



FY2024 Third Quarter Financial Results & Turnaround Progress

February 13, 2025

01

FY2024 Q3 YTD
Financial Results

02

FY2024 Outlook

03

Turnaround Progress



01

FY2024 Q3 YTD Financial Results



FY2024 Q3 YTD Summary

NET REVENUE

9,143.2 B

-0.3% YEAR OVER YEAR

OPERATING PROFIT

64.0 B

-86.6% YEAR OVER YEAR

NET INCOME

5.1 B

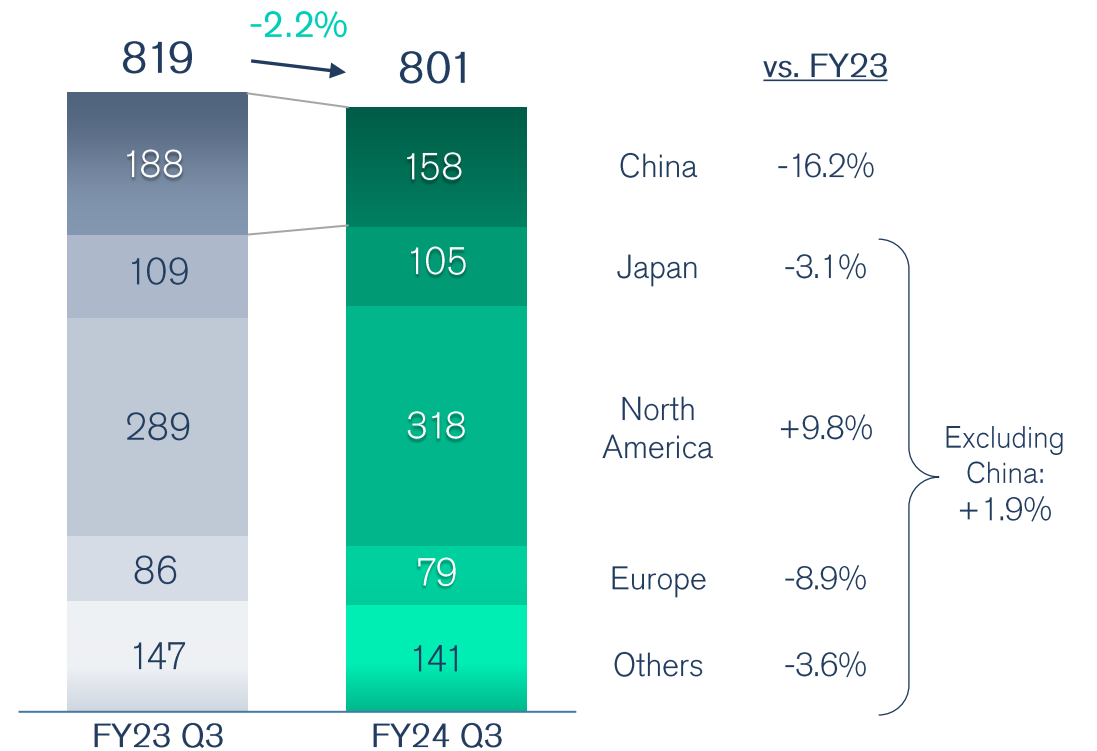
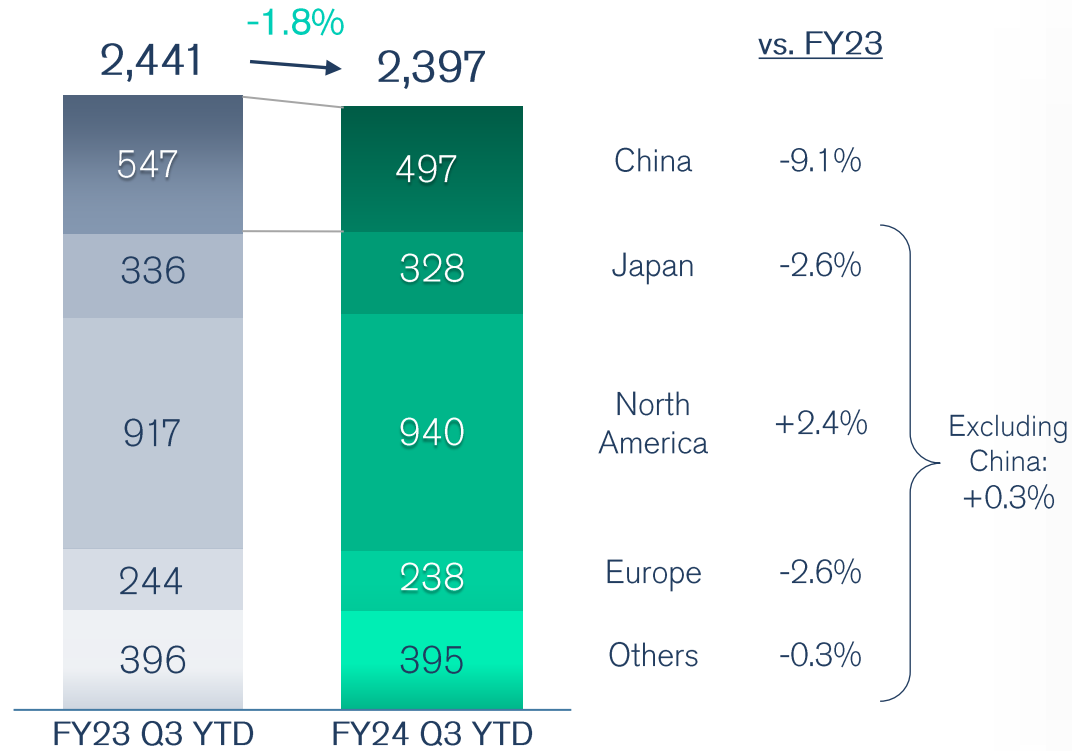
-98.4% YEAR OVER YEAR

FY24 Q3 Retail Sales Results

Q3 YTD

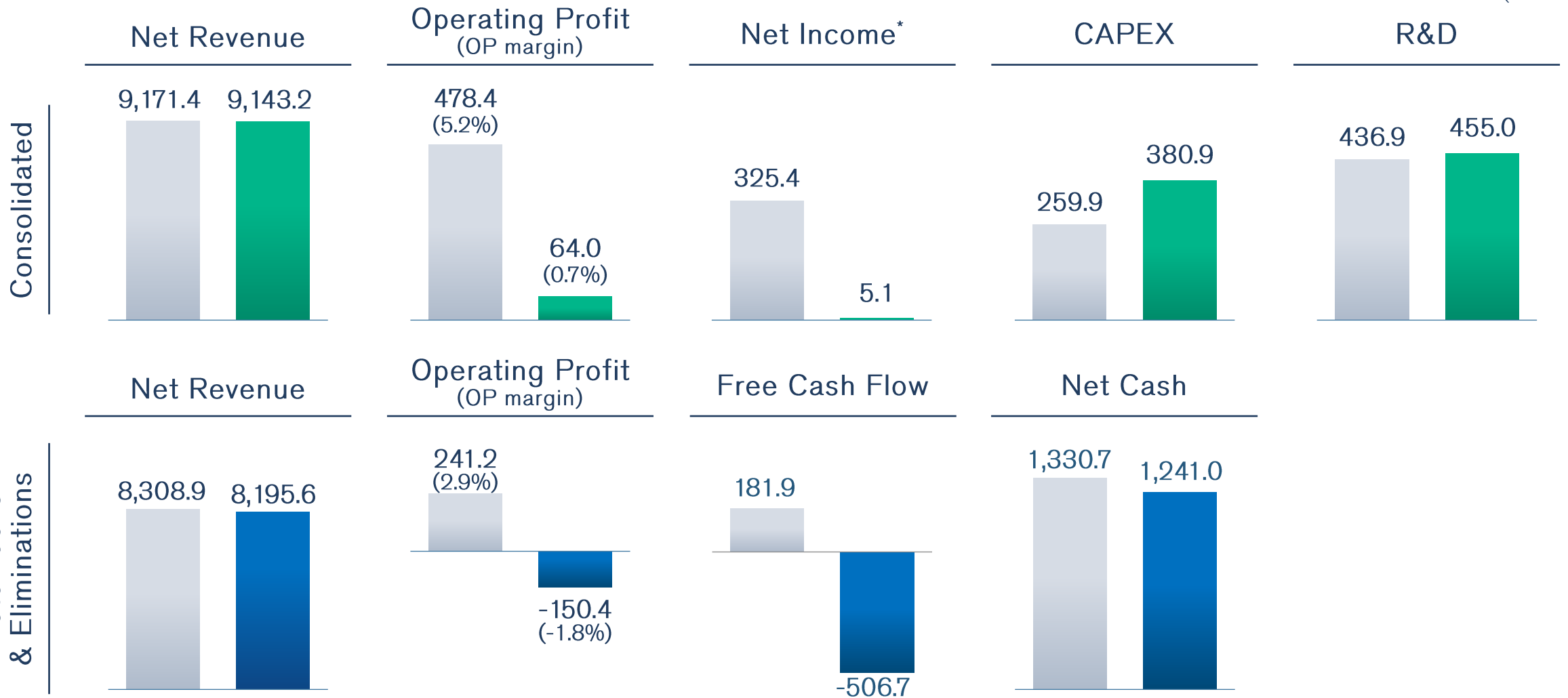
(Thousand units)

Q3



FY24 Q3 YTD Financial Performance

■ FY23 Q3 YTD ■ FY24 Q3 YTD (Billion Yen)



* Net income attributable to owners of the parent

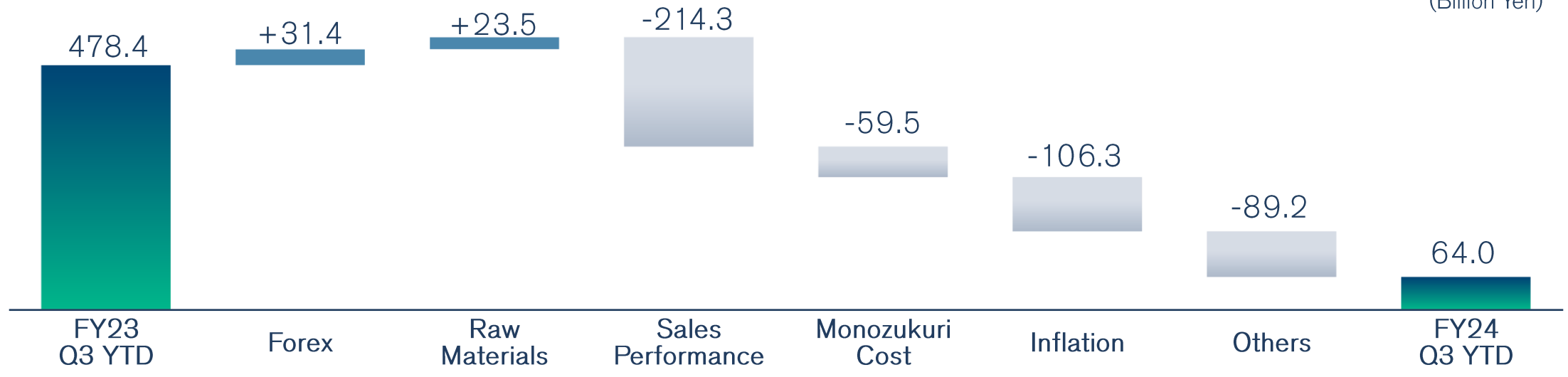
Liquidity Status (as of December 31, 2024)

1. Auto cash and cash equivalent: 2,023.3 billion yen
2. Unused committed credit lines : 1,775.9 billion yen

Operating Profit Variance Analysis

FY24 Q3 YTD Actual vs. Previous Year

(Billion Yen)



Breakdown

Volume/Mix	-104.3	Manufacturing	-6.2	Monozukuri	-87.2	Sales Finance	-14.3
Selling Exp / Pricing	-110.0	Regulatory / Product Enrichment	-0.2	Other	-19.1	-Credit loss	-25.1
After Sales	+4.2	Logistics	+3.5			-Others	+10.8
Others	-4.2	R&D	-10.0			Remarketing	-50.8
		Others	-46.6			Others	-24.1

FY24 Q3 QTD vs. Previous Year

141.6	+3.4	+2.3	-19.8	-16.8	-35.0	-44.6	31.1
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02

