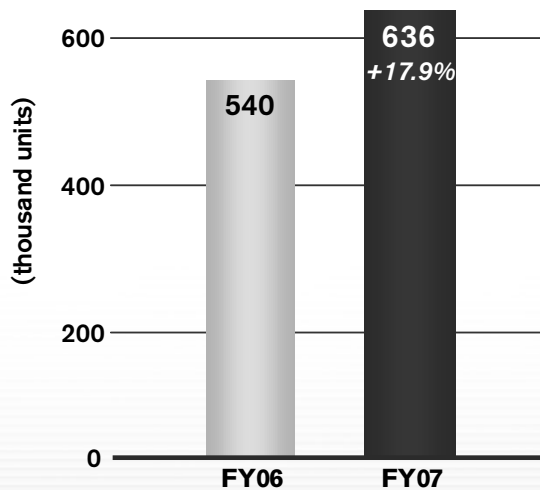
*adjusted to daily selling rates(DSR)

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New mid-term plan & FY07 financial results

FY07 sales performance

Retail sales by region: Europe



QASHQAI

X-TRAIL

TIV*: 21.9 million units (+6.1%)
Nissan share*: 2.9% (+0.3 points)

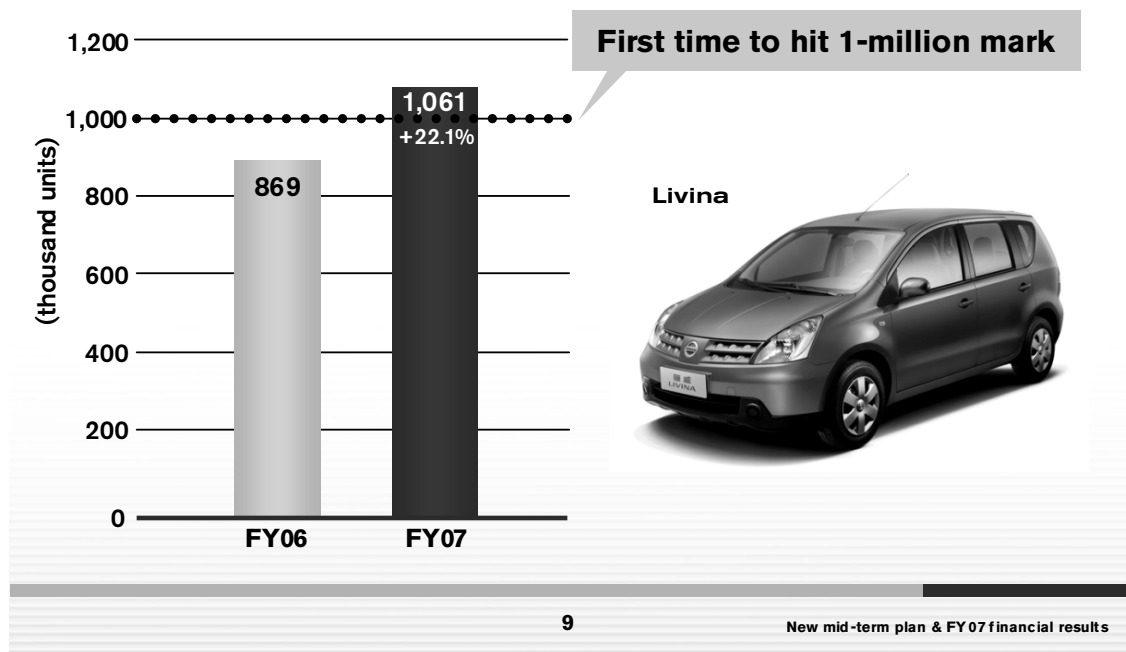
* Nissan estimated

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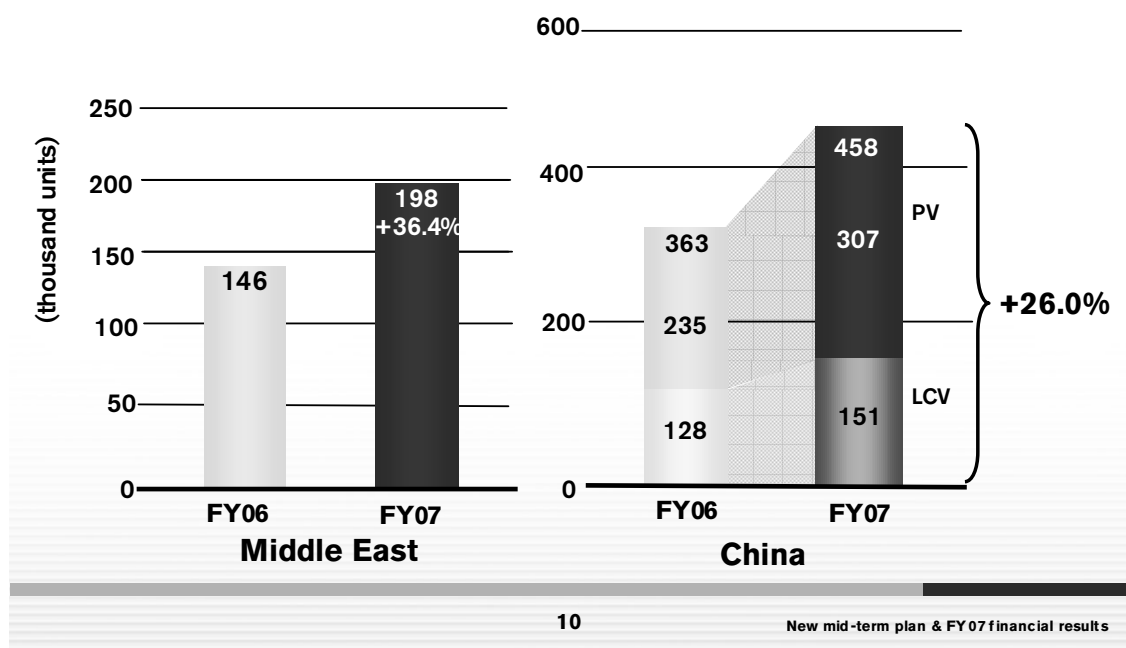
FY07 sales performance

Retail sales by region: General Overseas Markets



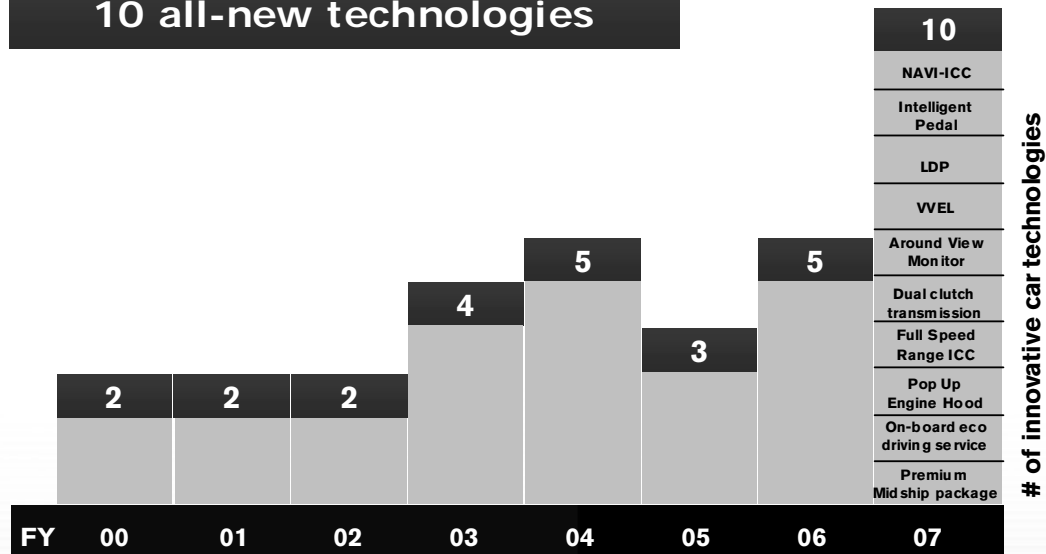
FY07 sales performance

Retail sales by region: General Overseas Markets



FY07 technology advancements

10 all-new technologies



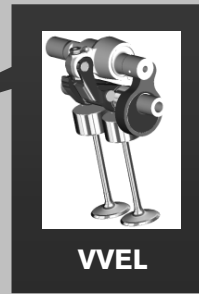
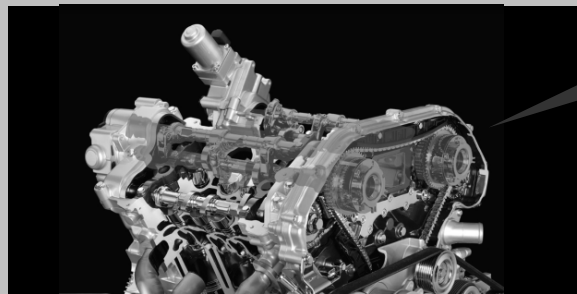
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New mid-term plan & FY07 financial results

FY07 technology advancements

Gasoline Engine Technology: VVEL*

Contributes to a 10% reduction in CO₂ emissions, improves torque output by 10%



VVEL

* VVEL = variable valve event and lift

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FY07 technology advancements

