

New mid-term plan & Fiscal year 2007 financial results

May 13, 2008

Carlos Ghosn
President & CEO

1

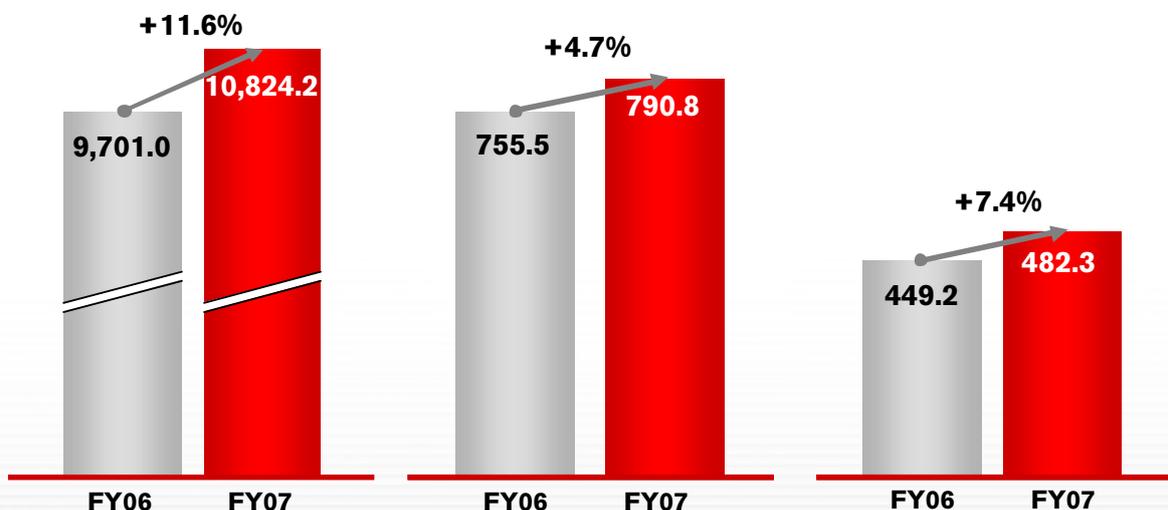
New mid-term plan & FY07 financial results