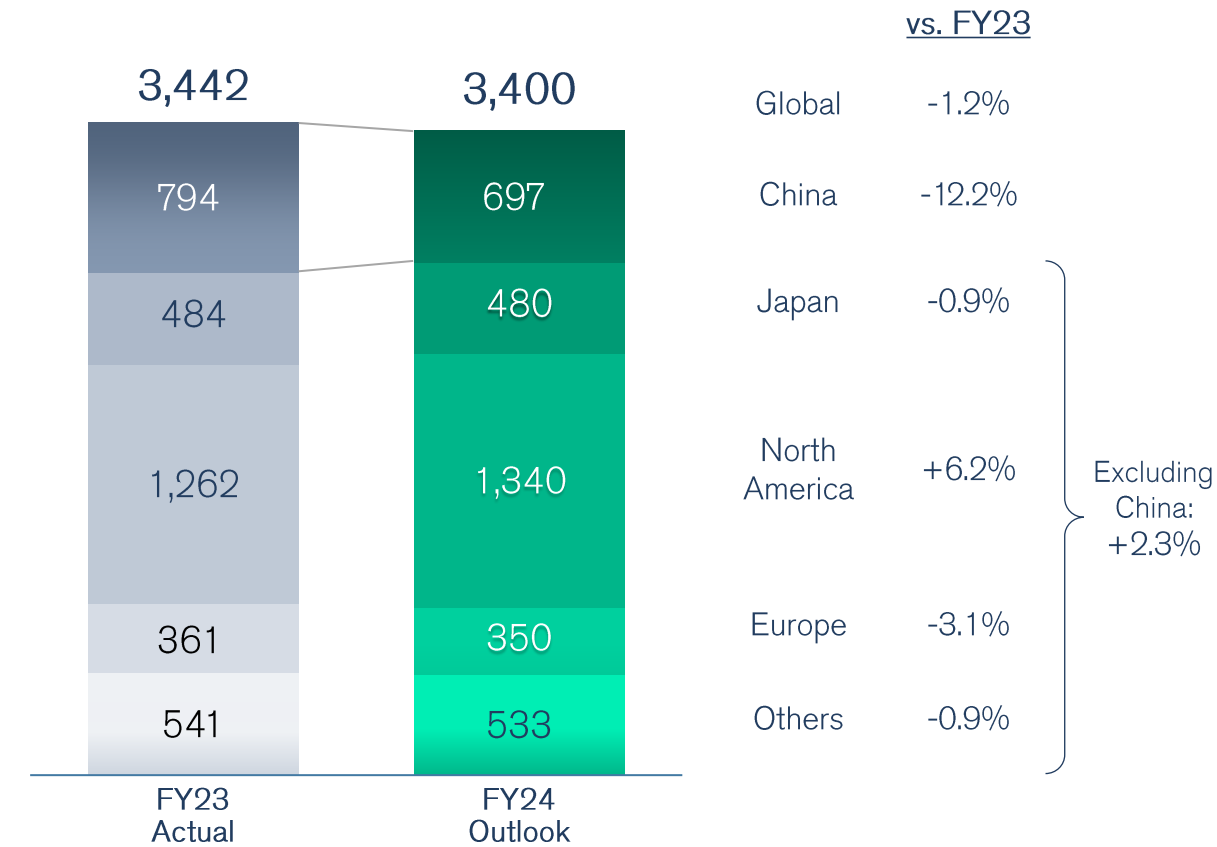
FY2024 Outlook



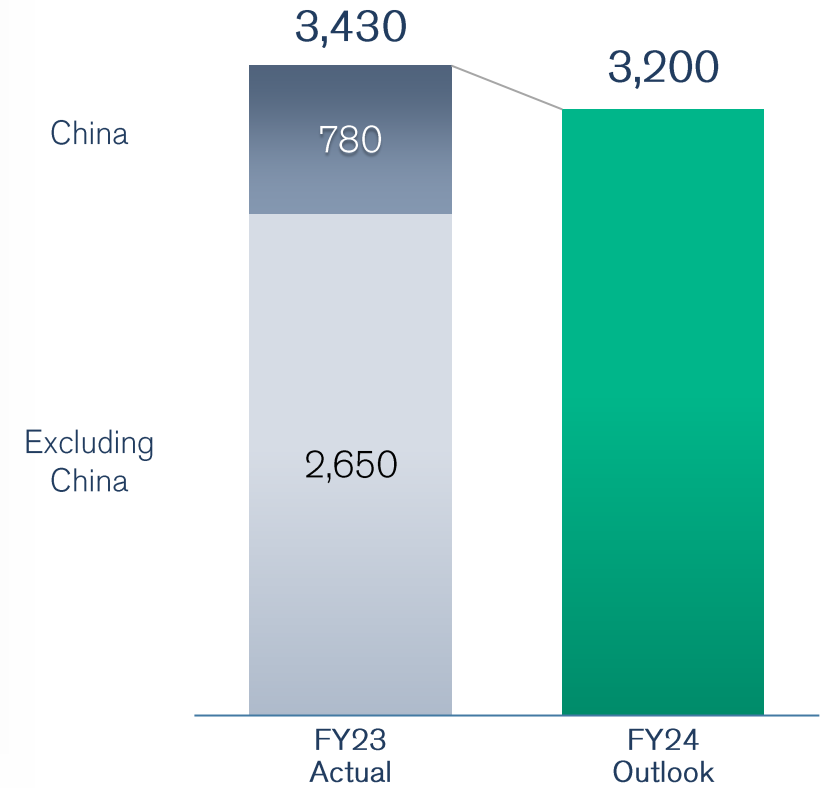
FY24 Volume Outlook

Retail Sales

(Thousand units)



Production Volume



FY24 Outlook

(Billion Yen)

	FY23 Actual	FY24 Previous Outlook	FY24 Outlook	Variance vs FY23	Variance vs Previous Outlook
Net Revenue	12,685.7	12,700.0	12,500.0	-185.7	-200.0
Operating Profit	568.7	150.0	120.0	-448.7	-30.0
OP Margin	4.5%	1.2%	1.0%	-3.5 points	-0.2 points
Net Income* ¹	426.6	TBD	-80.0	-506.6	-
FX Rate* ² (USD/JPY)	145	149	152	+7	+3
(EUR/JPY)	157	164	163	+6	-1
CAPEX	486.1	580.0	580.0	+93.9	0.0
R&D	609.9	650.0	650.0	+40.1	0.0

*1: Net income attributable to owners of the parent

*2: FY24 FX assumption rate for Q4 is 150 yen for USD/JPY and 157 yen for EUR/JPY

Operating Profit Variance Analysis

FY24 Outlook vs. Previous Outlook



Breakdown

Volume/Mix	-5.0	Manufacturing	+15.0	Monozukuri	0.0	Credit loss	0.0
Incentives / Pricing	-25.0	Regulatory / Product Enrichment	0.0	Other	0.0	Remarketing	0.0
FMI	+10.0	Logistics	0.0			G&A	+5.0
		R&D	0.0			Others	-20.0
		Others	-20.0				

FY24 Outlook vs. FY23 Actual

568.7	+30.0	+10.0	-270.0	+35.0	-100.0	-153.7	120.0
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Turnaround Progress

Turnaround Actions



Stabilize & Right-size business

Even at 3.5 million units annual sales, ensure sustainable profitability and cash generation for healthy future growth



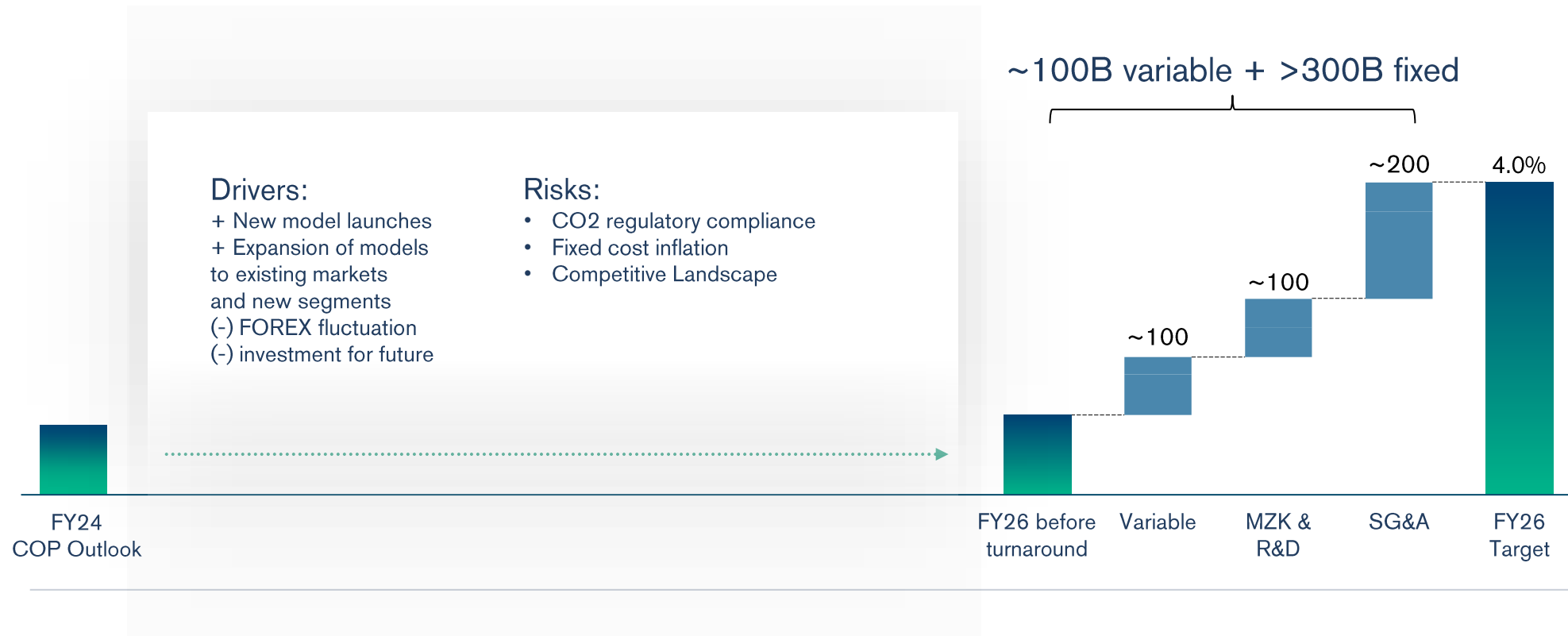
Reinforce product / Ensure growth

Drive topline growth with enhanced product competitiveness and explore strategic partnerships

Restructure organization & management
and streamline processes

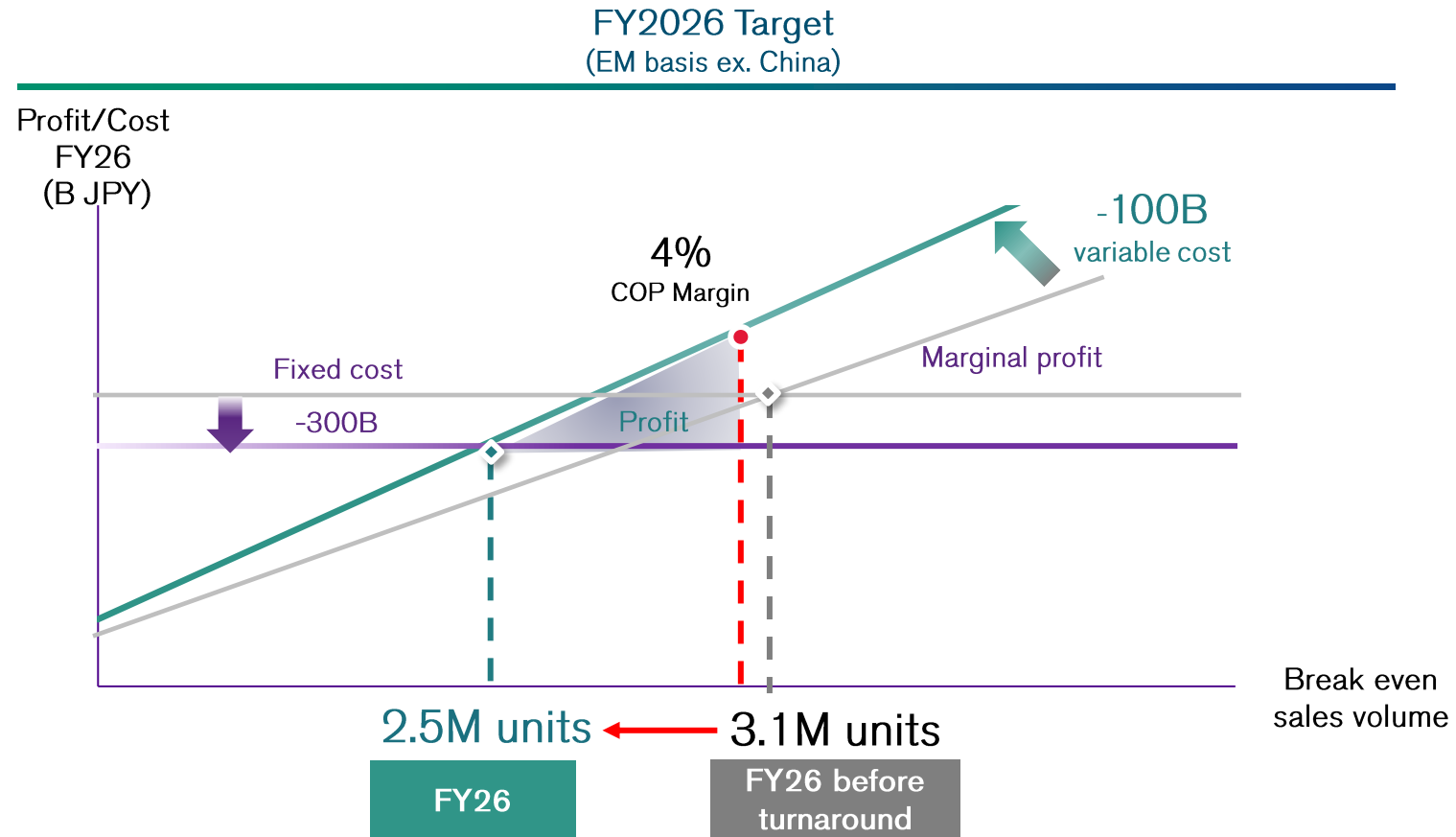
Operating profit walk

Adjust company cost structure to global 3.5M volume level



Breakeven Sales Volume

Reduce automobile business breakeven volume to 2.5M units





Stabilize & Right-size

Key Turnaround Measures

Ensure sustainable profitability and financial flexibility



Fixed Cost Reduction

1. SG&A Reduction
2. Restructuring Manufacturing Base
3. Development Efficiency Improvement

>300B JPY
by FY26



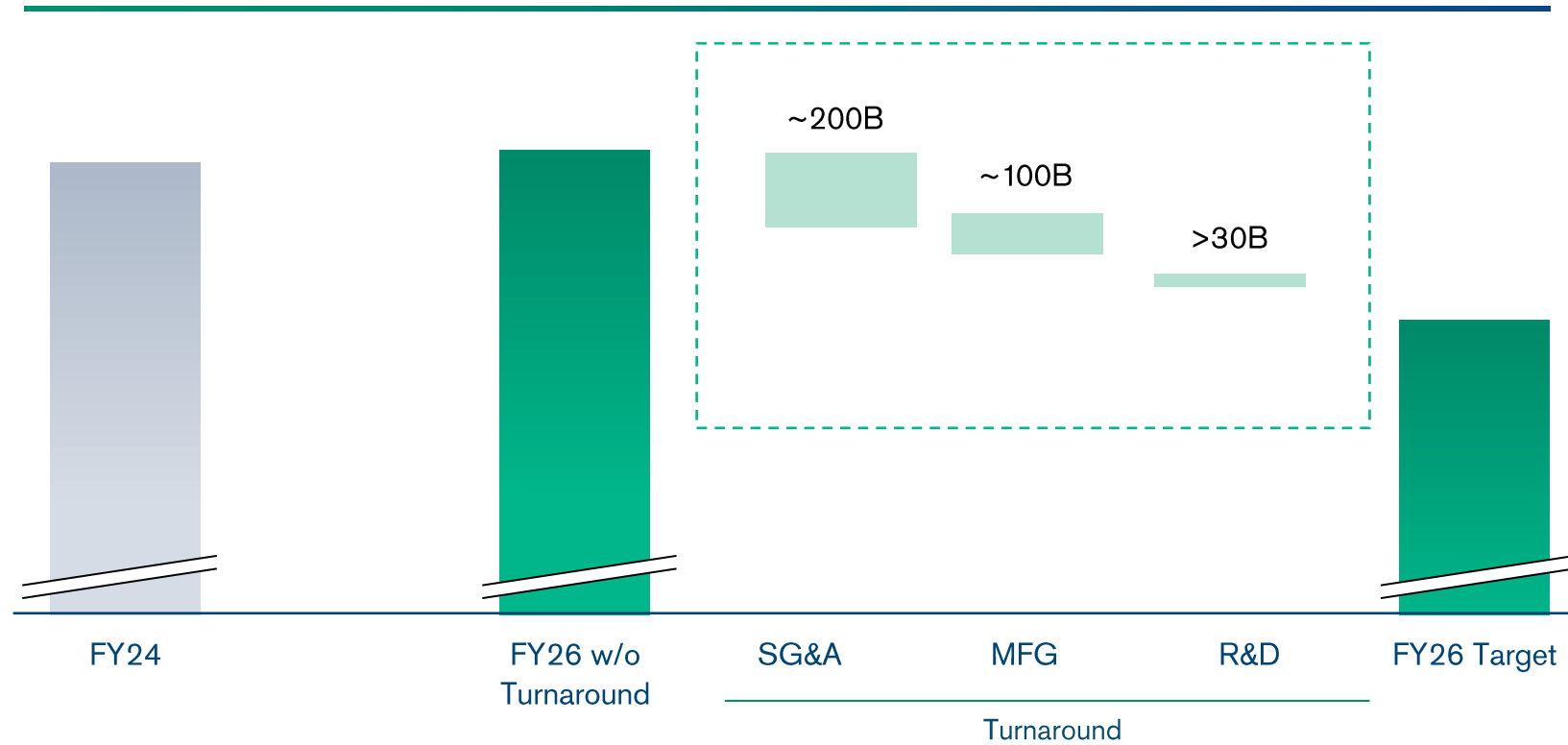
Variable Cost Reduction

~100B JPY
by FY26

Fixed Cost Reduction

Achieve >300B in cost reduction

FIXED COST VARIANCE ANALYSIS



*all amounts in JPY

SG&A Reduction

Target ~200B cost savings

KEY MEASURES



Reduce labor cost & expenses



FMI efficiency

KEY ACTIONS

- Reduce global indirect workforce by **2,500**
 - Streamline organization through position reduction
 - Enforce hiring reductions and accelerate VSP**
- Realize unit labor cost reduction
 - Expand shared services center expertise **by 1000 positions**
- Lower overall expenditures by **35B**