Pop Up Engine Hood



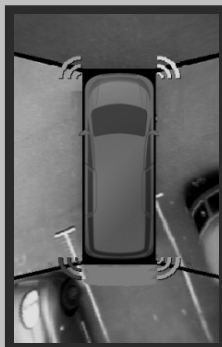
Before actuator operates



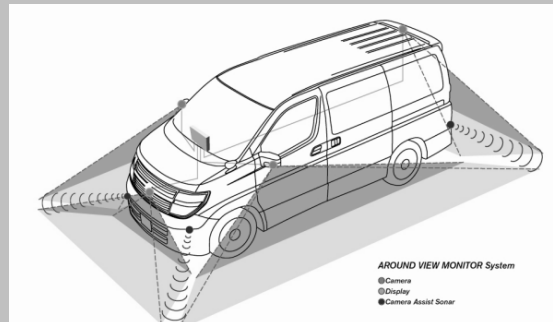
After actuator operates

FY07 technology advancements

Around View Monitor

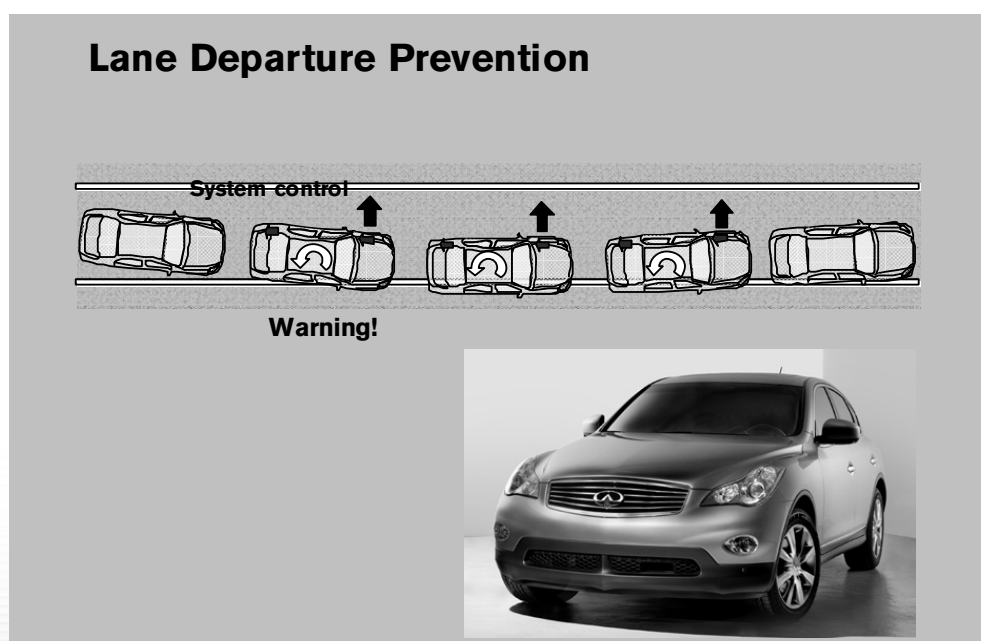


Monitor display (example)



AROUND VIEW MONITOR System
● Camera
○ Display
● Camera Assist Sonar

FY07 technology advancements



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New mid-term plan & FY07 financial results

FY07 financial performance

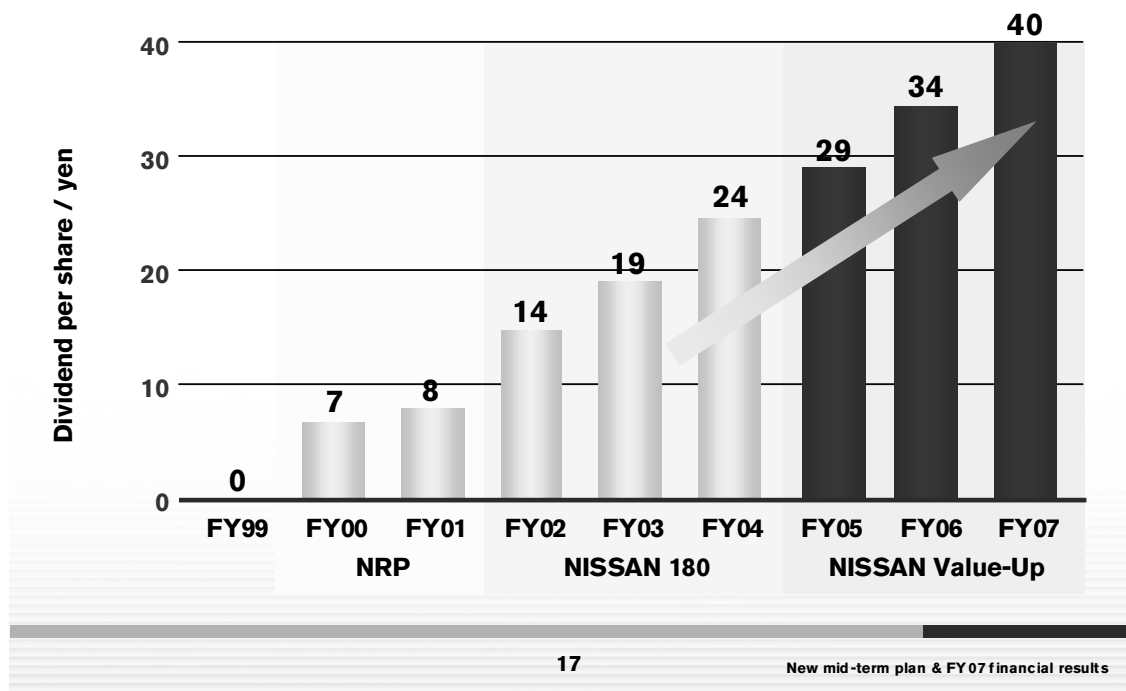
(billion yen)	FY06 (Published)	(A) FY06 (Excl. 5Q)*	(B) FY07	(B)/(A) Variance
Consolidated net revenue	10,468.6	9,701.0	10,824.2	+11.6%
Consolidated operating profit	776.9	755.5	790.8	+4.7%
Operating profit margin	7.4%	7.8%	7.3%	-0.5points
Net income	460.8	449.2	482.3	+7.4%
Net cash	254.7		180.3	
FOREX Rate	117.0 JPY/USD 148.2 JPY/EUR	117.0 JPY/USD 146.2 JPY/EUR	114.4 JPY/USD 161.6 JPY/EUR	

* Reference

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New mid-term plan & FY07 financial results

FY07 dividend policy



FY07 performance

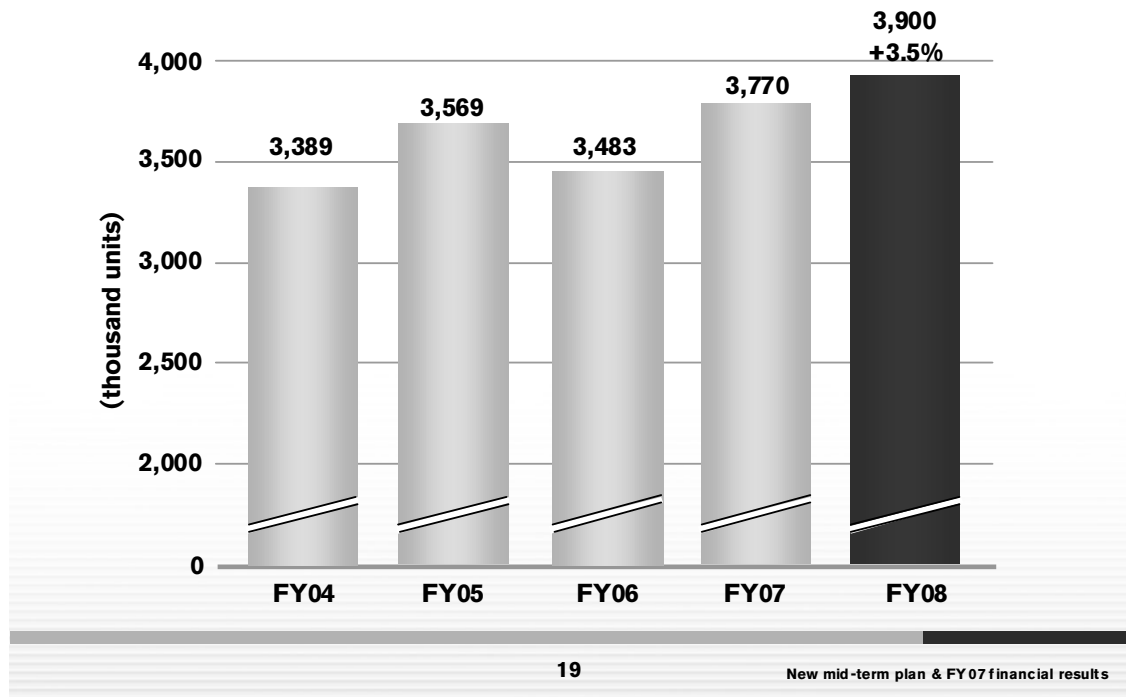
FY08 outlook

NISSAN Value-Up review

New mid-term plan

FY08 outlook

Global retail sales objective

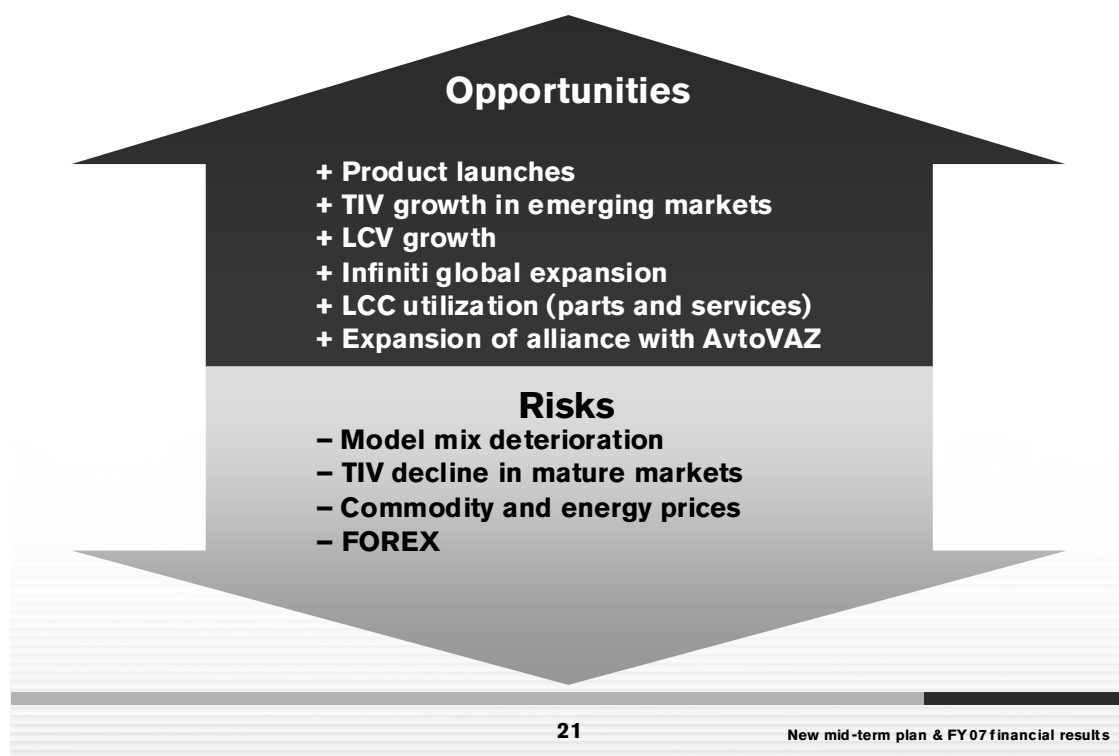


FY08 all-new product launches

9 all-new global launches



Risks and opportunities



FY08 outlook

(billion yen)	FY07	FY08 ^{*1}
Consolidated net revenue	10,824.2	10,350.0
Consolidated operating profit	790.8	550.0
Ordinary profit	766.4	545.0
Net income	482.3	340.0
R&D	457.5	500.0
<i>sales ratio</i>	<i>4.2%</i>	<i>4.8%</i>
CAPEX	428.9	470.0^{*2}
<i>sales ratio</i>	<i>4.0%</i>	<i>4.5%</i>
FX rate assumption	114.4 JPY/USD	100.0 JPY/USD