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

2

New mid-term plan & FY07 financial results

FY07 performance

FY08 outlook

NISSAN Value-Up review

New mid-term plan

3

New mid-term plan & FY07 financial results

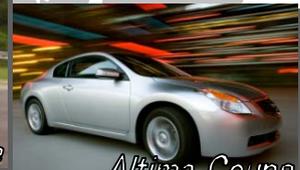
FY07 global product launches



Atlas F24



G37 Coupe



Altima Coupe



X-TRAIL



GT-R



Murano



EX35



Aprio



Livina



Frontier Navara S/C



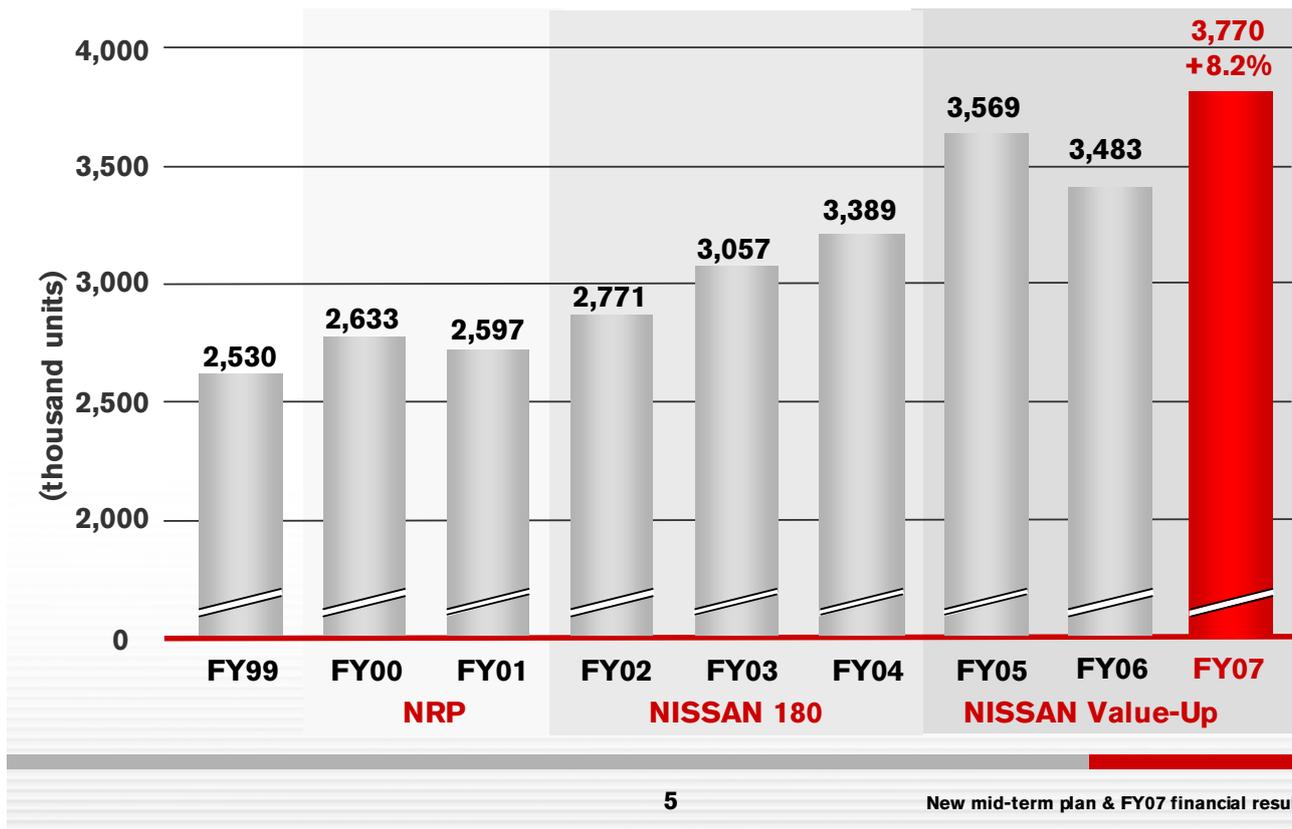