**Voluntary Separation Program

- Prioritize all global and regional marketing activity and sponsorships for strongest ROI
- Transform planning and buying strategy media: Streamline foundational fixed costs

Restructuring Manufacturing Base

Target ~100B cost savings

KEY MEASURES



Right sizing /
Reformation



Engineering &
operation efficiency

KEY ACTIONS

- Vehicle & Powertrain plants: Reduce headcount by **5300** by FY25; additional **1200** by FY26
 - **3 plant closures: Thailand #1 in FY25 Q1, two others in FY25 Q3 and FY26**
 - Shift changes: **Smyrna #2, Canton #2 in FY25**
 - Realize **47B/year** fixed cost savings; **40B/year** variable cost savings

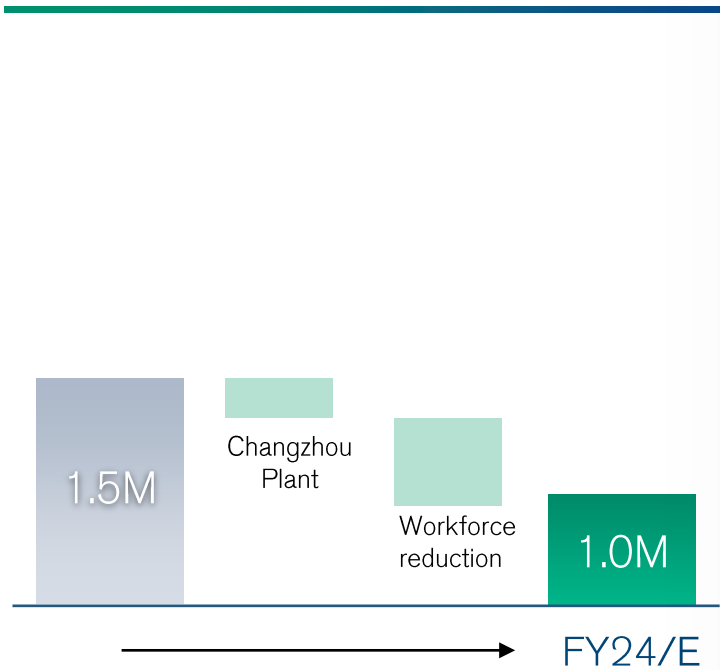
TYPE OF ACTION	TYPE OF LABOR	FY25	FY26
Plant/Line optimization	In/Semi direct	1000	500
	Direct	2900	700
Shift change	In/Semi direct	350	0
	Direct	1050	0

- Improve efficiency in launching new models
- Reduce capital expenditures and costs associated with product introductions

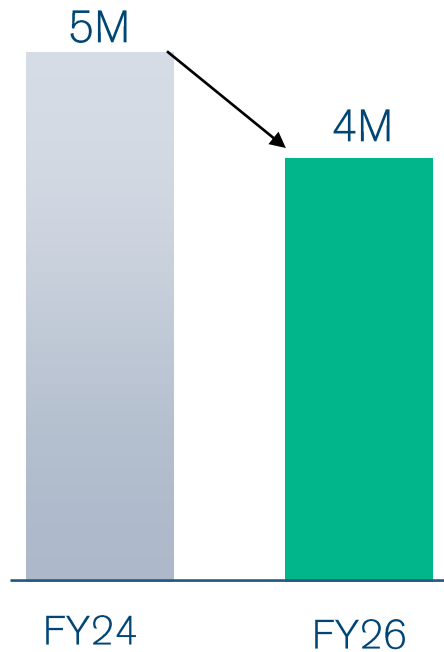
Restructuring Manufacturing Base

-20% global production capacity & workforce optimization

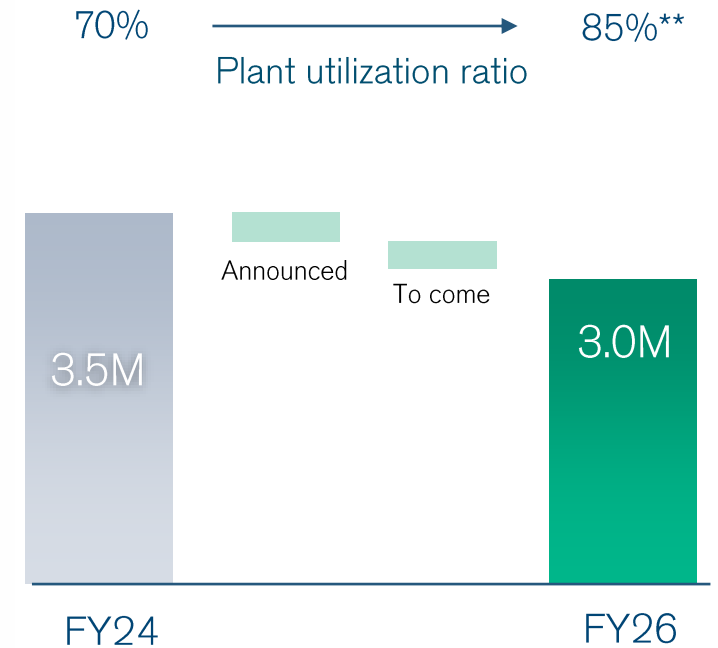
CHINA TOTAL
(implemented)



GLOBAL PLANTS TOTAL
(units)



CONSOLIDATED PLANTS PLAN
(excluding China)



** Work force utilization 90%

Development Efficiency Improvement

Target >30B cost efficiency

KEY MEASURES



Reduce development cost & speed



Optimize development base

KEY ACTIONS

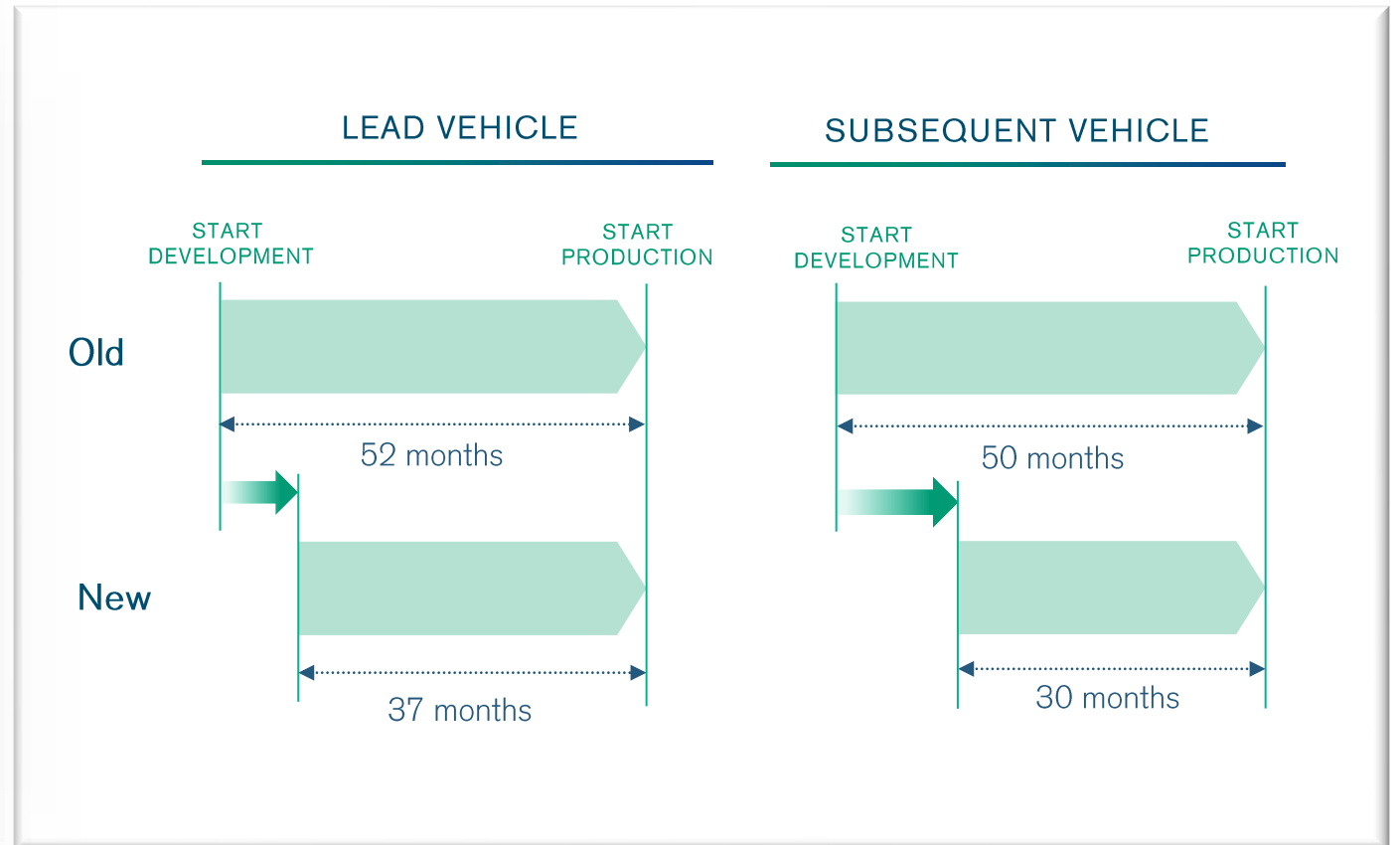
- Shorten development lead time by **15 months** for lead model and **20 months** for subsequent model
- Reduce **20B** by implementing family development
- Streamline outsourced development and leverage cost efficient locations

Development Efficiency Improvement



Accelerate time to market and lower development costs via family development

- Minimize planning and development cycles, along with physical lots
- **First model** utilizing the new process to be launched in **FY26**
- Apply to ongoing projects and realize **cost savings from 2025** onwards through integrated implementation



Variable Cost Reduction

Target ~100B cost savings

KEY MEASURES



Design simplification



Manufacturing operational cost reduction

KEY ACTIONS

- Achieve a **60B** design-driven cost reduction
 - Adjust performance and content to latest market standards, delivering customer value at competitive prices.
 - Starting with **current 6 major global products**
- Reduce parts complexity by up to **70%**.
- Improve production planning to eliminate supply chain inefficiencies and lower warehouse costs.
- Enhance efficiency and reduce costs in after-sales parts warehousing.



Reinforce product / Ensure growth

Enhance Product Portfolio

FY24 refreshed and reinforced models

Qashqai



Segment pioneer with advanced connectivity

Juke



Bold coupe-crossover with extensive personalization

Kicks



Expressive compact crossover with Intelligent All-Wheel Drive.

Armada



Full-size SUV with effortless off-road capability

Note / Aura



Sophisticated compact hatchback with e-POWER

Patrol



7th generation with iconic off-road capability

Magnite



Entry level B-SUV
Made in India for the world

QX80



Flagship Luxury with advanced driver assist technologies

Murano



4th generation with streamlined connectivity

Enhance Product Portfolio

Meet diverse needs with upcoming models

HYBRID MODELS



Rogue PHEV
FY25



Rogue e-POWER
FY26

REFRESH MODEL LINE-UP



Kei car
FY25



Large Minivan
FY26

RIGHT EV (NEV) TO RIGHT MARKET



Future version of LEAF
FY25



All New Compact EV
FY25



N7
FY24

*SOP

Expand 3rd generation e-POWER



Market Introduction



Better Performance

FIRST GEN

FY16



JPN

SECOND GEN

FY20 - FY24



ASEAN & EUROPE



CHINA



LATAM

THIRD GEN

FY25 to FY26



Qashqai (EUR)



Rogue (US)



Large Minivan (JPN)

TOP IN CLASS IN EUROPE

▲ 10 % more fuel efficiency vs 1st Gen

▲ 15% (highway fuel efficiency)

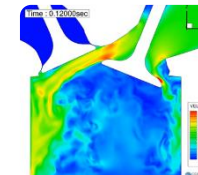
▲ 20% more fuel efficiency vs 1st Gen

▼ 20% cost reduction vs 1st Gen

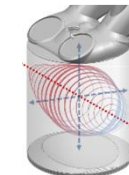
e-POWER Evolution

Dedicated engine with new concept combustion system

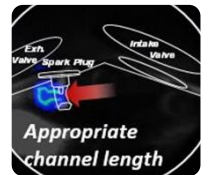
Strong tumble flow with little fluctuation



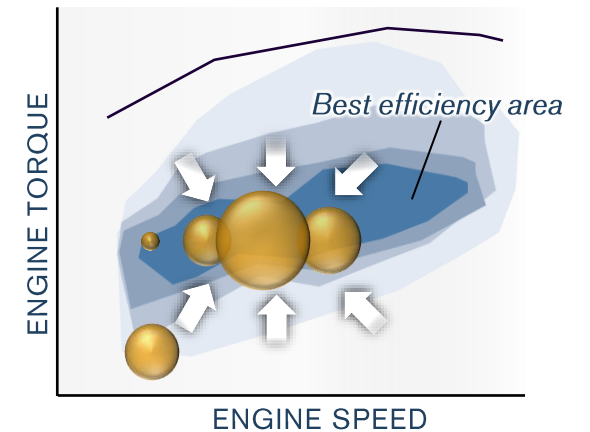
Retains tumble vortex until ignition timing



Adjust the flow to the spark plug



Specialized energy management technology for best efficiency area

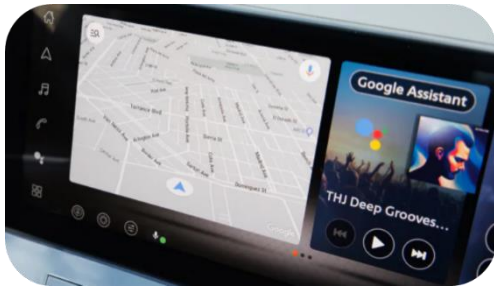


Innovations that Differentiate

~2026

DISTINCTIVE TECHNOLOGIES

Cutting-edge Intelligent cockpit
and driver assistance



Nissan Google Built-in System
(24MY Rogue~)

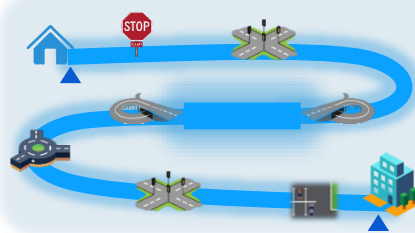


Intelligent Around view monitor
(25MY QX80~) 3D View and Invisible hood view.