^{*1} Forecast
^{*2} Incl. vendor tooling from FY08 (60.0 billion yen in FY08)

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FY07 performance

FY08 outlook

NISSAN Value-Up review

New mid-term plan

NISSAN Value-Up commitments

Profit commitment



**Top level operating profit margin among
global automakers in FY05-07**

NISSAN Value-Up commitments

Profit commitment



Top level operating profit margin among global automakers in FY05-07

Volume commitment

4.2 million sales in FY08 → FY09

NISSAN Value-Up commitments

Profit commitment



Top level operating profit margin among global automakers in FY05-07

Volume commitment

4.2 million sales in FY08 → FY09

Return on invested capital

20% average ROIC over the plan



17% average ROIC achieved
Top level among global automakers

FY07 performance

FY08 outlook

NISSAN Value-Up review

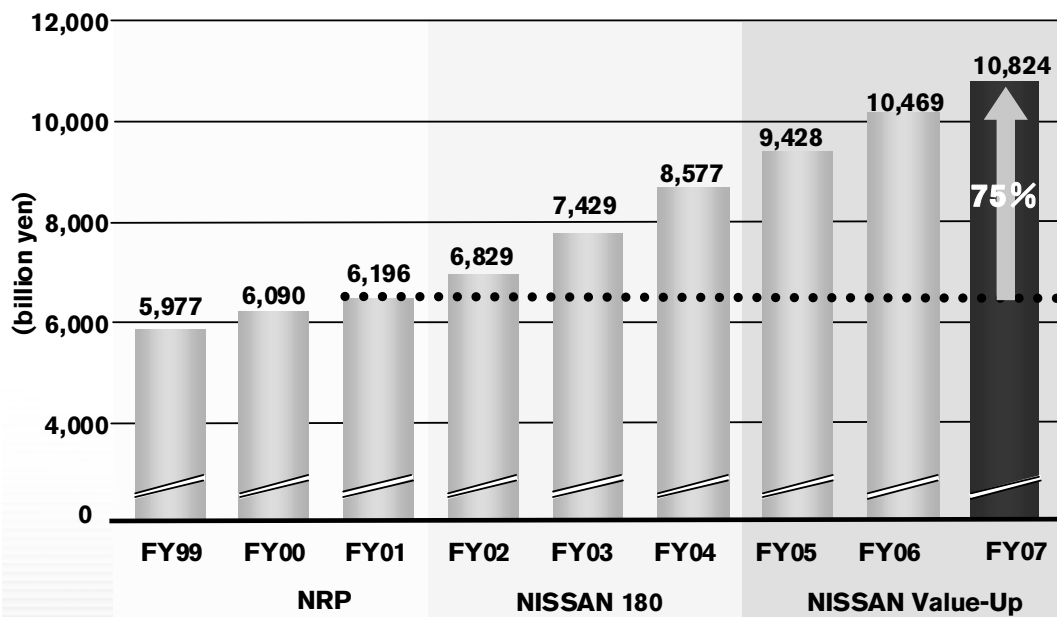
New mid-term plan

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New mid-term plan & FY07 financial results

Revenue growth evolution

Consolidated net revenue

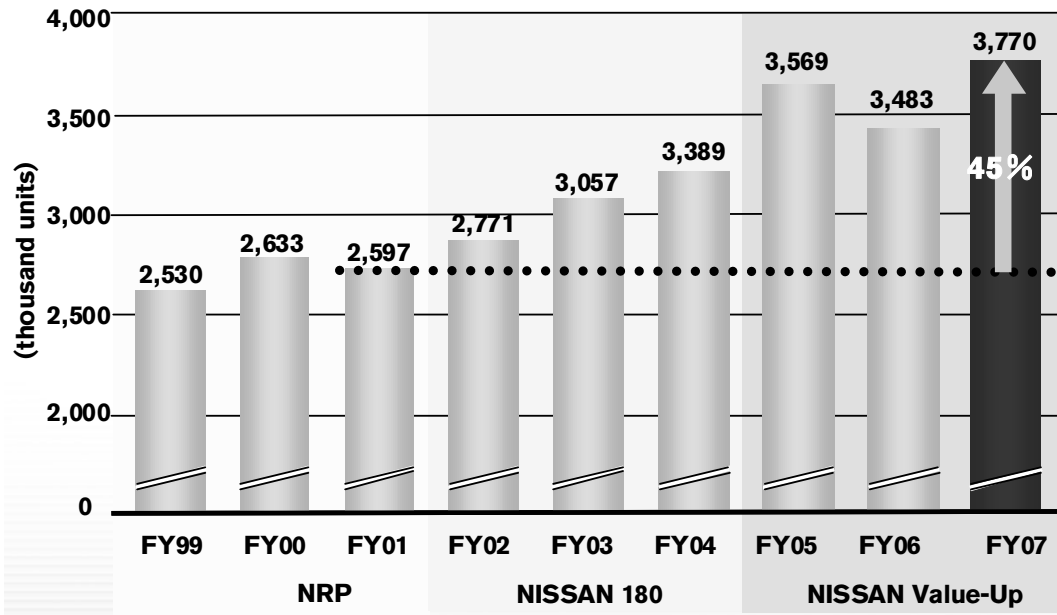


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New mid-term plan & FY07 financial results

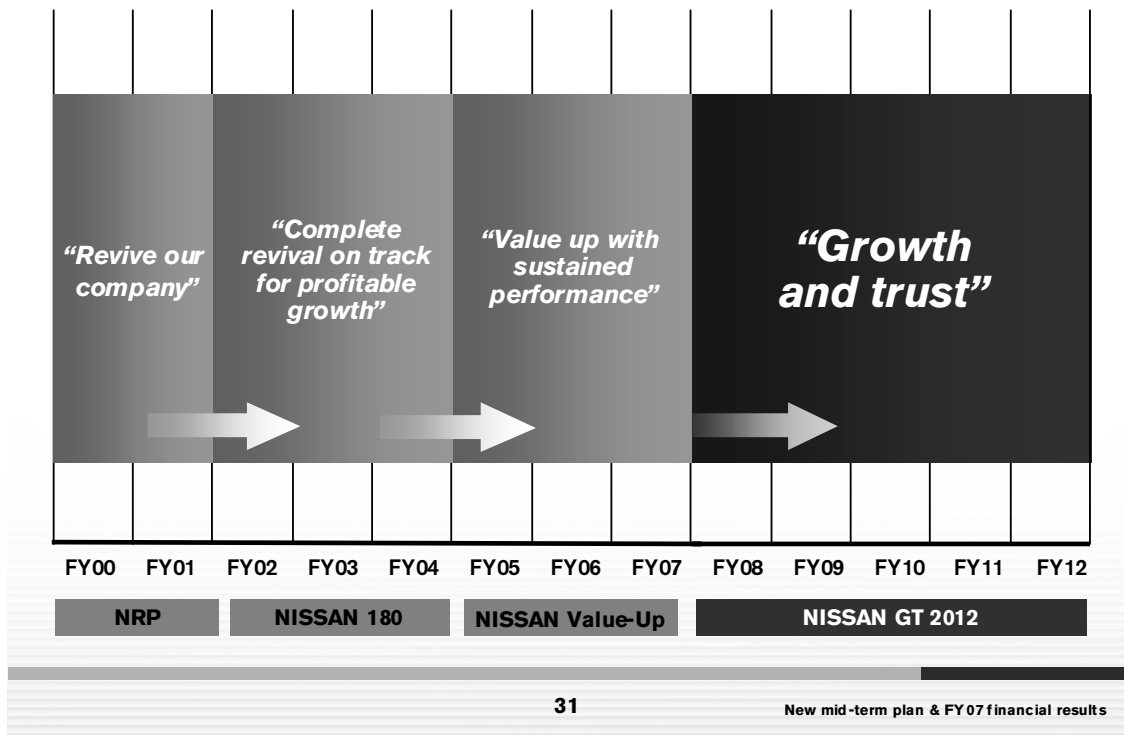
Sales volume evolution

Global retail sales



NISSAN GT 2012

NISSAN GT 2012



NISSAN GT 2012 commitments

Quality leadership

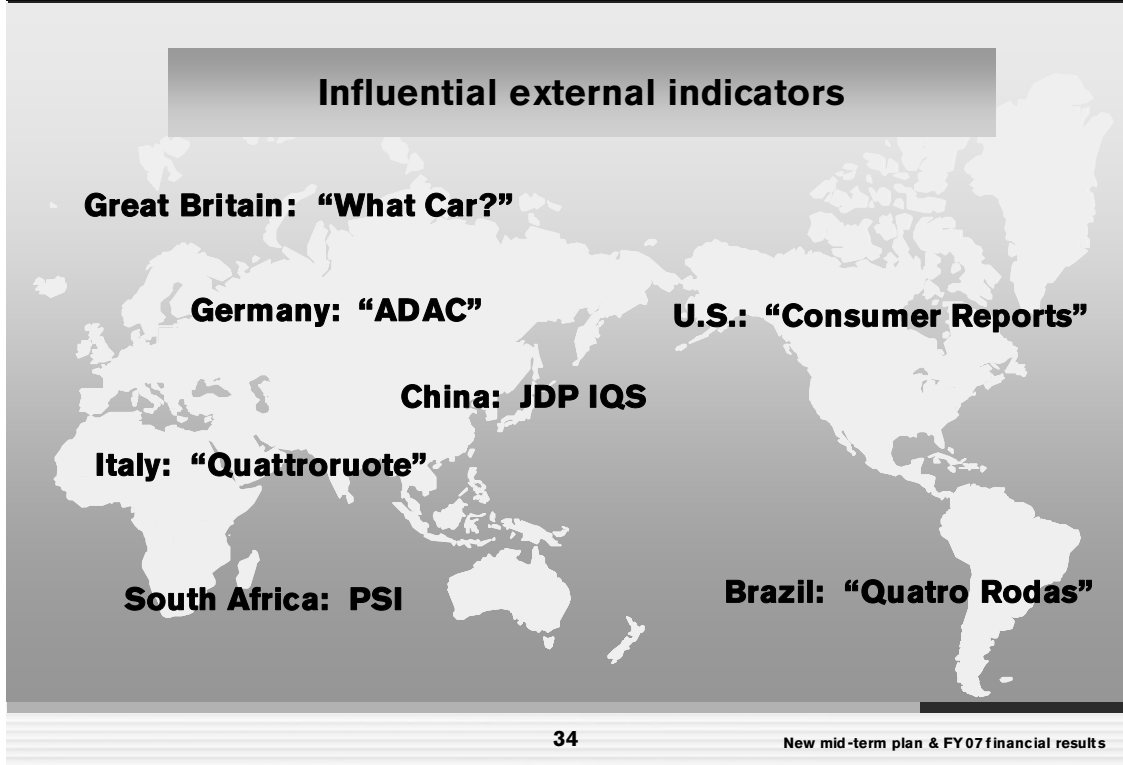
In products, services, brands and management