Rogue

4

New mid-term plan & FY07 financial results

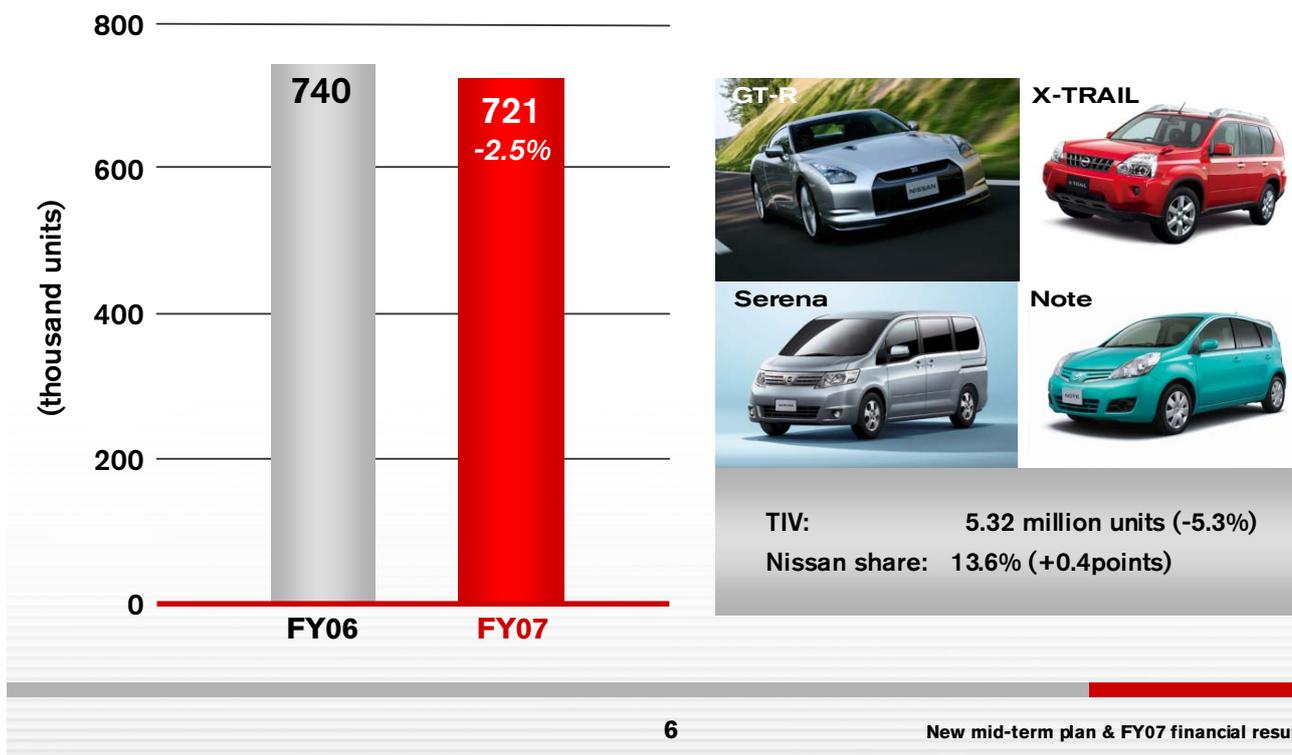
FY07 sales performance

Global retail sales



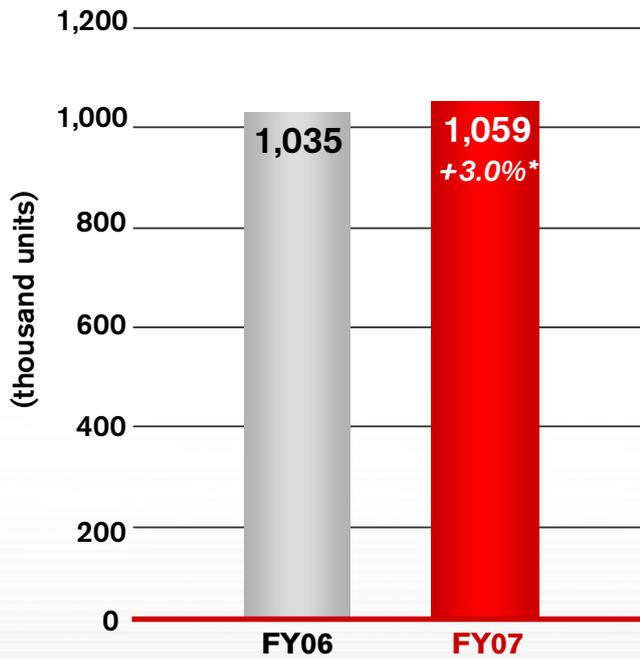
FY07 sales performance

Retail sales by region: Japan



FY07 sales performance

Retail sales by region: U.S.



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

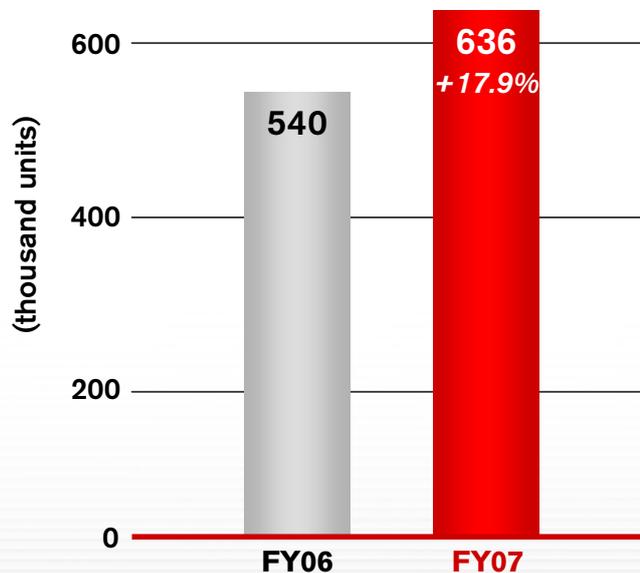
*adjusted to daily selling rates(DSR)