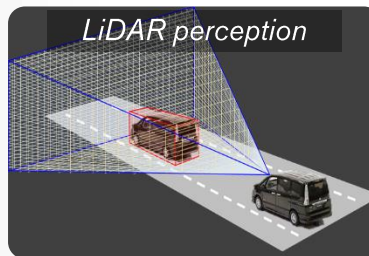
2026~
& BEYOND

PIONEERING FUTURE INNOVATIONS

Revolutionizing AD Experiences



Door to door autonomous driving with Large
Language Model (LLM) AI on Nissan SDV platform



Ground Truth Perception System with
Evasive Steering (World 1st)

Progressive Driverless Mobility Services



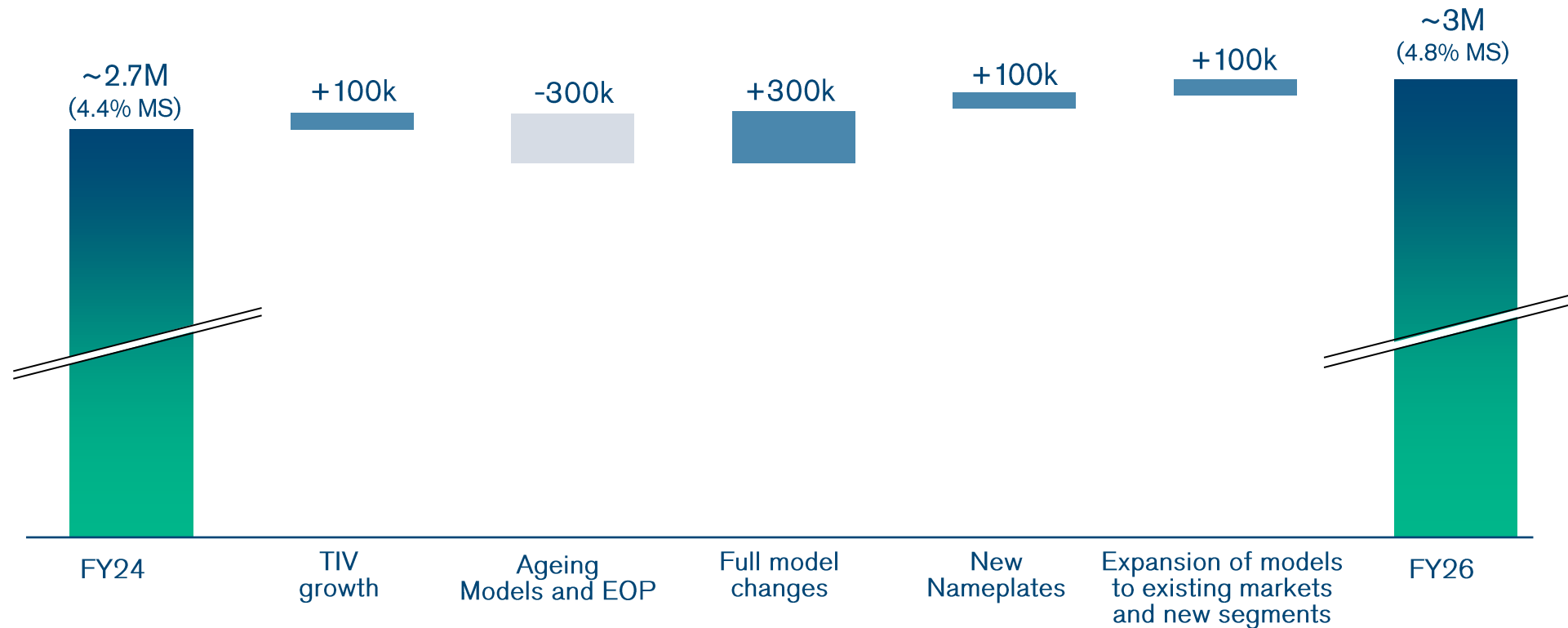
JPN 1st urban mixed traffic
operation @Yokohama

- 1st driverless operation (Mar. '25)
- Large-scale & daily Mobility Service operation (Sep. '25)

Top Line Growth

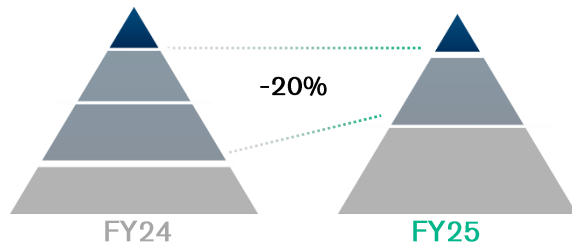
Drive growth through new model launches, market expansion, and strategic initiatives

Consolidated sales volume
(ex. China)



Streamlining Organization & Processes

Restructure top management

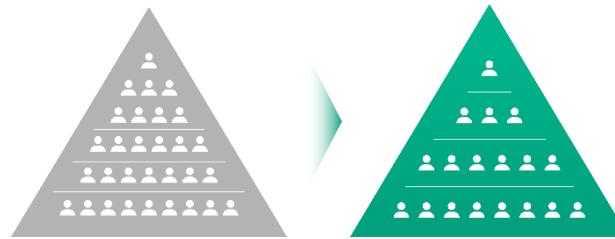


Transition to a **single-layer, non-officer** corporate executive framework by eliminating corporate officer system and reducing positions by **20%**.



Promoting the next generation with more advancement opportunities in a **streamlined, borderless organization**.

Streamline hierarchical structure

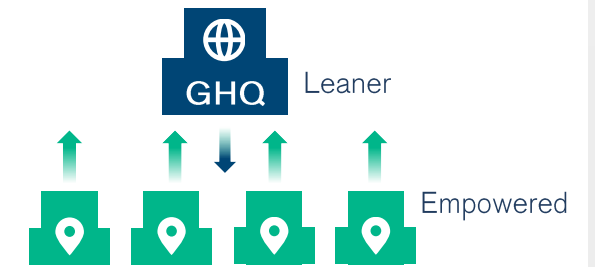


Streamline organizational layers and expand span of control to improve decision-making speed.



Evaluate and reclassify roles and management positions to align with business objectives using a **new unified global system**.

Establish clear R&R between global and regions



Centralize upstream functions while decentralizing downstream functions for a **leaner GHQ**.



Empower regions to enhance operational efficiency

Next Steps

Building on current measures to proactively advance the next phase of restructuring by seizing every possible measure for improvement



Business & Portfolio Restructuring

- Review market presence and determine where we remain and outline our operational strategy for rest of the markets.
- Optimize further core products, platforms, and powertrains to prioritize and streamline investments
- Accelerate collaborative projects with the Alliance partners, Honda, and other partners.



Asset Optimization

- Rigorously evaluate company assets to uncover every opportunity for substantial cost reductions and efficiency enhancements.
- Explore business carve-outs, asset leasebacks, asset consolidation and restructuring options.

Conduct strategic review to actively explore partnership opportunities



New Partnership

- Pursue strategic partnership opportunities that have the potential to significantly enhance Nissan's corporate value.

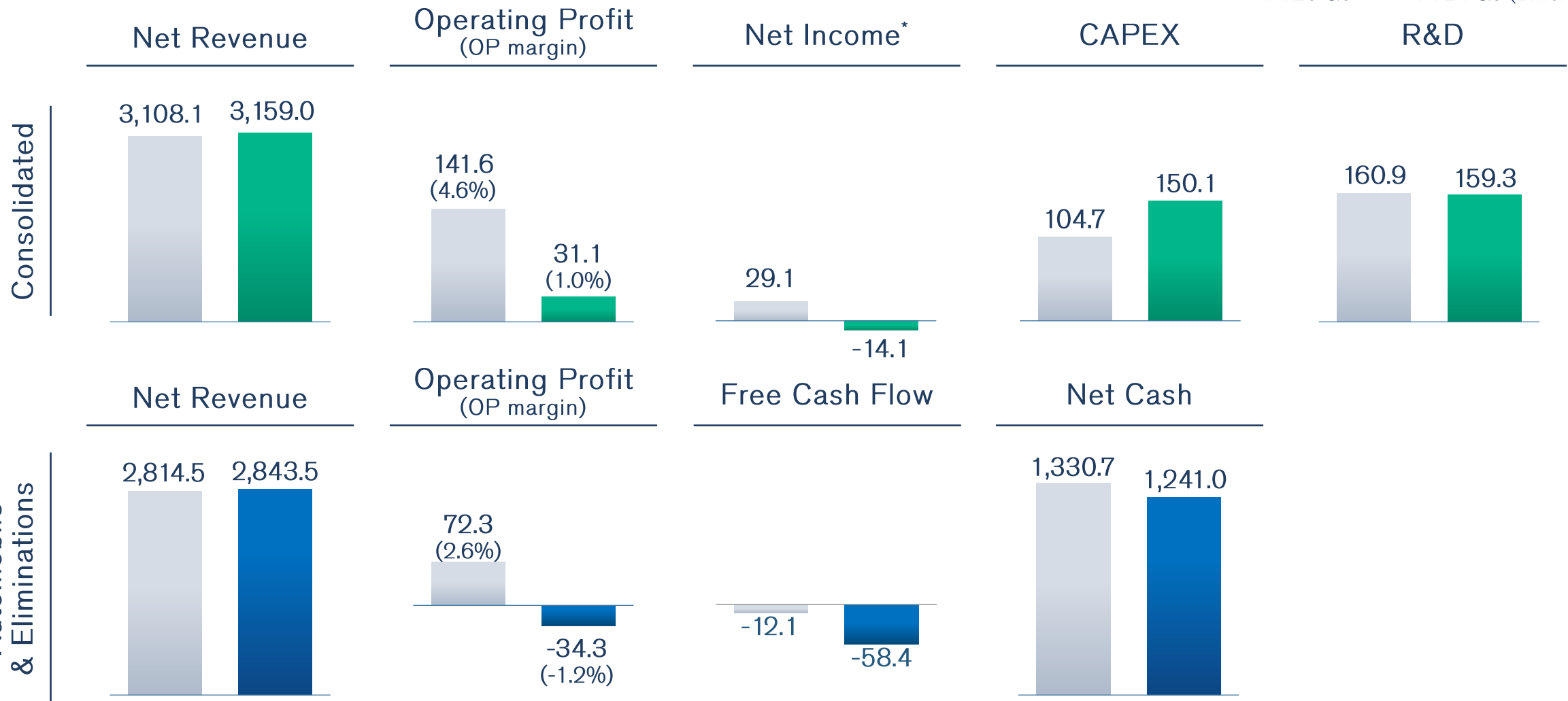


NISSAN
MOTOR CORPORATION

Appendix

FY24 Q3 Financial Performance

■ FY23 Q3 ■ FY24 Q3 (Billion Yen)



APPENDIX
Financial Performance

(Billion Yen)

	FY23 Q3 YTD	FY24 Q3 YTD	Variance	FY23 Q3	FY24 Q3	Variance
Net Revenue	9,171.4	9,143.2	-28.2	3,108.1	3,159.0	+50.9
Operating Profit	478.4	64.0	-414.4	141.6	31.1	-110.5
OP Margin	5.2%	0.7%	-4.5 points	4.6%	1.0%	-3.6 points
Non-Operating*1	61.7	95.4		-14.2	12.3	
Ordinary Profit	540.1	159.4	-380.7	127.4	43.4	-84.1
Extraordinary*2	-98.4	-65.8		-62.1	-40.4	
Profit Before Tax	441.8	93.6	-348.2	65.4	3.0	-62.4
Taxes	-113.7	-77.1		-45.1	-15.9	
Minority Interest*3	-2.7	-11.4		8.9	-1.2	
Net Income*4	325.4	5.1	-320.2	29.1	-14.1	-43.2
FX Rate (USD/JPY)	143	153	+9	148	152	+5
(EUR/JPY)	155	165	+10	159	163	+4

*1: Includes profit in companies under equity method of 81.8 billion yen in FY23 Q3 YTD and 42.5 billion yen in FY24 Q3 YTD

*2: Includes loss related to litigation (41.0 billion yen) and India impairment loss (53.6 billion yen) in FY23 Q3 YTD

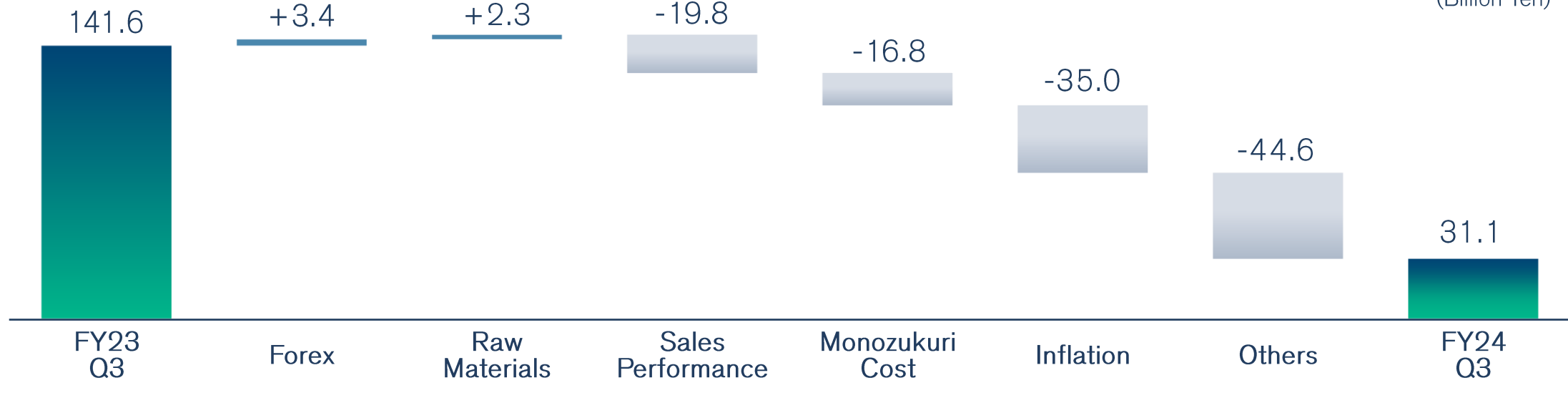
*3: Net income attributable to non-controlling interests