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Quality leadership



Quality leadership



NISSAN GT 2012 commitments

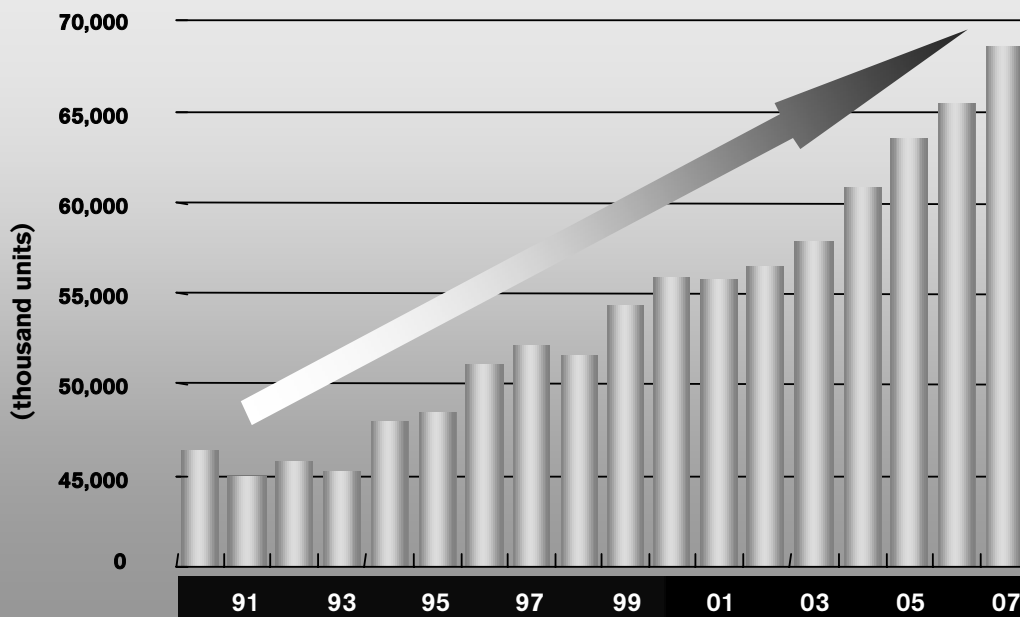
Quality leadership

In products, services, brands and management

Zero-emission leadership

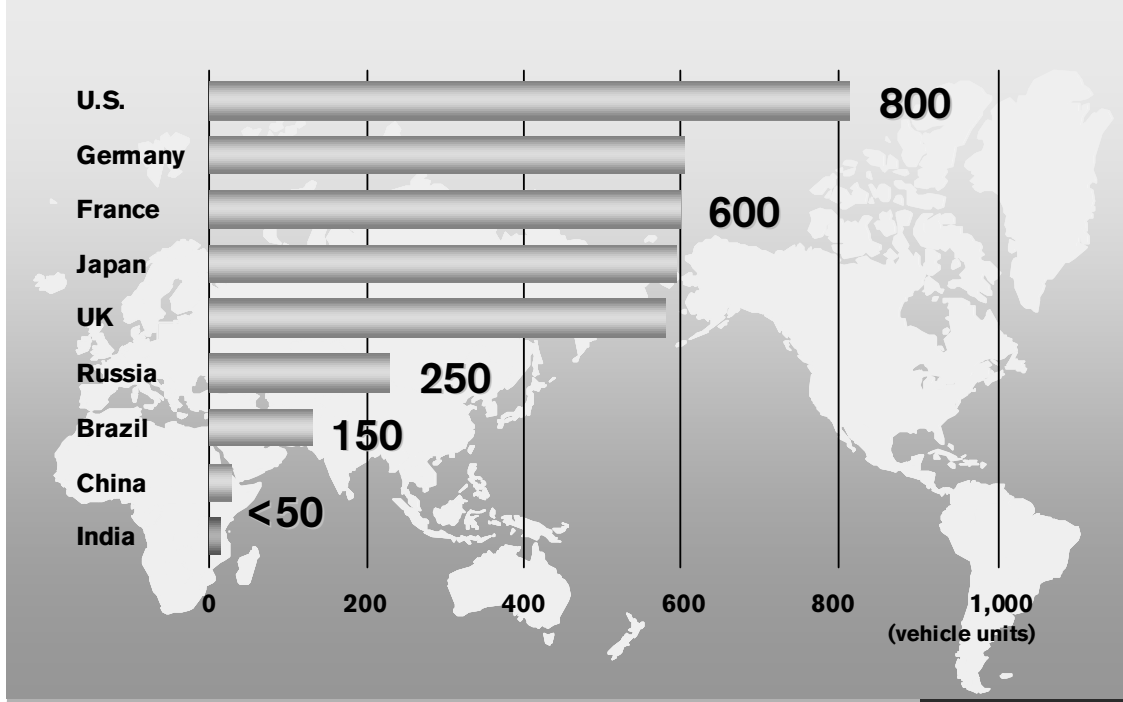
EV introduced in FY10 [U.S. and Japan] and mass-marketed in FY12 [Global]

Global TIV evolution since 1990



*Japan: FY
Others: CY

Number of vehicles per 1,000 persons



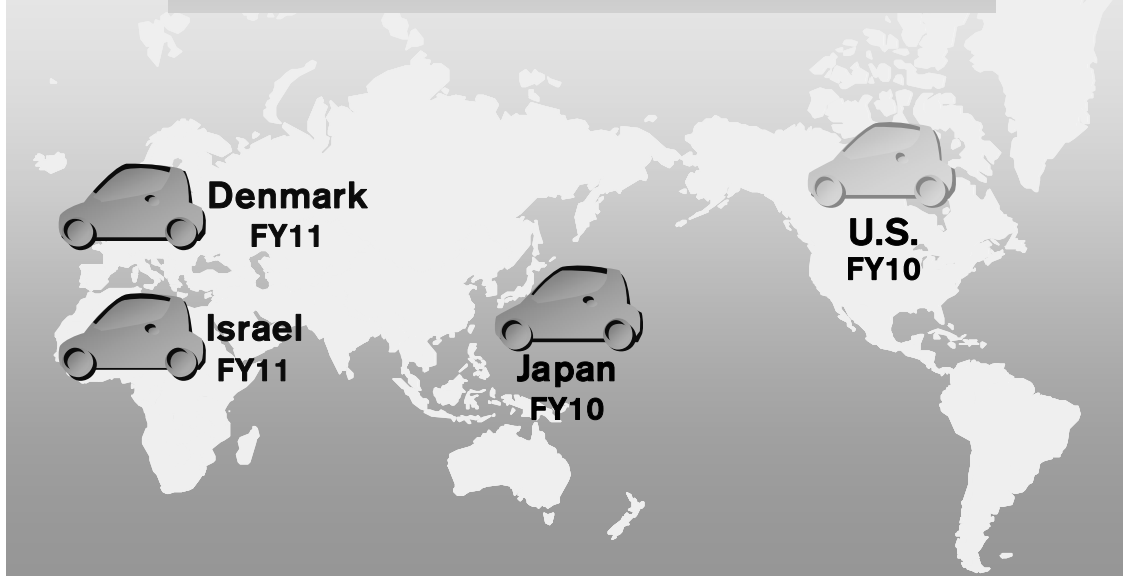
Source: JAMA "World Motor Vehicle Statistics 2008"

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New mid-term plan & FY07 financial results

Zero emission leadership

Mass-marketed globally in FY12



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New mid-term plan & FY07 financial results

NISSAN GT 2012 commitments

Quality leadership

In products, services, brands and management

Zero-emission leadership

EV introduced in FY10 [U.S. and Japan] and mass-marketed in FY12 [Global]

5% revenue growth on average over 5 years

60 all-new models launched by FY12
More than 15 new technologies/year from FY09

Sustained revenue growth

Number of new product launches

New products

60

Starts of production

130

Sustained revenue growth

Number of new product launches

New
segment
models

1 / 3

Replacement
models

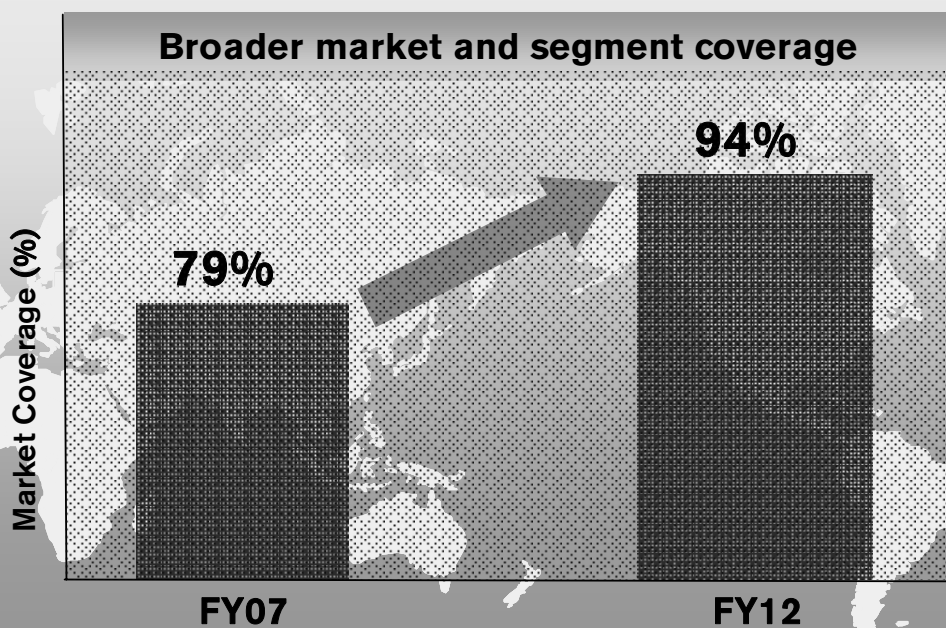
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New mid-term plan & FY07 financial results