7

New mid-term plan & FY07 financial results

FY07 sales performance

Retail sales by region: Europe



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

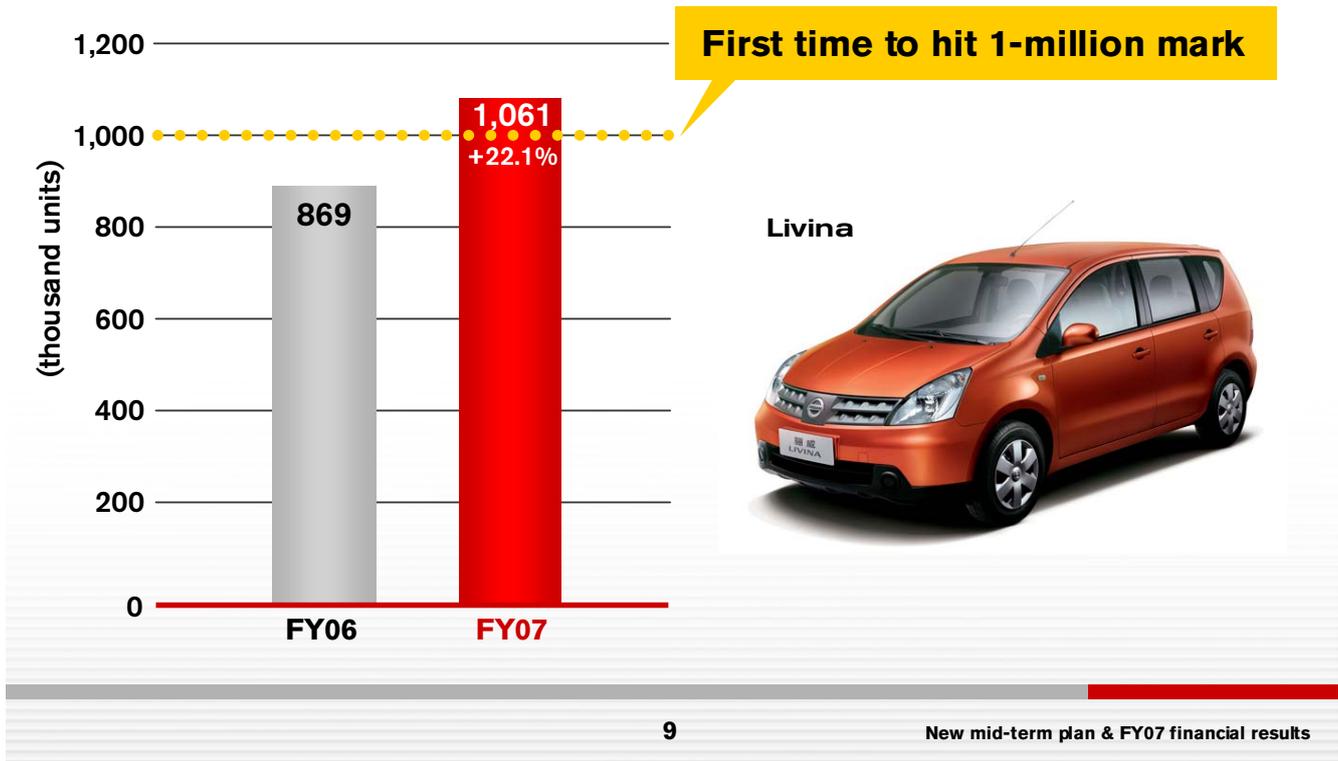
* Nissan estimated

8

New mid-term plan & FY07 financial results

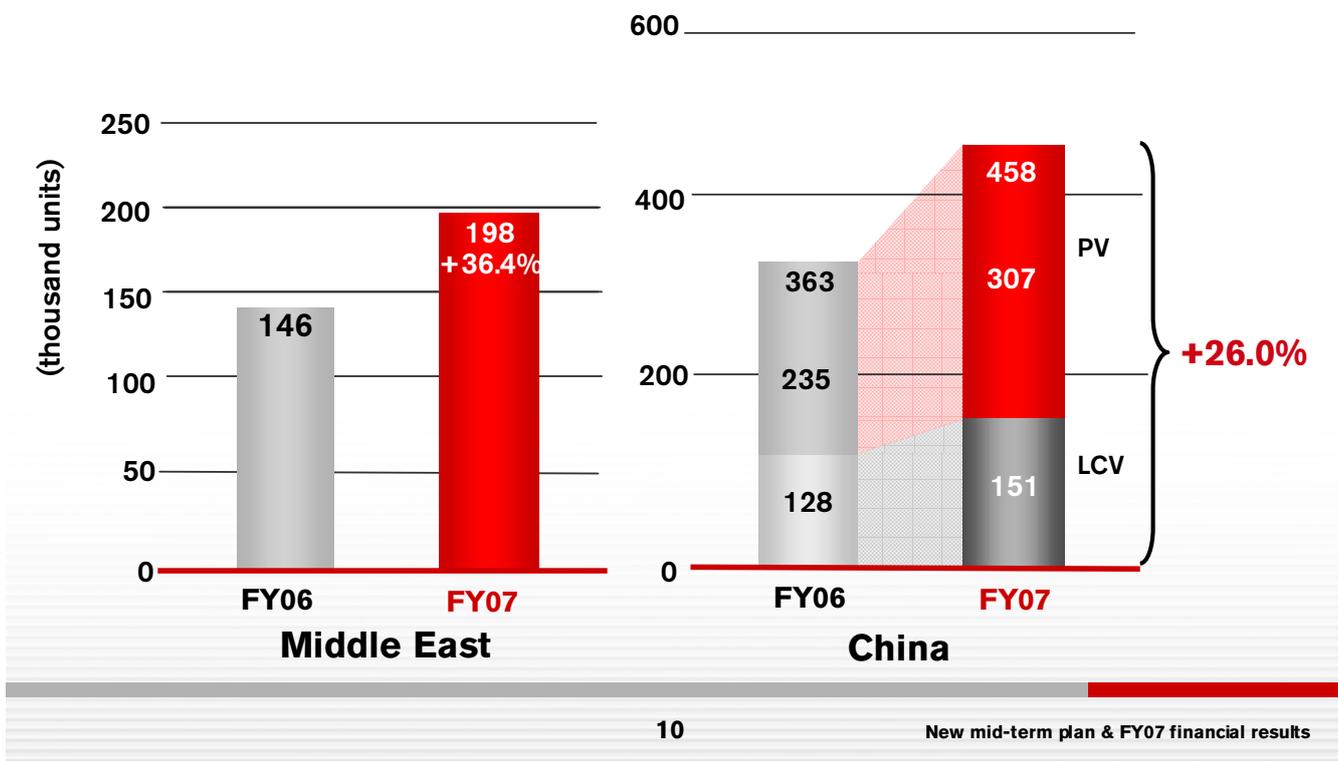
FY07 sales performance

Retail sales by region: General Overseas Markets