*4: Net income attributable to owners of the parent

Operating Profit Variance Analysis

FY24 Q3 Actual vs. Previous Year

(Billion Yen)



Breakdown

Volume/Mix	-8.4	Manufacturing	-2.3	Monozukuri	-28.6	Sales Finance	-4.1
Selling Exp / Pricing	-7.3	Regulatory / Product Enrichment	-4.1	Other	-6.4	-Credit loss	-8.3
After Sales	+2.3	Logistics	+0.1			-Others	+4.2
Others	-6.4	R&D	+3.8			Remarketing	-16.9
		Others	-14.3			Others	-23.6

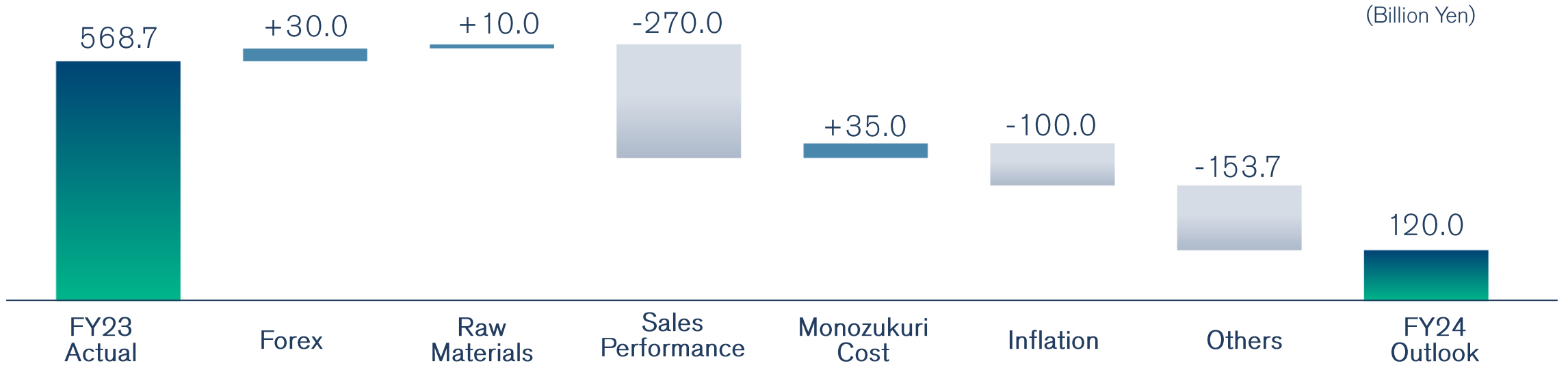
FY24 Q3 YTD vs Previous Year

478.4	+31.4	+23.5	-214.3	-59.5	-106.3	-89.2	64.0
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Operating Profit Variance Analysis

FY24 Outlook vs. FY23 Actual

(Billion Yen)



Breakdown

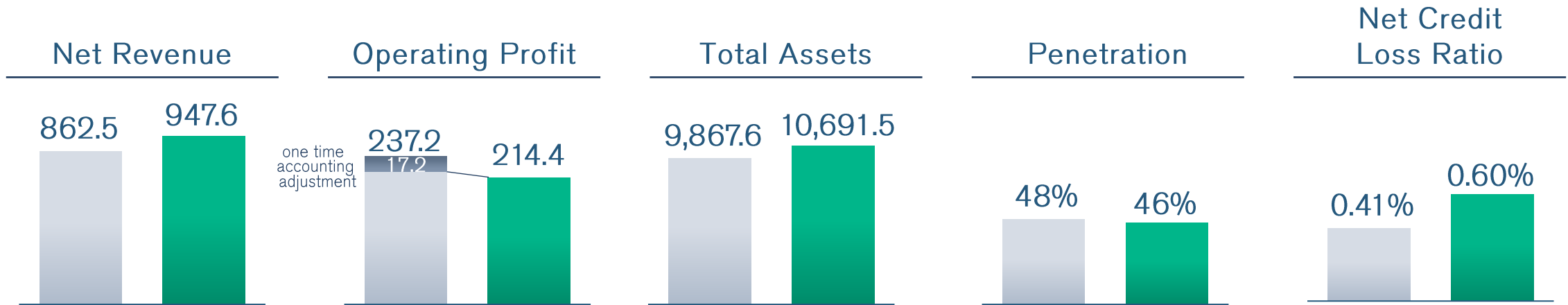
Volume/Mix	-95.0	Manufacturing	+15.0	Monozukuri	-60.0	Credit loss	-30.0
Selling Exp / Pricing	-160.0	Regulatory / Product Enrichment	+5.0	Other	-40.0	Remarketing	-55.0
FMI	-15.0	Logistics	+5.0			G&A	+10.0
		R&D	+10.0			Others	-78.7
		Others	0.0				

FY24 Outlook vs. Previous Outlook



Sales Financing

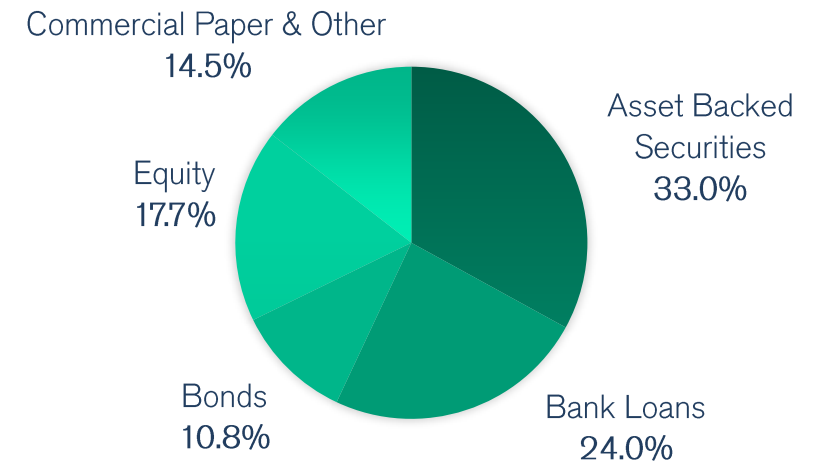
■ FY23 Q3 YTD ■ FY24 Q3 YTD (Billion Yen)



- Excluding one-time accounting adjustment of FY23, profits are slightly lower year over year. Foreign exchange benefit partially offset normalization of credit losses and higher funding cost. (FY24 Q3 YTD Net Credit Losses are comparable to industry average)
- Assets increased year over year mainly due to favorable foreign exchange and growth in the US partially offset by lower retail sales in China
- Diversified funding sources, strong liquidity and equity position

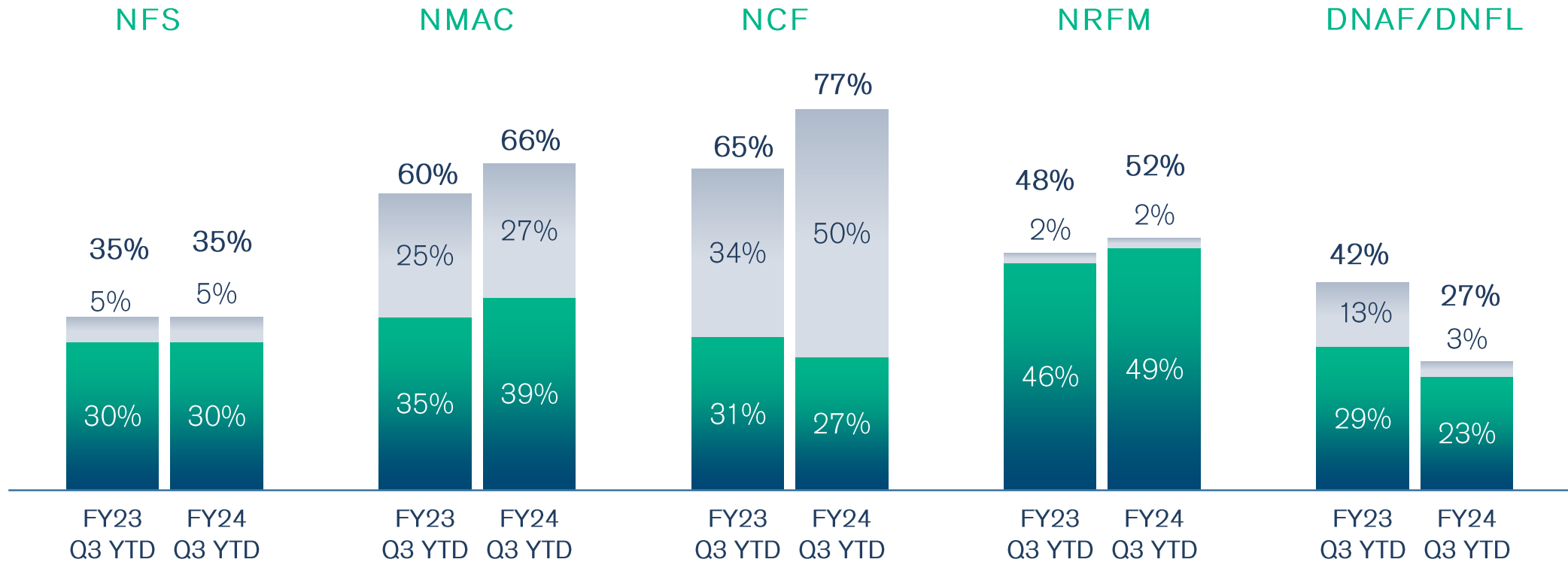
Funding Sources (as of Dec. 2024)

Total Funding Amount: 10,019 Billion Yen



Penetration

■ Lease ■ Retail



NFS: Nissan Financial Services, sales finance company in Japan

NMAC: Nissan Motor Acceptance Company LLC, sales finance company in US

NCF: Sales financing division of Nissan Canada Inc.

NRFM: NR Finance Mexico, sales finance company in Mexico

DNAF: Dongfeng Nissan Auto finance company in China

DNFL: Dongfeng Nissan Financial Leasing in China

APPENDIX: SALES FINANCING
Net Credit Loss Ratio

	NFS			NMAC			NCF			DNAF/DNFL		
	<u>Lease</u>	<u>Retail</u>	<u>Total</u>	<u>Lease</u>	<u>Retail</u>	<u>Total</u>	<u>Lease</u>	<u>Retail</u>	<u>Total</u>	<u>Lease</u>	<u>Retail</u>	<u>Total</u>
FY23 Q3 YTD	0.02%	0.05%	0.05%	0.04%	0.63%	0.40%	0.00%	0.06%	0.03%	0.91%	0.52%	0.57%
FY24 Q3 YTD	0.01%	0.06%	0.05%	0.42%	0.84%	0.69%	0.05%	0.14%	0.09%	1.06%	0.75%	0.82%
Variance	-0.01pt	+0.01pt	0.00pt	+0.38pt	+0.21pt	+0.29pt ^{*1}	+0.05pt	+0.08pt	+0.06pt	+0.15pt	+0.23pt	+0.25pt ^{*2}

NFS: Nissan Financial Services (Japan)

NMAC: Nissan Motor Acceptance Company LLC (US)

NCF: Sales financing division of Nissan Canada Inc. (Canada)

DNAF: Dongfeng Nissan Auto Finance (China)

DNFL: Dongfeng Nissan Financial Leasing (China)

*1 NMAC lease: Due to used car price normalization and higher delinquency in US

*2 DNAF Retail: Due to significantly lower assets (driven by lower retail sales and penetration) and higher delinquency in China

APPENDIX: SALES FINANCING

Operating Profit & Asset

	NFS		NMAC		NCF		NRFM		DNAF/DNFL	
	(Billion JPY)		(Million USD)		(Million CAD)		(Million MXN)		(Million CNY)	
	Asset	OP	Asset	OP	Asset	OP	Asset	OP	Asset	OP
FY23 Q3 YTD	1,392.9	24.6	40,523	818	6,624	161	97,977	3,417	47,873	1,757
FY24 Q3 YTD	1,476.5	27.2	40,740	652	6,953	160	121,123	3,544	35,897	971
Variance	+83.6	+2.5	+218	-166 ^{*1}	+329	-2	+23,146	+127	-11,976	-786 ^{*2}

NFS: Nissan Financial Services (Japan)

NMAC: Nissan Motor Acceptance Company LLC (US)

NCF: Sales financing division of Nissan Canada Inc. (Canada)

NRFM: NR Finance Mexico (Mexico)