Sustained revenue growth

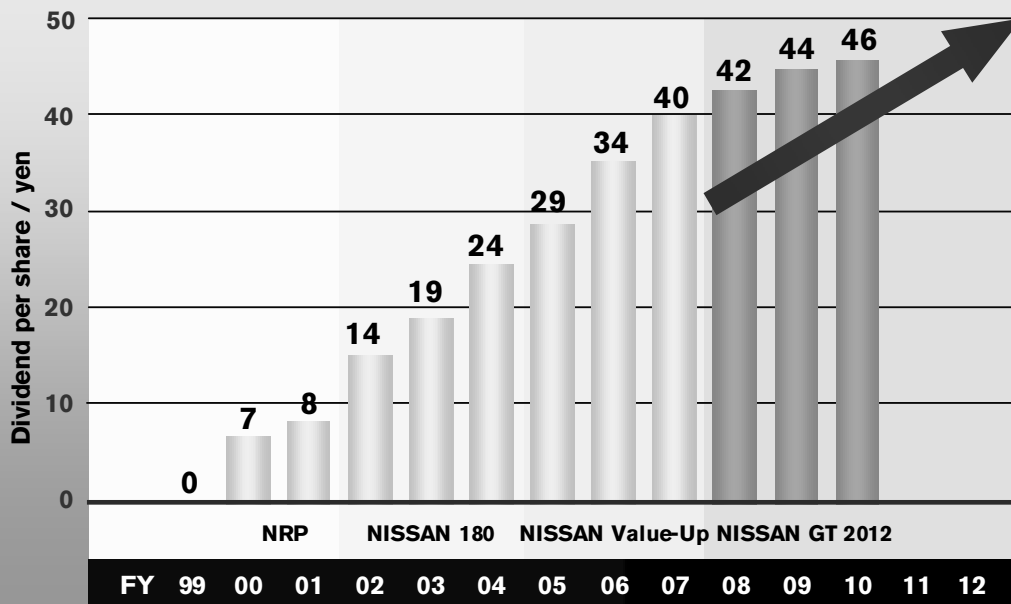
Broader market and segment coverage



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New mid-term plan & FY07 financial results

Dividend policy



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New mid-term plan & FY07 financial results

5 corporate breakthroughs



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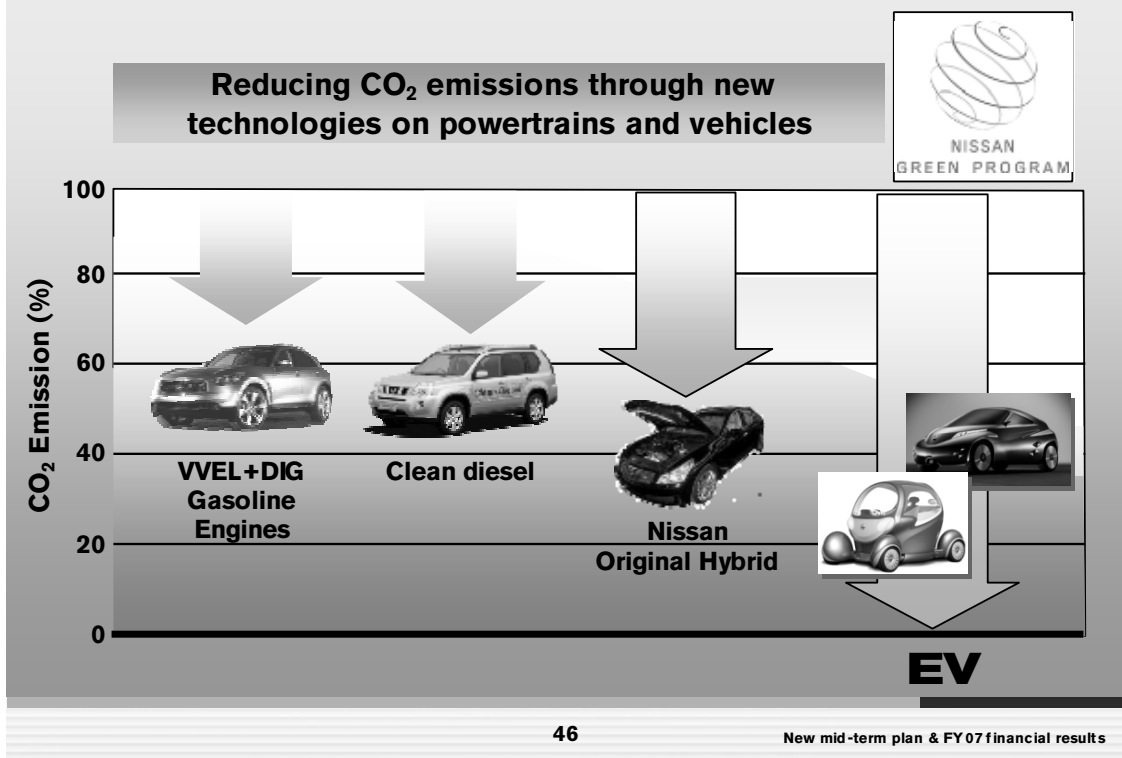
New mid-term plan & FY07 financial results

5 corporate breakthroughs

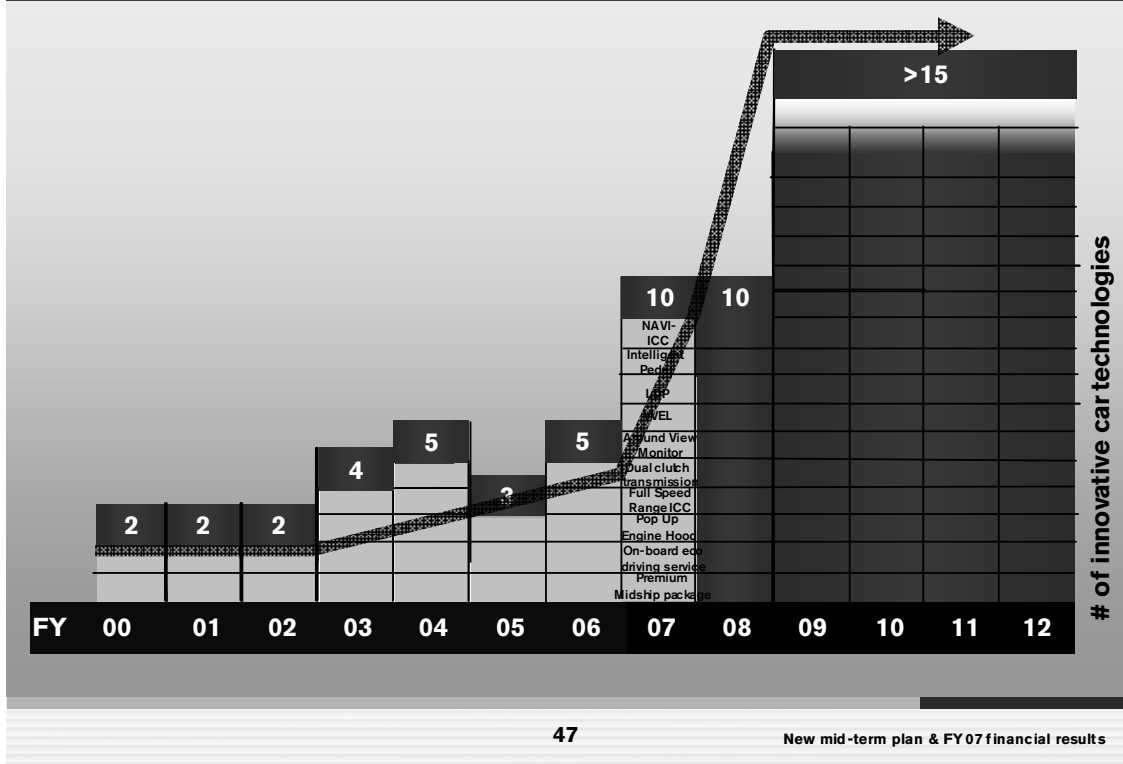
✓ **Quality leadership**

✓ **Zero-emission leadership**

Roadmap toward zero emission



More than 15 new technologies from FY09



FY08 new technology advancements

Clean Diesel Engine

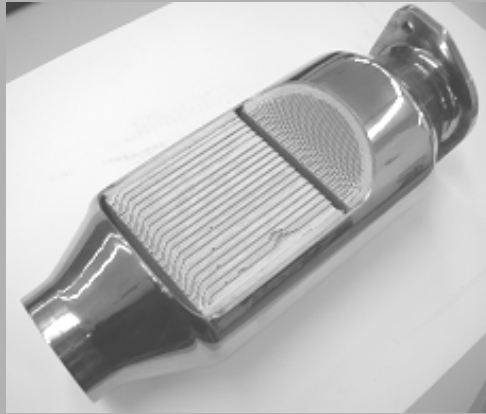
To be launched in Japan in fall 2008



FY08 new technology advancements

Ultra-Low Precious Metal Catalyst

Reduce precious metals by half for lower cost and cleaner emission



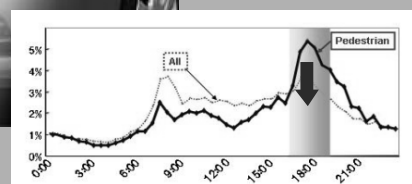
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New mid-term plan & FY07 financial results