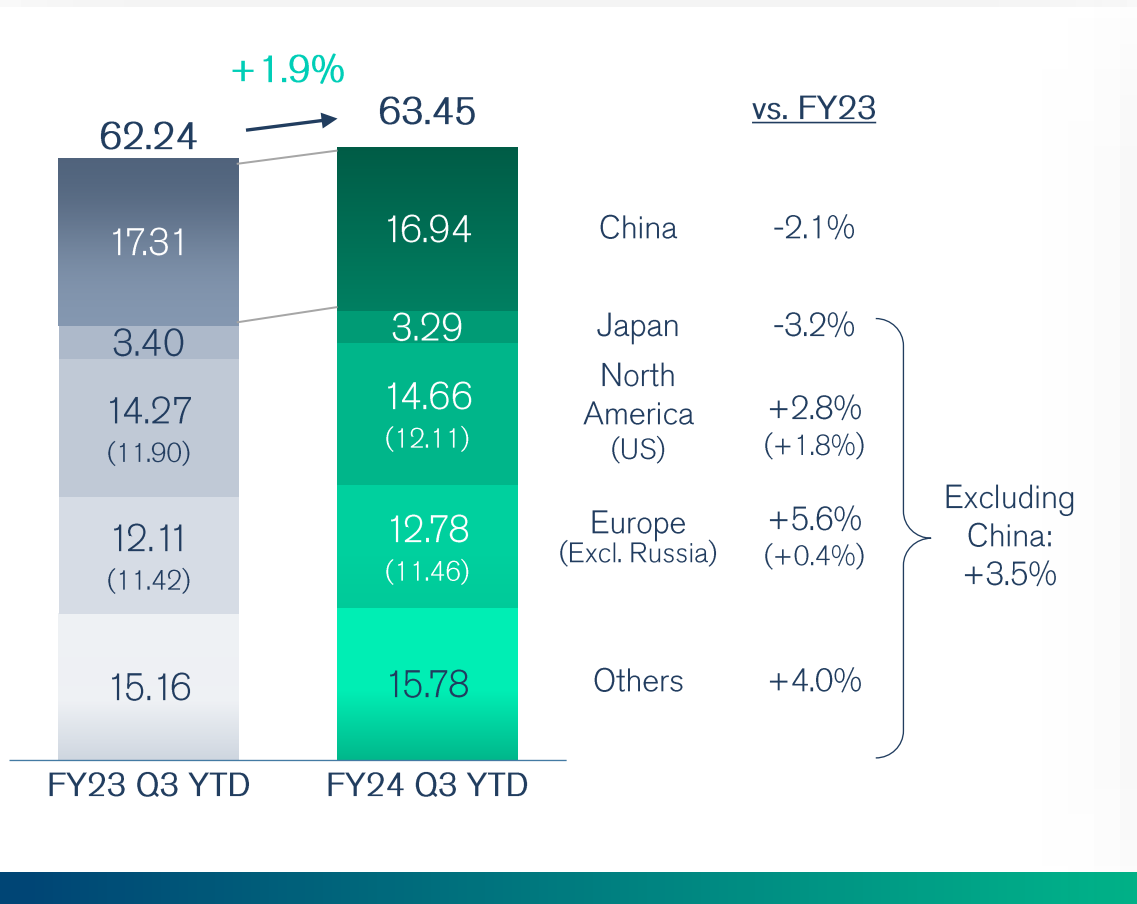
DNAF: Dongfeng Nissan Auto Finance (China)

DNFL: Dongfeng Nissan Financial Leasing (China)

FY24 Q3 YTD Sales Performance

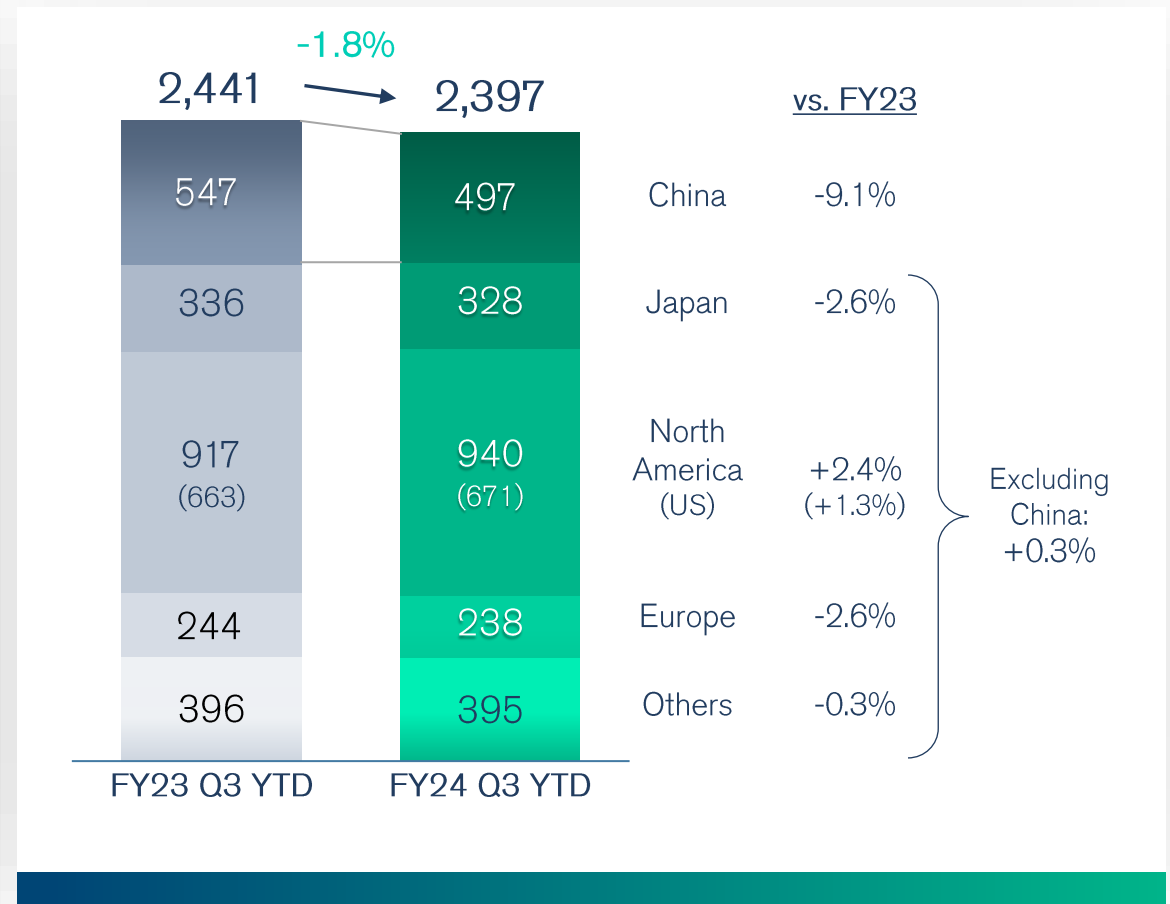
TIV

(Million units)



Retail Volume

(Thousand units)



*Nissan estimation for TIV includes China local brands and LCV

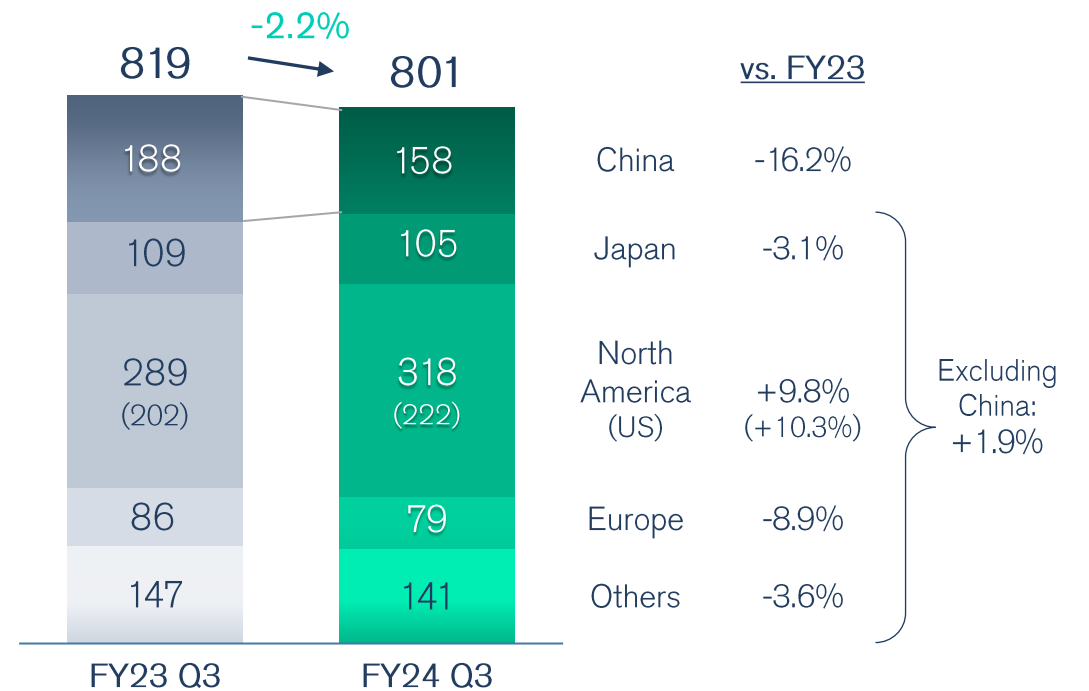
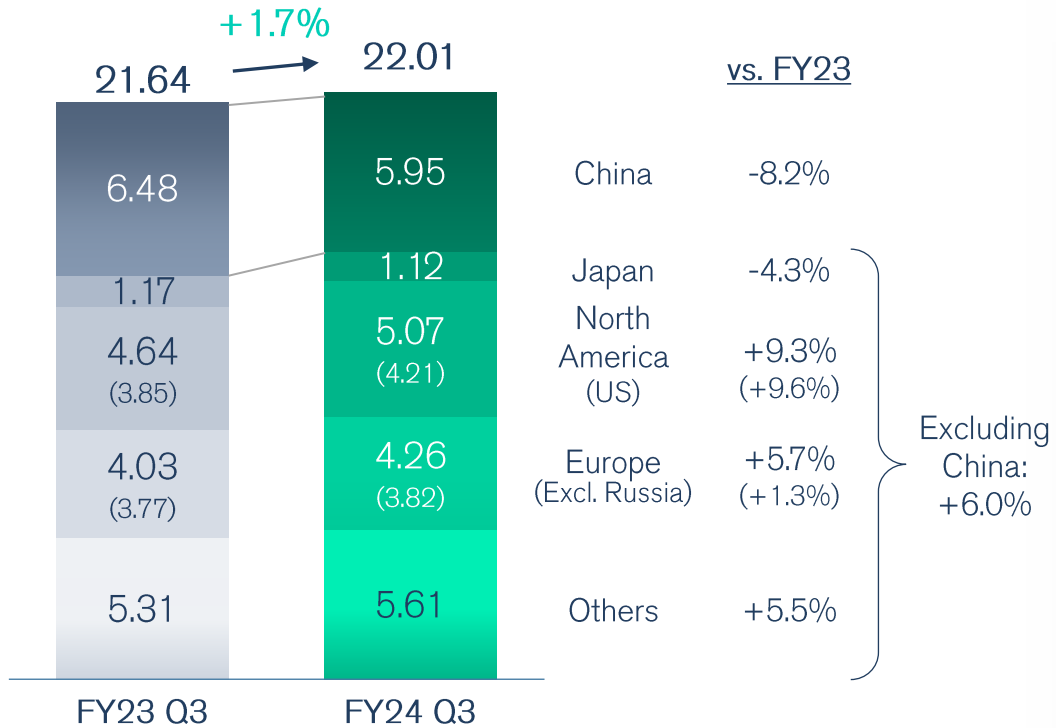
FY24 Q3 QTD Sales Performance

TIV

(Million units)

Retail Volume

(Thousand units)



*Nissan estimation for TIV includes China local brands and LCV

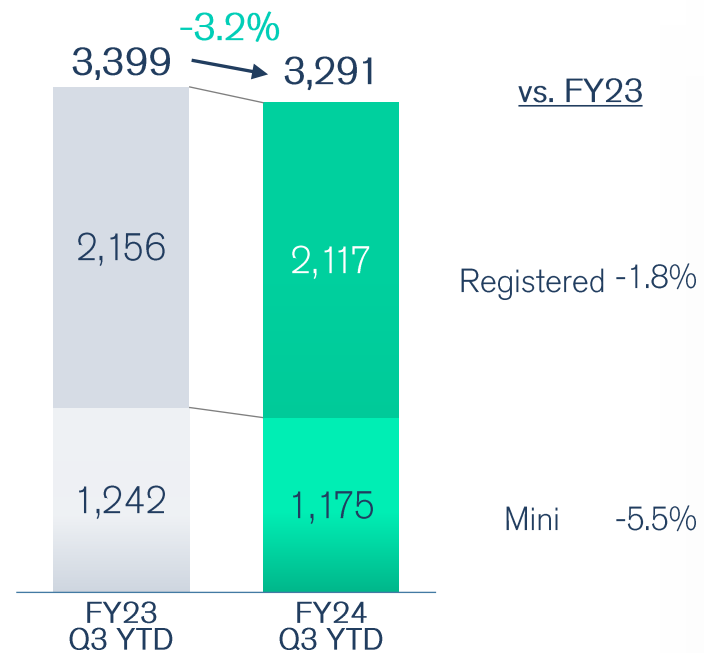
Japan

TIV

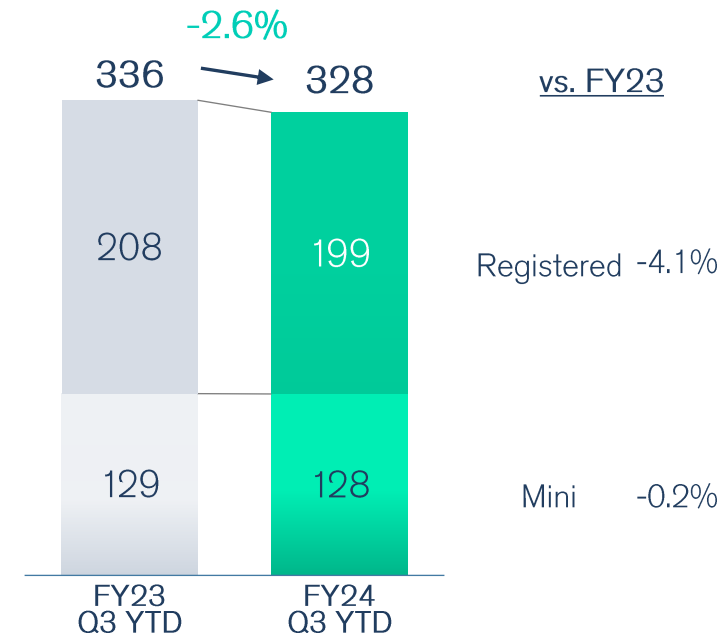
(Thousand units)

Retail Sales

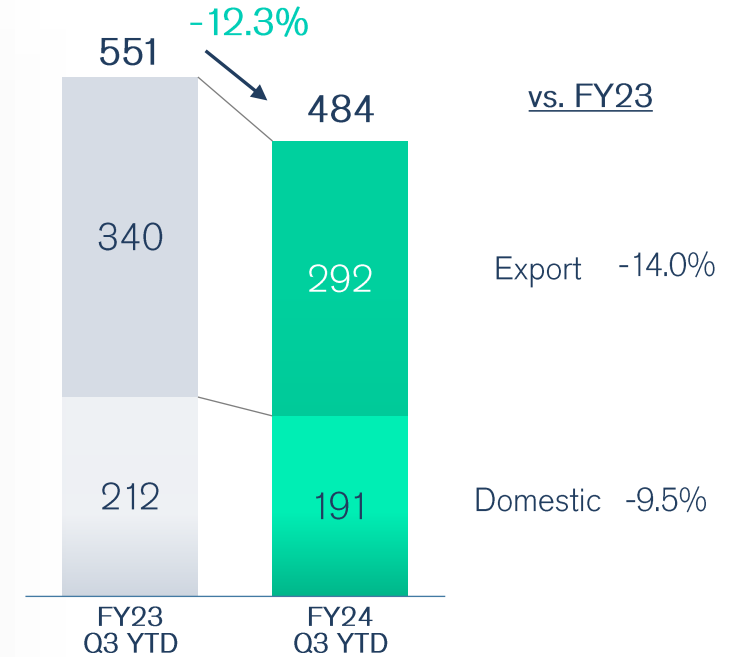
Production



FY23 Q3	FY24 Q3		
1,172	1,122	Total	-4.3%
730	720	Registered	-1.5%
441	402	Mini	-8.9%



FY23 Q3	FY24 Q3		
109	105	Total	-3.1%
65	65	Registered	+0.8%
44	40	Mini	-8.9%



FY23 Q3	FY24 Q3		
197	176	Total	-10.4%
127	107	Export	-16.0%
70	69	Domestic	-0.2%

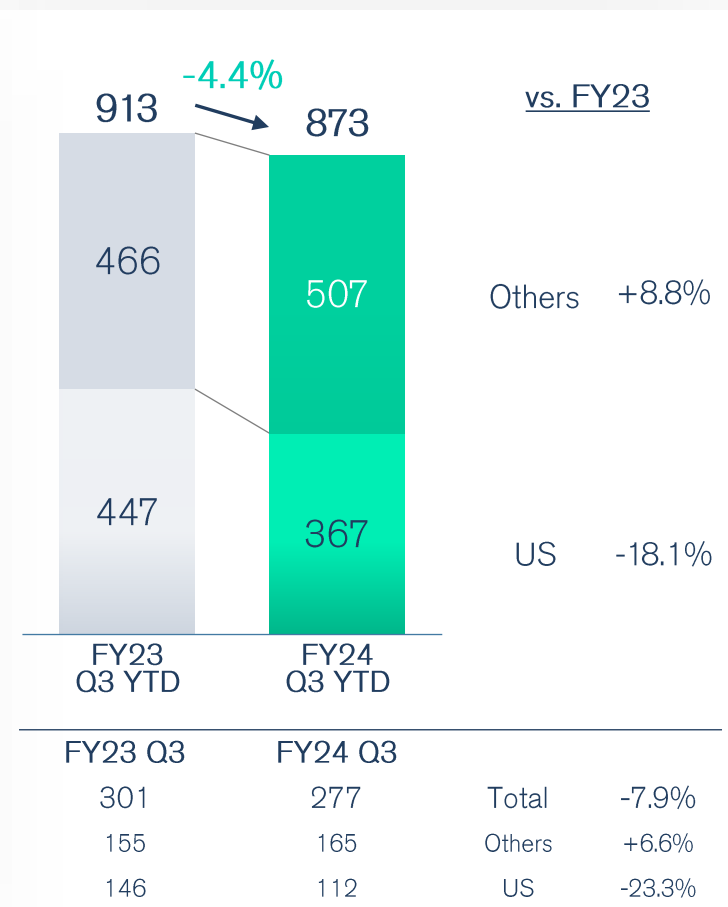
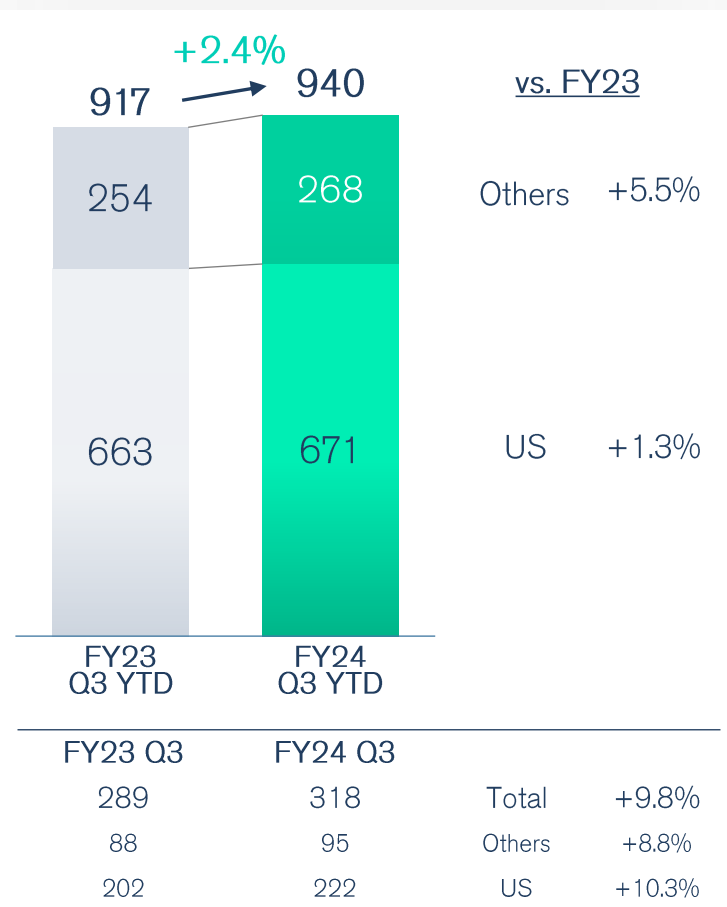
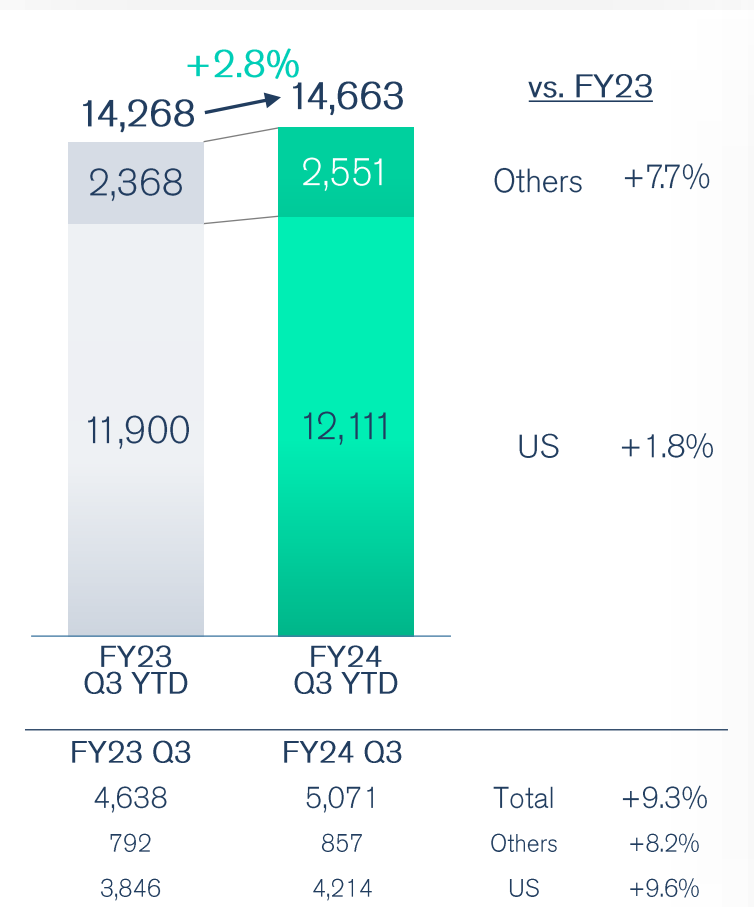
APPENDIX
North America

TIV

(Thousand units)

Retail Sales

Production



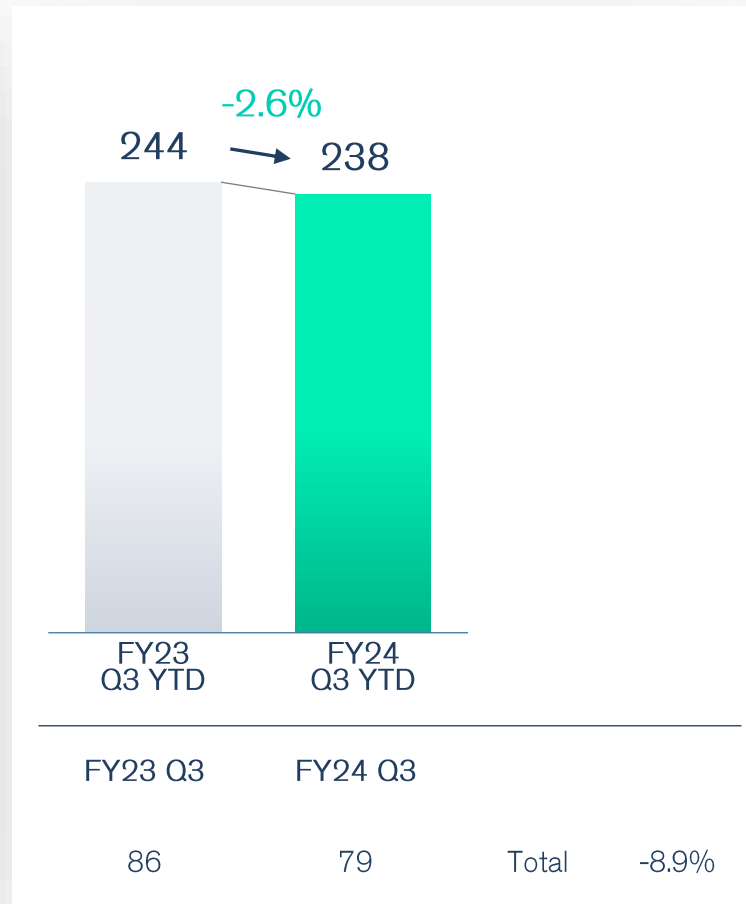
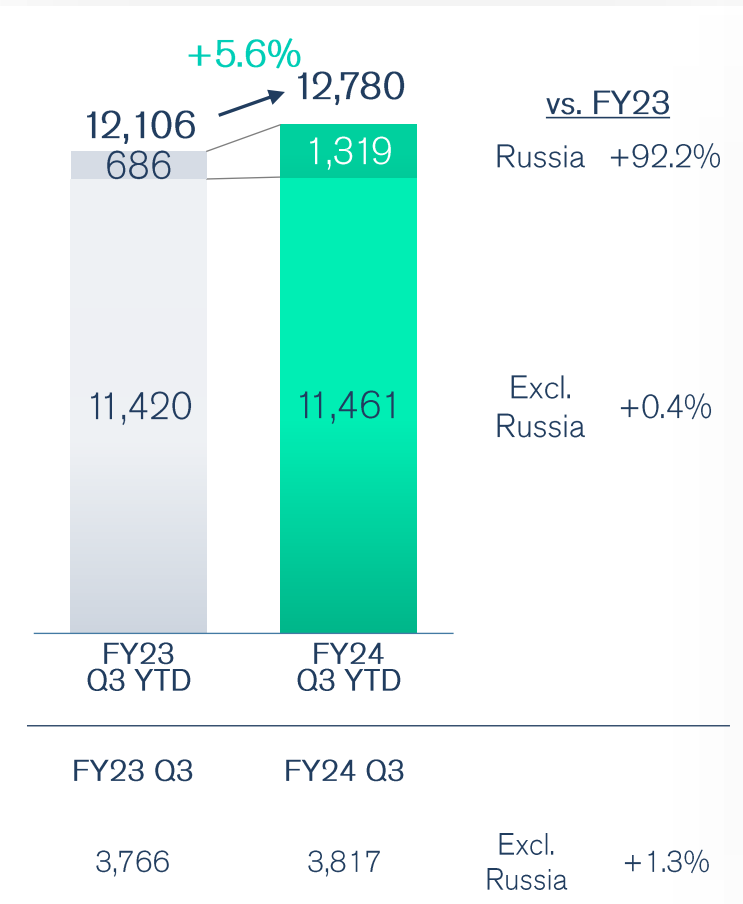
APPENDIX Europe

TIV

(Thousand units)

Retail Sales

Production



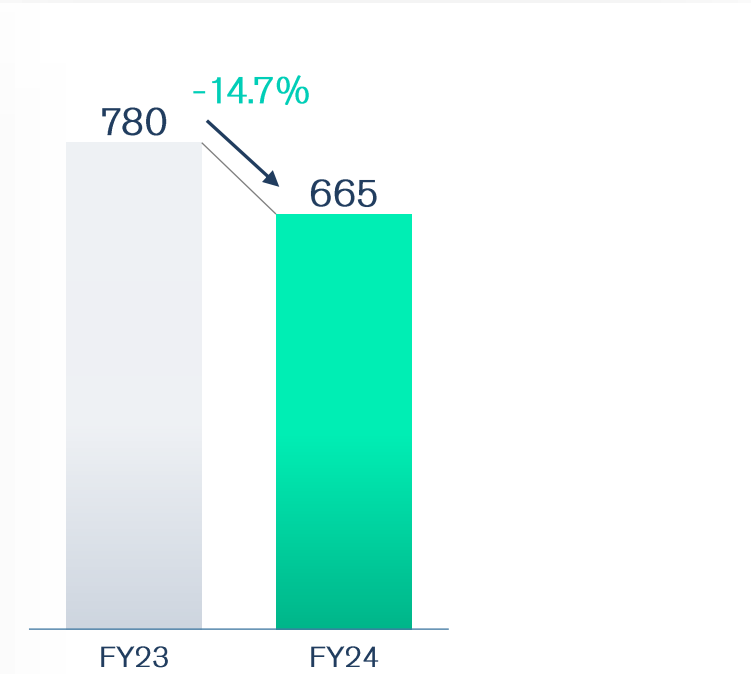
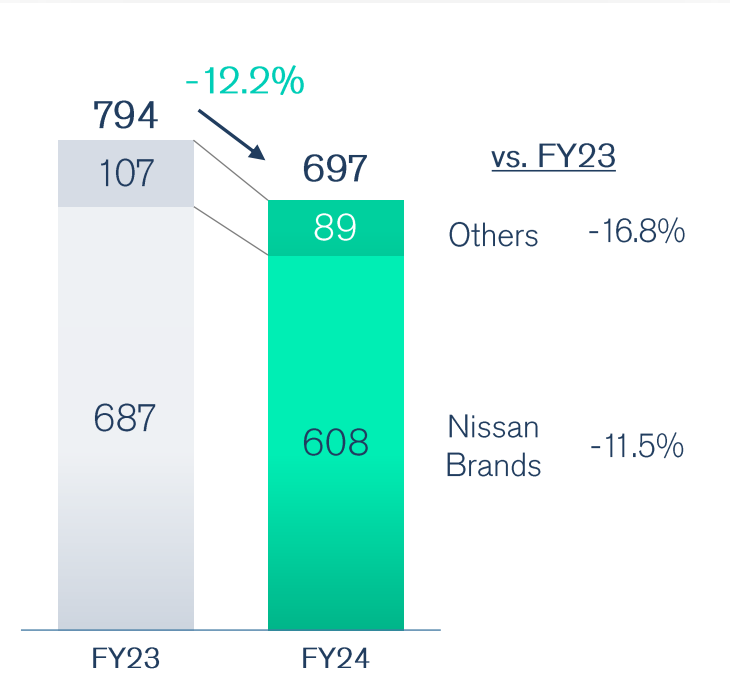
TIV