FY08 new technology advancements

Smart Auto Headlight for Twilight

Reduce accident risk by unique sensor technology



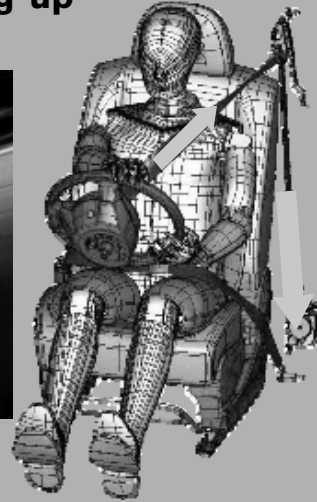
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FY08 new technology advancements

Intelligent Seatbelt

Automatic seatbelt winding-up
at emergency turn and slip



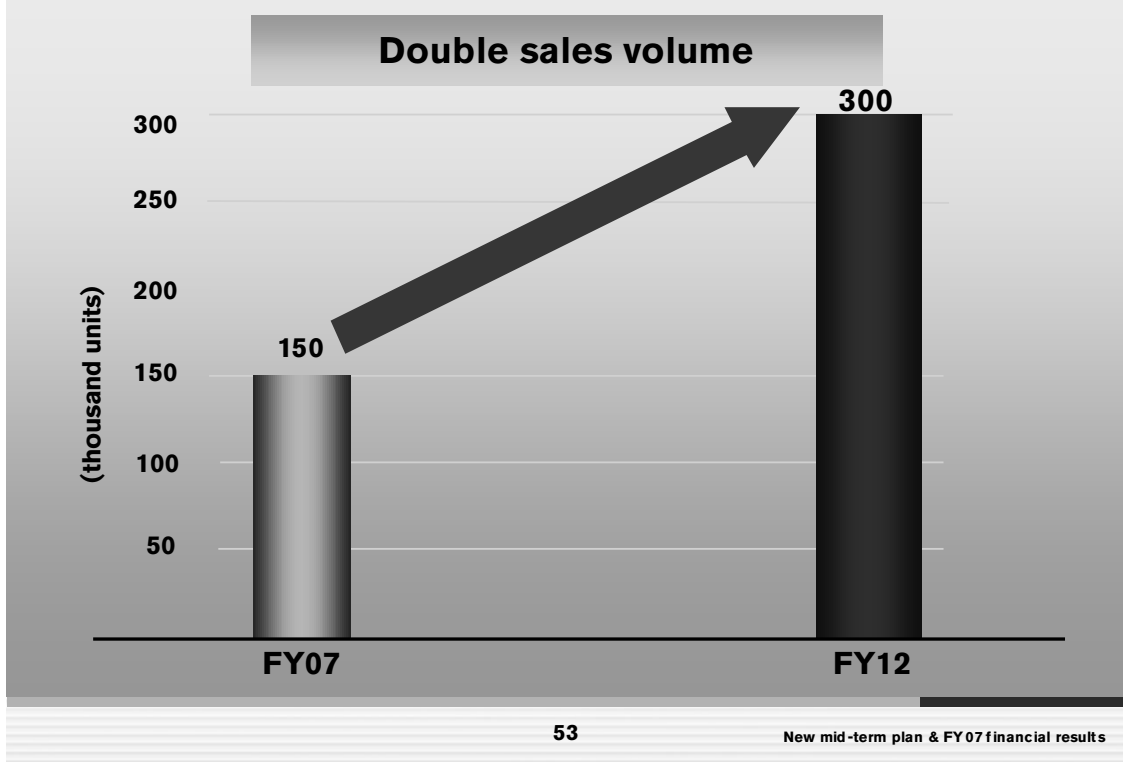
5 corporate breakthroughs

✓ Quality leadership

✓ Zero-emission leadership

✓ Business expansion

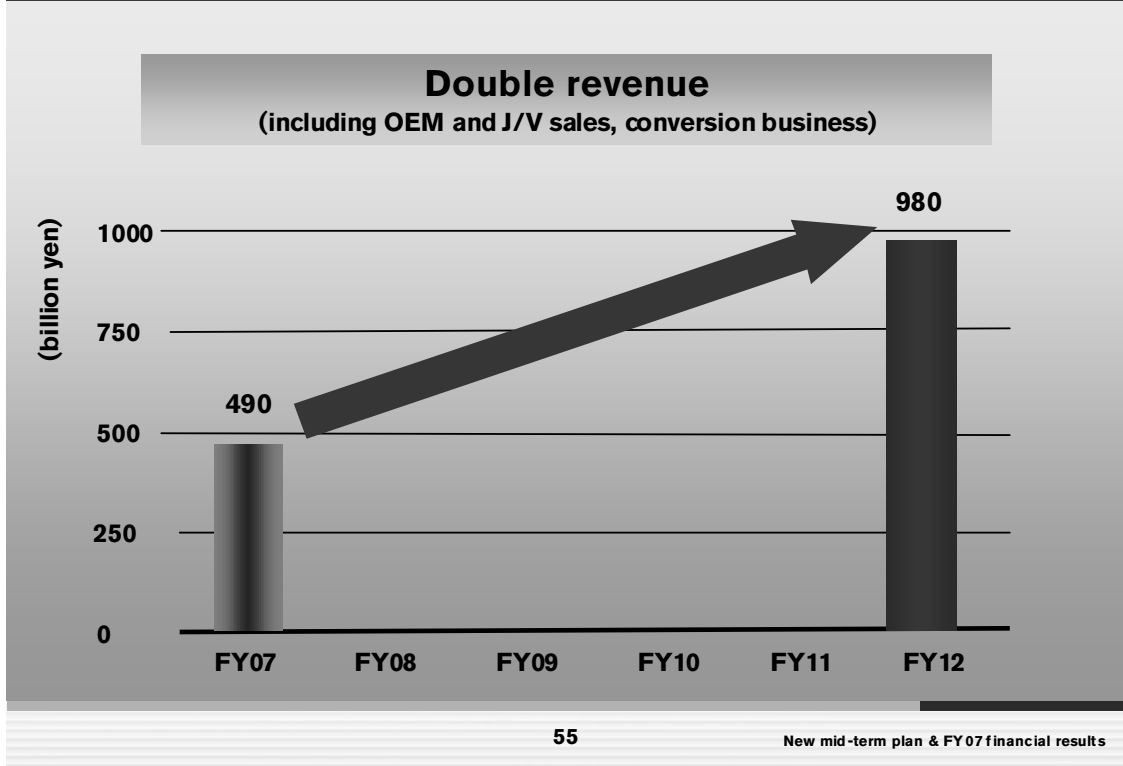
Business expansion: Infiniti



Business expansion: LCV



Business expansion: LCV



Business expansion: global entry cars

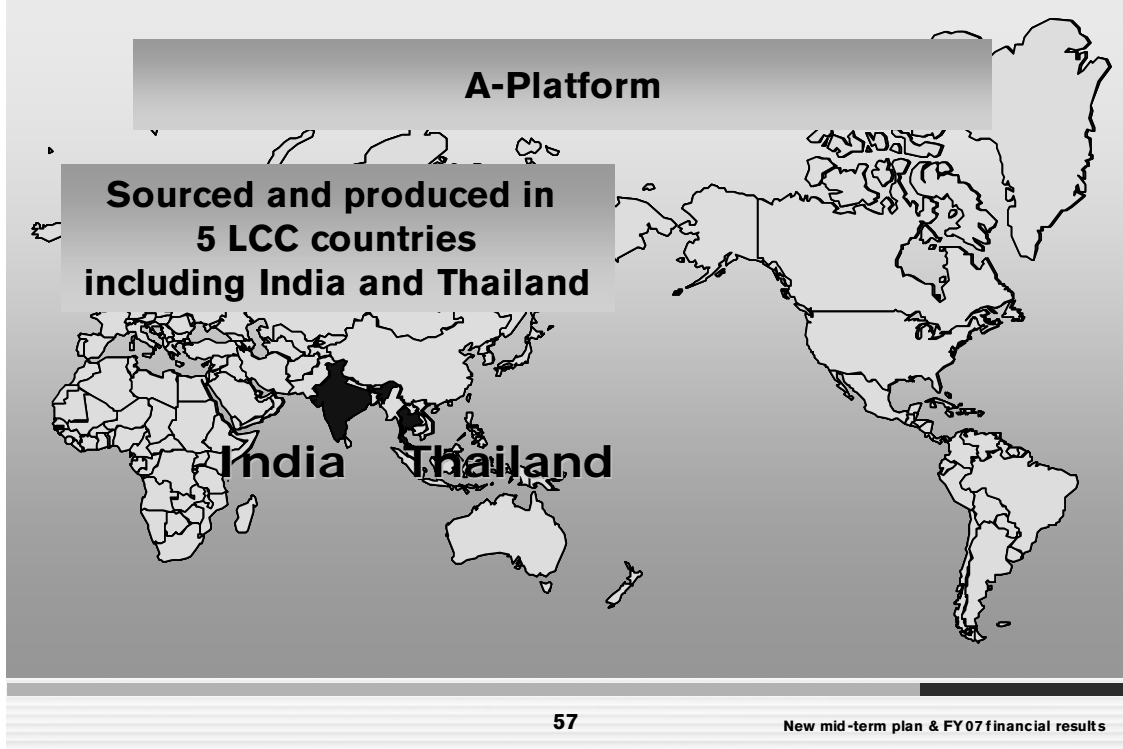
2011: Alliance ultra-low-cost car with Renault and Bajaj

RENAULT NISSAN

BAJAJ
Distinctly Ahead

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Business expansion: global entry cars