(Million units)

Retail Sales

(Thousand units)

Production



FY23 Q4	FY24 Q4		
7.4	8.2	Total	+10.3%
4.5	5.6	Others	+25.7%
3.0	2.6	International PV Brand	-12.6%

FY23 Q4	FY24 Q4		
247	200	Total	-19.2%
27	25	Others	-9.7%
220	175	Nissan Brands	-20.4%

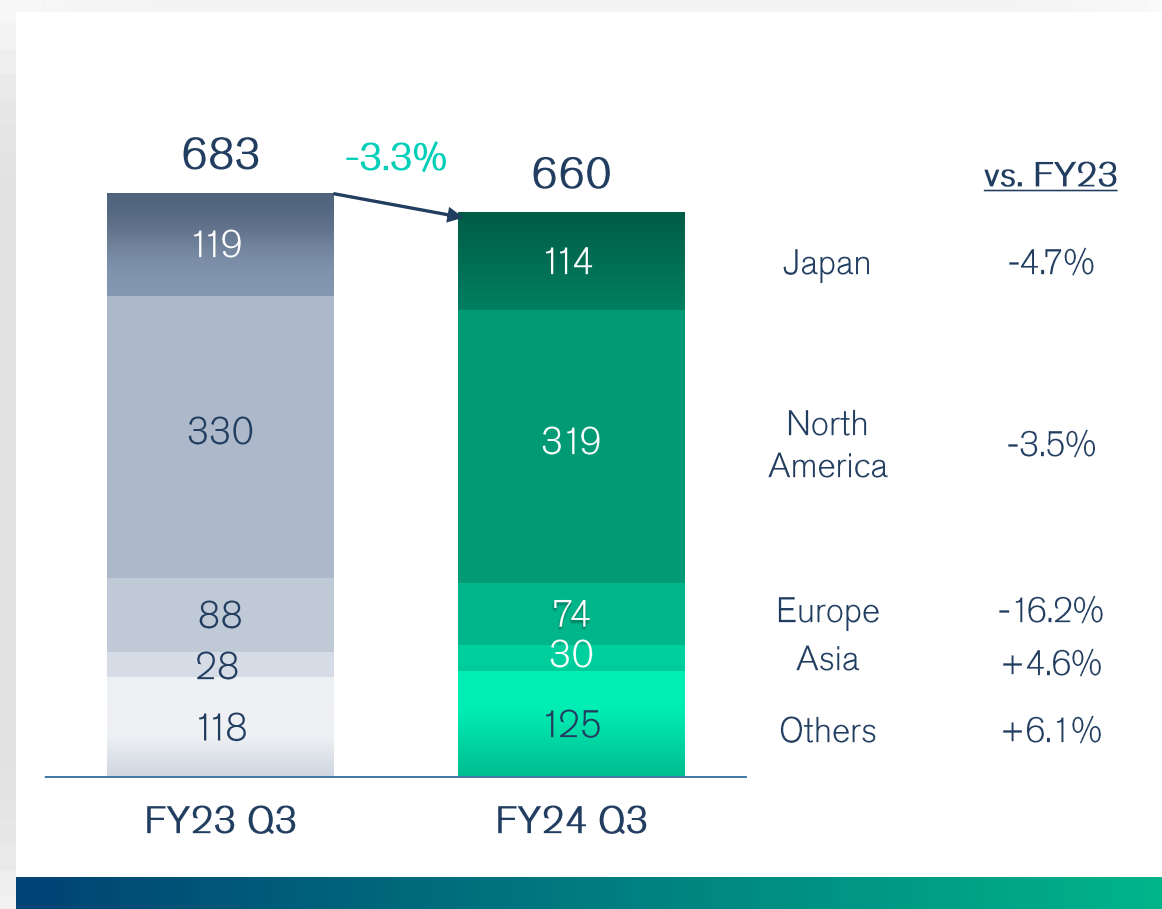
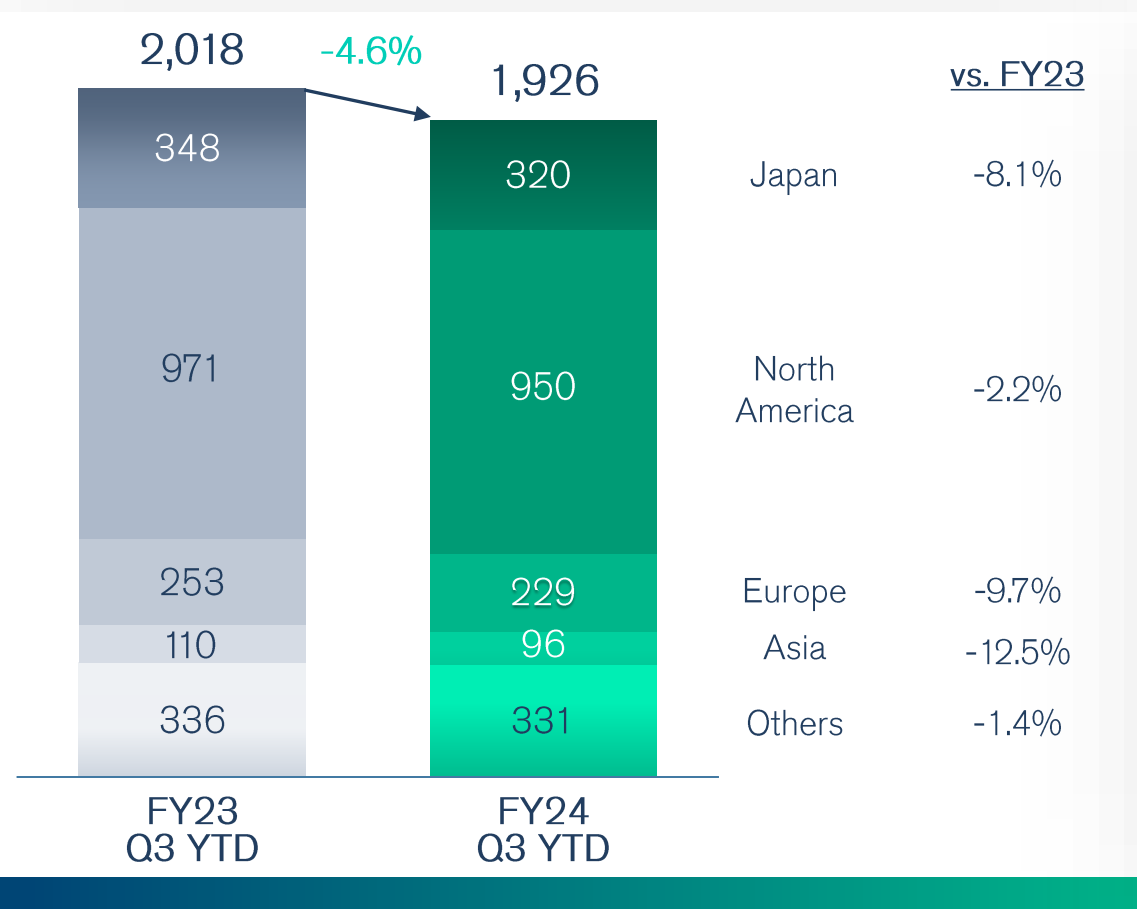
FY23 Q4	FY24 Q4		
234	184	Total	-21.5%

Consolidated Sales Volume

FY24 Q3 YTD

(Thousand units)

FY24 Q3



Operating Profit Variance Analysis Forex

Currency	FY23 Q3 YTD Rate	FY24 Q3 YTD Rate	OP Impact (Billion Yen)	Currency	FY23 Q3 Rate	FY24 Q3 Rate	OP Impact (Billion Yen)
USD	143.3	152.6	84.5	USD	147.9	152.4	19.2
CAD	106.3	110.9	12.1	MXN	8.4	7.6	8.7
MXN	8.2	8.2	10.4	GBP	183.5	195.4	2.5
GBP	179.6	195.5	9.9	AUD	96.3	99.5	1.1
AUD	94.3	100.8	7.7	CAD	108.6	109.0	0.2
EUR	155.3	164.9	-7.1	TWD	4.6	4.6	0.2
EGP	4.6	3.1	-9.9	BRL	29.8	26.1	-3.1
THB	4.1	4.3	-10.3	THB	4.2	4.5	-4.4
ARS	0.5	0.2	-13.4	CNY	19.9	20.9	-4.9
TRY	5.7	4.6	-18.6	TRY	5.2	4.4	-5.7
CNY	19.6	21.0	-22.8	EGP	4.8	3.1	-6.4
Others	--	--	-11.1	Others	--	--	-3.8
Total	--	--	31.4	Total	--	--	3.4

Operating Profit Variance Analysis Sales Performance

(Billion Yen)

		FY24 Q3 YTD				FY24 Q3			
		Volume ^{*1}	Mix	Incentives ^{*2}	Total	Volume ^{*1}	Mix	Incentives ^{*2}	Total
Volume/Mix	Japan	-5.0	+2.1	+1.9	-1.0	-1.2	-1.0	+0.5	-1.6
	US	-54.2	-50.2	+26.7	-77.7	-10.7	-8.3	+6.4	-12.6
	Europe	-32.3	-12.2	+22.9	-21.5	-19.7	-3.8	+17.3	-6.2
	MEX/CAN	+16.4	-20.1	+0.9	-2.8	+3.8	-8.8	+1.0	-4.1
	Others	-3.1	-6.9	+8.7	-1.3	+10.9	+3.7	+1.7	+16.2
	Total	-78.2	-87.2	+61.1	-104.3	-17.0	-18.2	+26.9	-8.4
		Incentives ^{*3} / Pricing	Others	Total		Incentives ^{*3} / Pricing	Others	Total	
Selling Expenses/ Pricing	Japan	+8.4	-1.6	+6.8		+1.8	+0.3	+2.1	
	US	-100.0	-25.8	-125.8		+0.4	-9.6	-9.2	
	Europe	-67.8	+4.0	-63.8		-31.7	+4.4	-27.3	
	MEX/CAN	-12.1	-3.9	-16.0		-4.9	-0.7	-5.6	
	Others	+90.2	-1.4	+88.9		+33.9	-1.2	+32.7	
	Total	-81.3	-28.7	-110.0		-0.5	-6.8	-7.3	

*1: Includes country mix

*2: Volume/mix impact on incentives

*3: Impact of change in incentive/unit

Automotive Free Cash Flow

(Billion Yen)

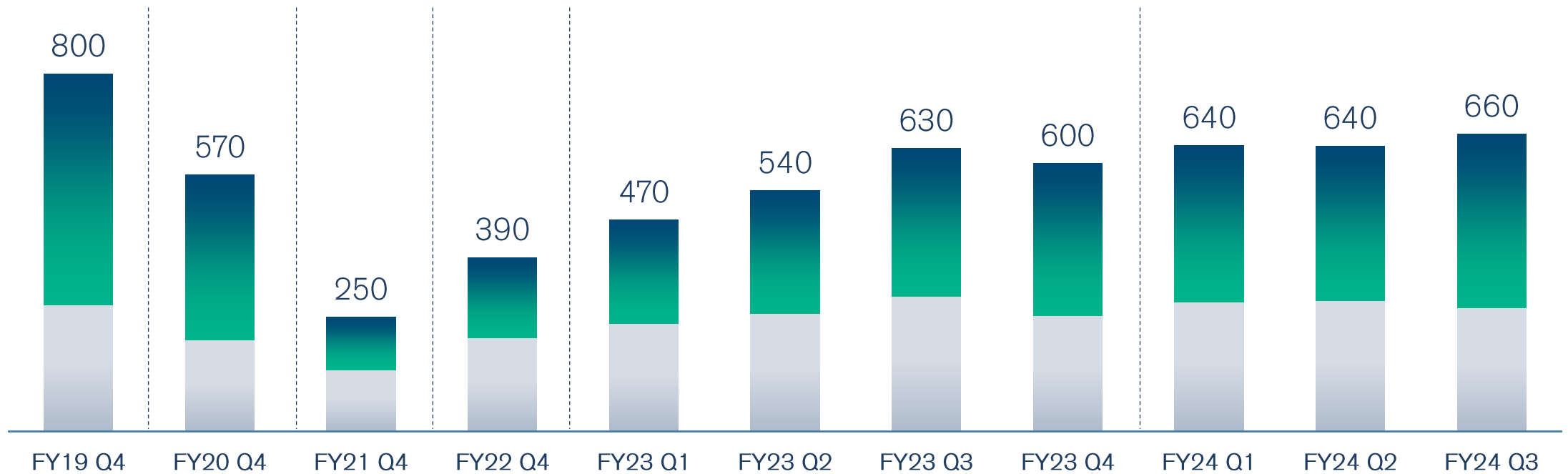
	Q1	Q2	Q3	FY24 YTD
Net Cash Inflow from P&L Items	+75.4	-8.2	+113.8	+181.1
AP/AR	-98.5	+4.2	-121.6	-215.8
Inventory	-47.9	-42.6	+113.4	+22.8
Working Capital	-146.4	-38.4	-8.3	-193.1
Tax/Other Operating Activities	-121.1	+4.7	-109.5	-226.0
Cash Flow from Operating Activities	-192.1	-41.9	-4.0	-238.0
CAPEX*	-122.6	-114.8	-131.1	-368.5
Others	+11.9	+11.1	+76.7	+99.6
Automotive Free Cash Flow	-302.8	-145.6	-58.4	-506.7
	Q1	Q2	Q3	FY23 YTD
FY23 Automotive Free Cash Flow	+109.5	+84.4	-12.1	181.9

*CAPEX does not include finance lease-related investments

Inventory Status (Excluding China JV)

■ Dealer inventory (except some minor countries)
■ Consolidated Nissan inventory (except some minor countries)

(Thousand units)



Net Cash by Business Segment

(Billion Yen)

	AS OF MARCH 31, 2024			AS OF DECEMBER 31, 2024		
	Automobile & Eliminations	Sales Financing	Total	Automobile & Eliminations	Sales Financing	Total
Borrowings from Third Parties	2,028.3	5,783.1	7,811.4	2,117.9	6,579.6	8,697.4
Internal Loan to Sales Financing (Net)	-1,560.0	1,560.0	0.0	-1,335.5	1,335.5	0.0
Cash and Cash Equivalent	2,014.3	111.9	2,126.2	2,023.3	68.4	2,091.8
Net Cash	1,546.0	-7,231.2	-5,685.2	1,241.0	-7,846.7	-6,605.6

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