5 corporate breakthroughs

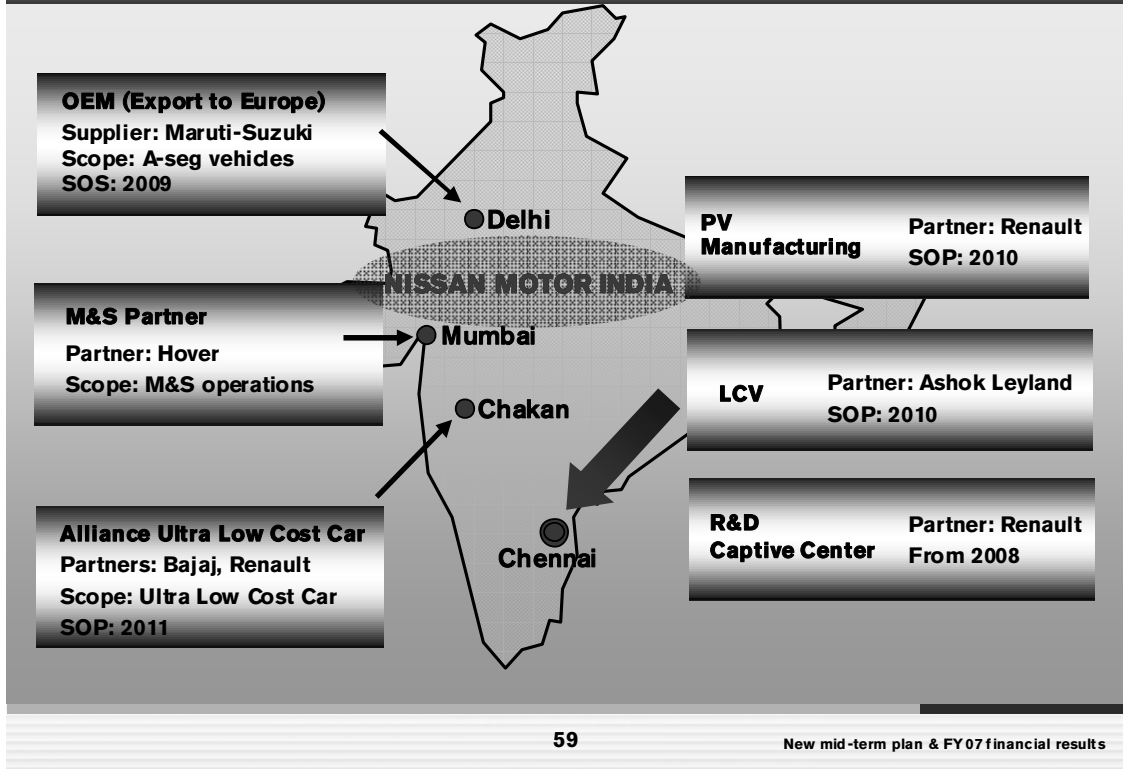
✓ **Quality leadership**

✓ **Zero-emission leadership**

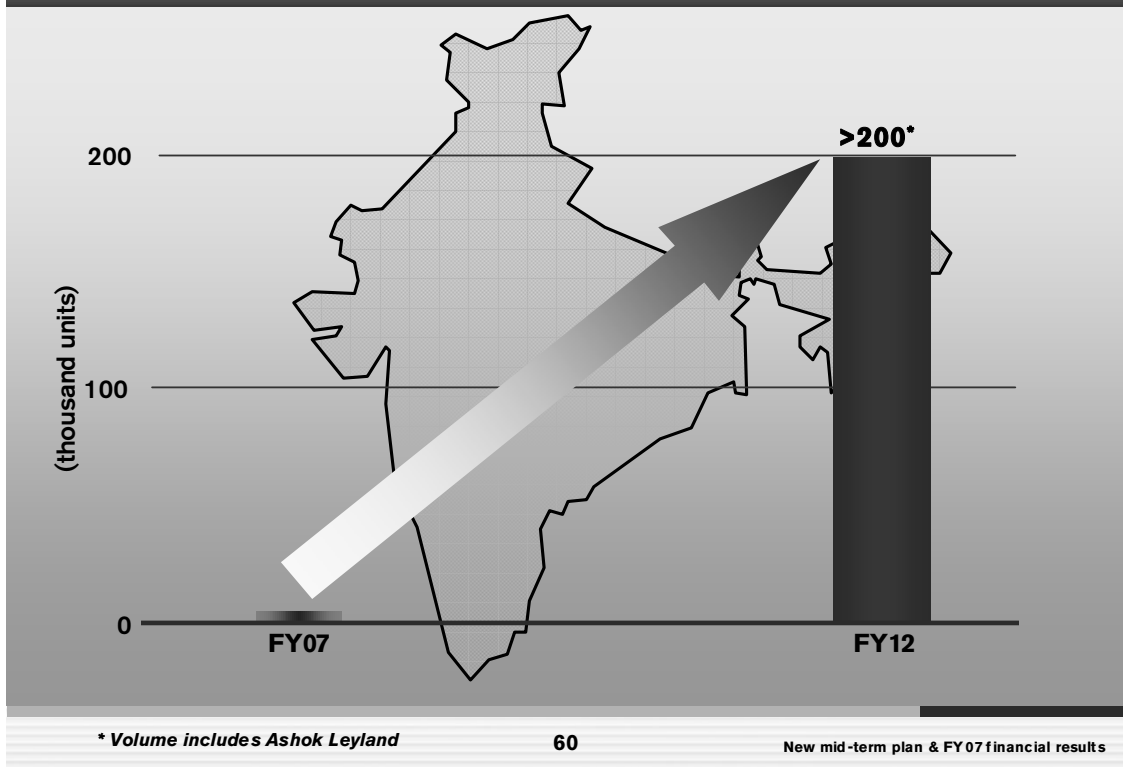
✓ **Business expansion**

✓ **Market expansion**

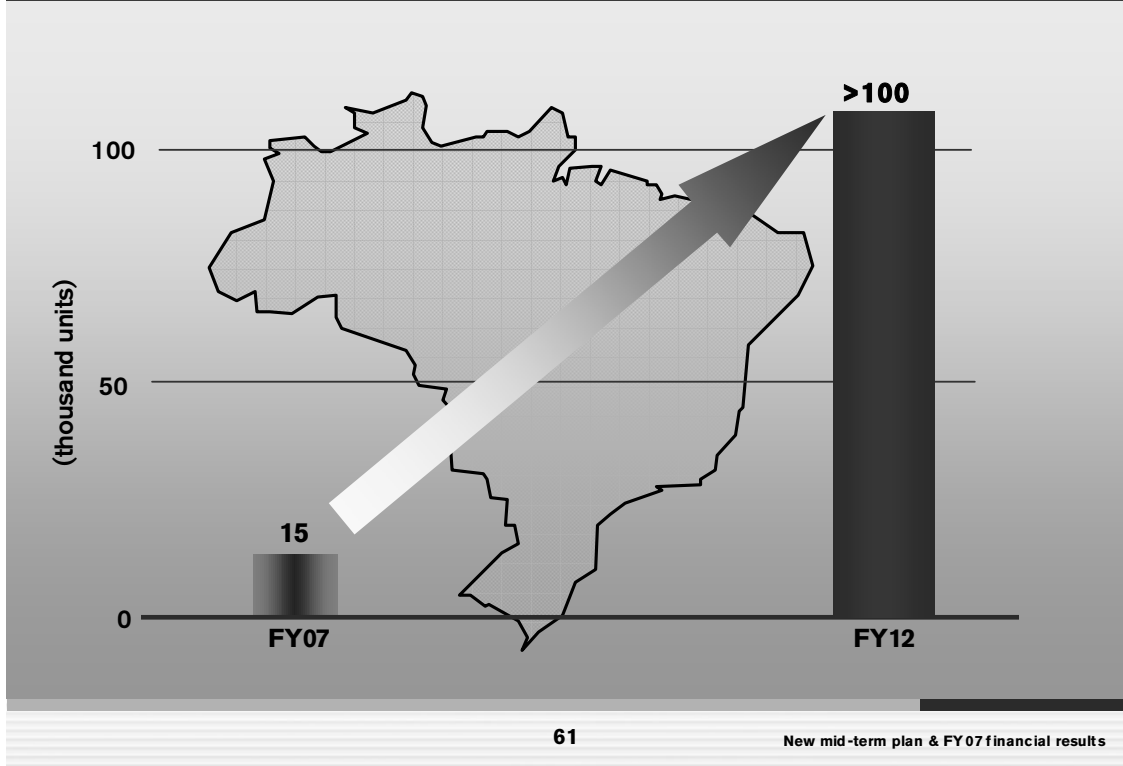
Market expansion: India



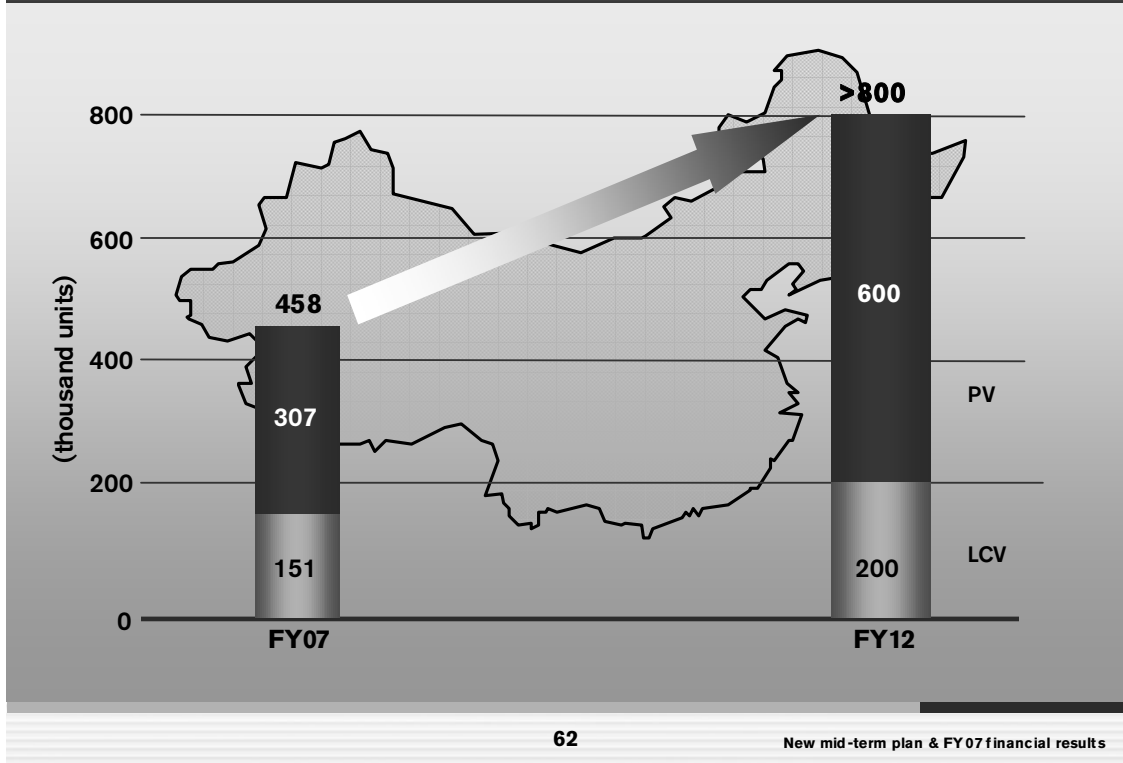
Market expansion: India



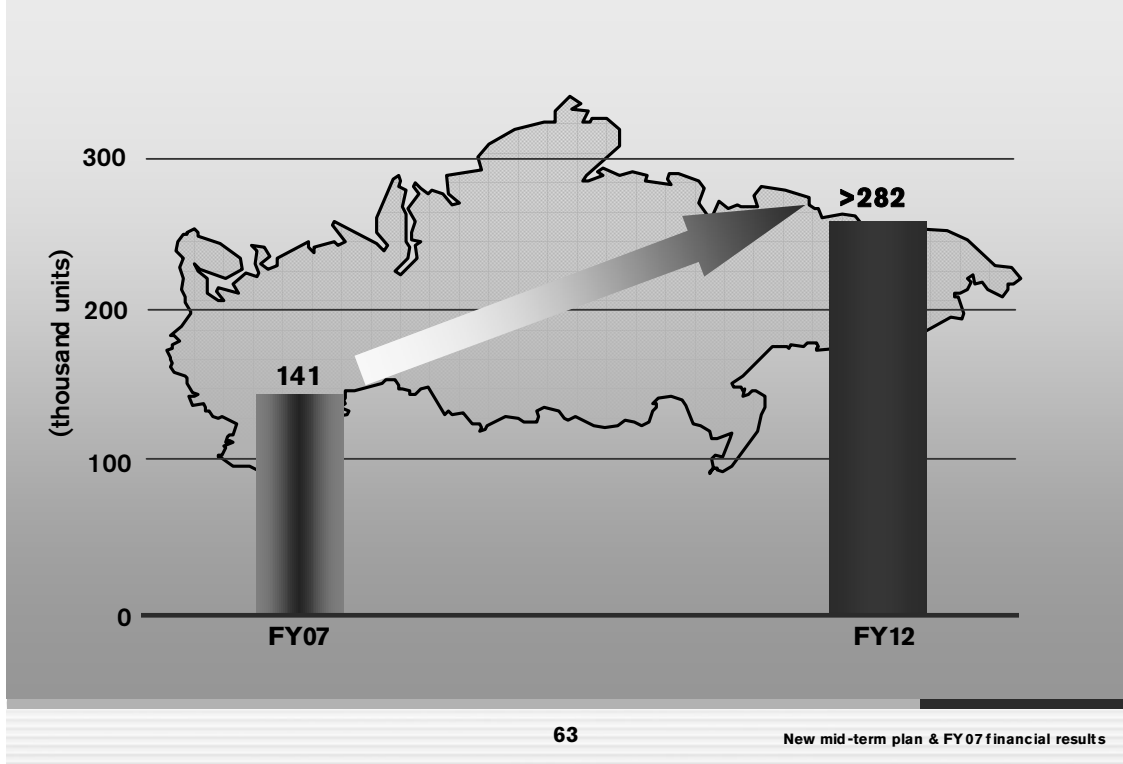
Market expansion: Brazil



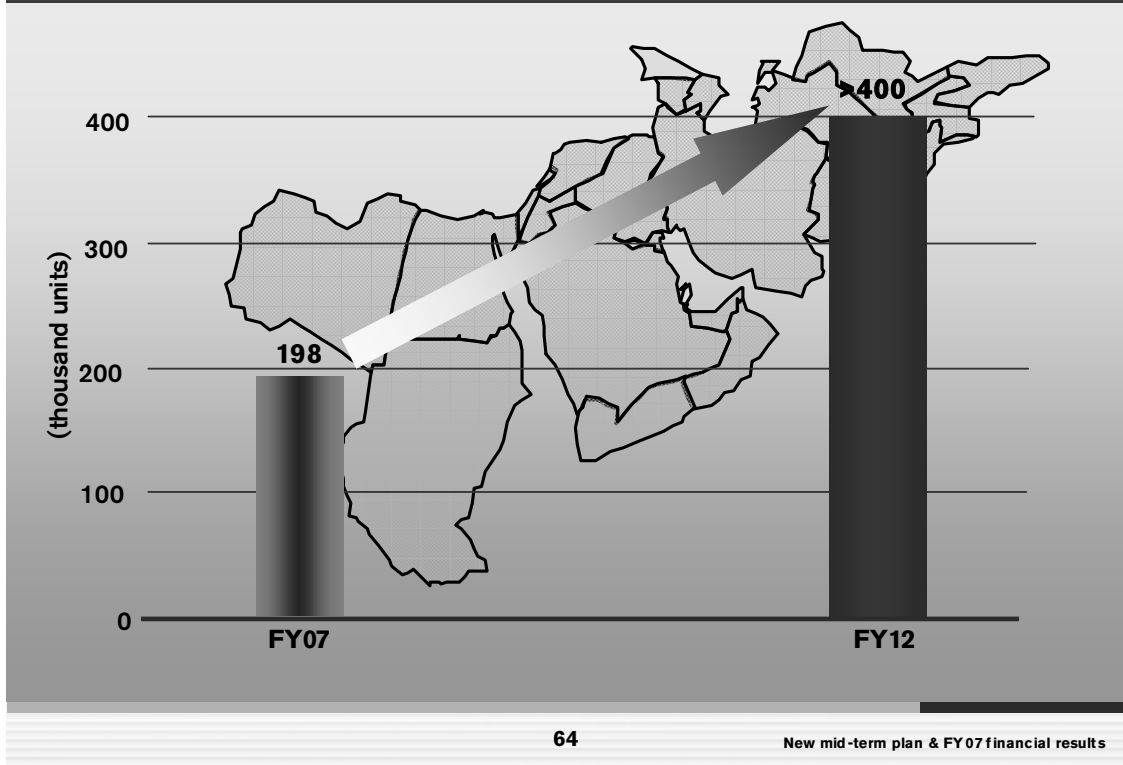
Market expansion: China



Market expansion: Russia



Market expansion: Middle East



5 corporate breakthroughs

✓ **Quality leadership**

✓ **Zero-emission leadership**

✓ **Business expansion**

✓ **Market expansion**

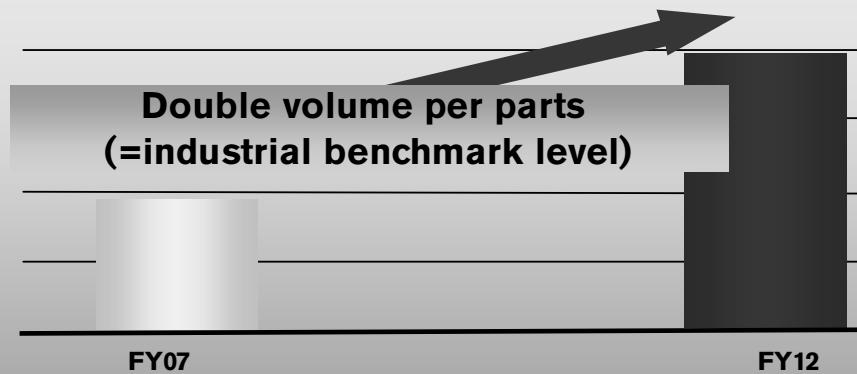
✓ **Cost leadership**

Cost leadership: purchasing cost reduction



Cost leadership: purchasing cost reduction

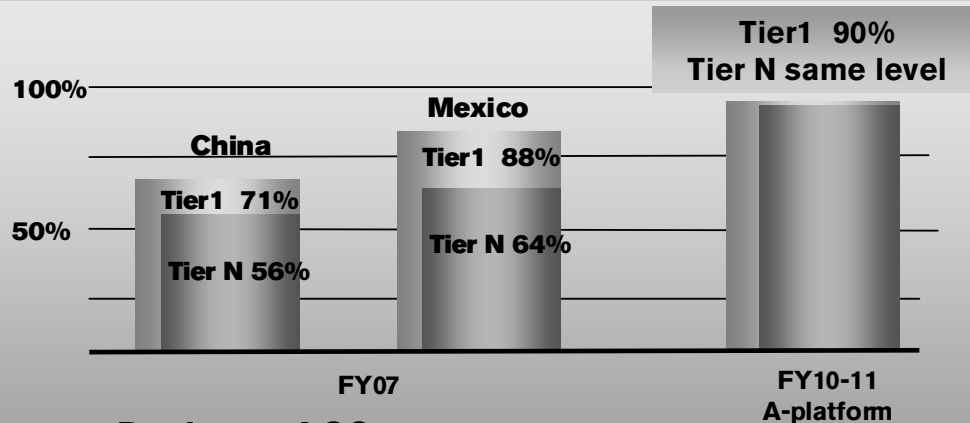
Volume per parts increase



- Product diversity reduction
- Parts complexity reduction
- Parts carry-over and carry across

Cost leadership: purchasing cost reduction

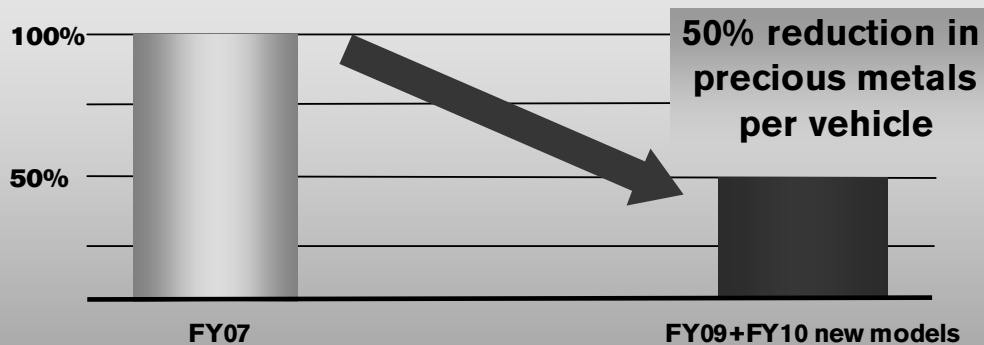
Deeper localization with suppliers



- Design to LCC
- Specification to local market

Cost leadership: purchasing cost reduction

Material challenge



- Material usage reduction
- Scrap and abundant rate improvement (including scrap recycling expansion)
- Material spec optimization

Renault-Nissan Alliance synergies

U.S., Japan, Israel and Denmark

Preparation to mass-market Alliance EV

Russia

New partnership with AvtoVAZ

India

2010: Plant in Chennai, planned capacity of 400K units
2011: Alliance ultra-low-cost car with Bajaj

Morocco

2010: Plant in Tangiers, planned capacity of 400K units