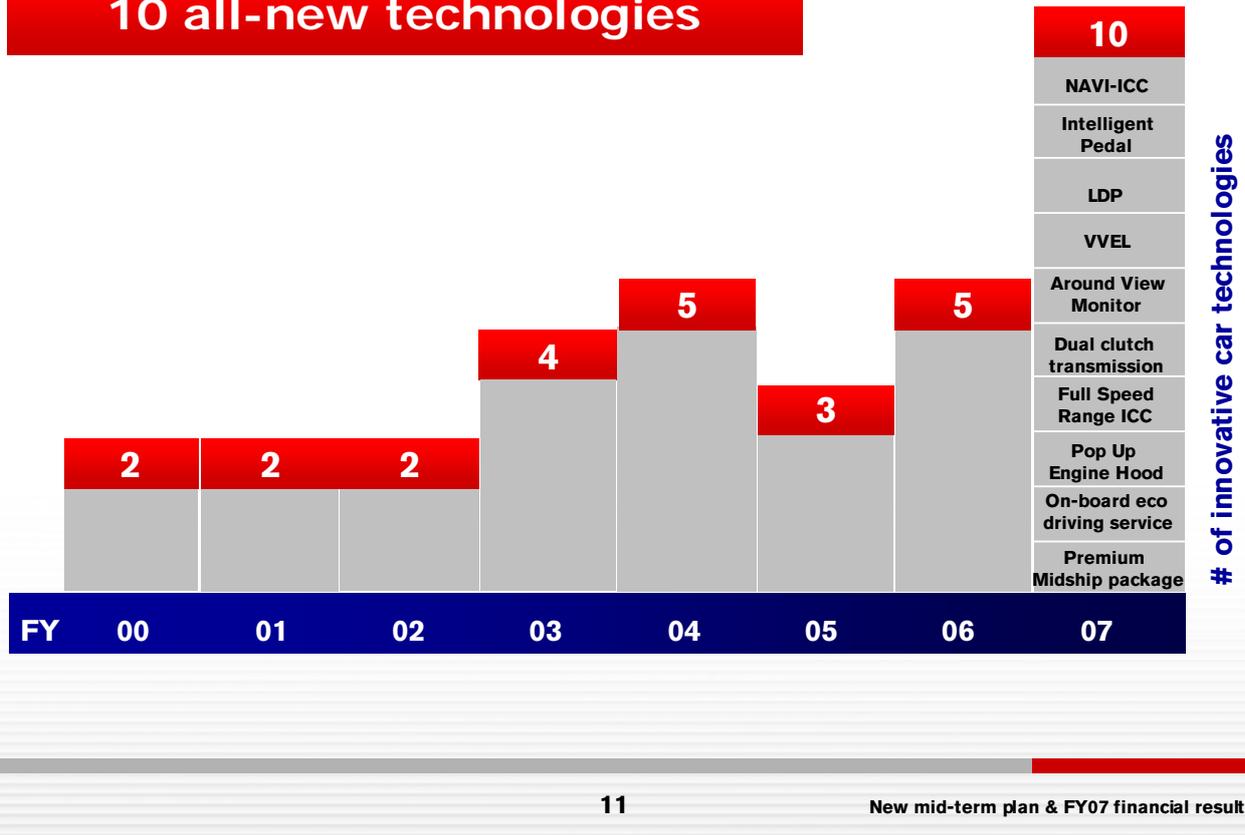
FY07 sales performance

Retail sales by region: General Overseas Markets



FY07 technology advancements

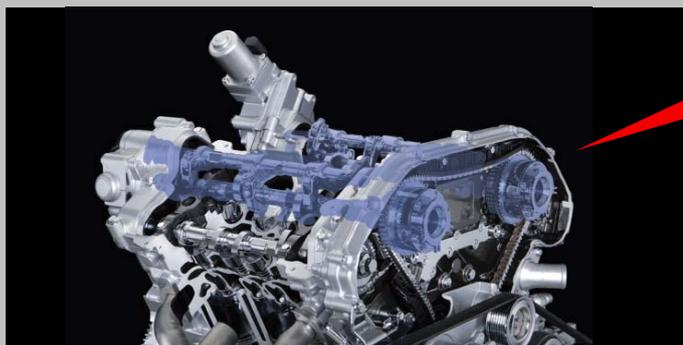
10 all-new technologies



FY07 technology advancements

Gasoline Engine Technology: VVEL*

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

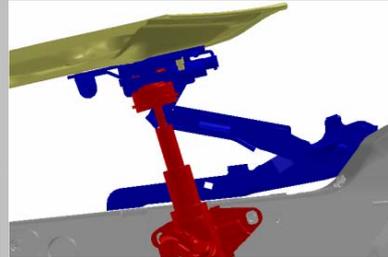
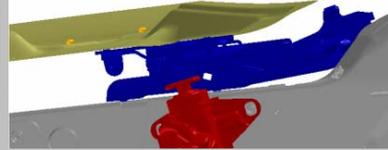


VVEL

* VVEL = variable valve event and lift

FY07 technology advancements

Pop Up Engine Hood

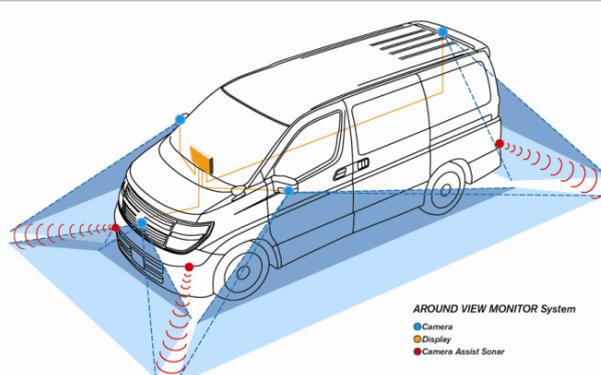


FY07 technology advancements

Around View Monitor



Monitor display (example)



FY07 technology advancements

Lane Departure Prevention

System control

Warning!

15

New mid-term plan & FY07 financial results

FY07 financial performance

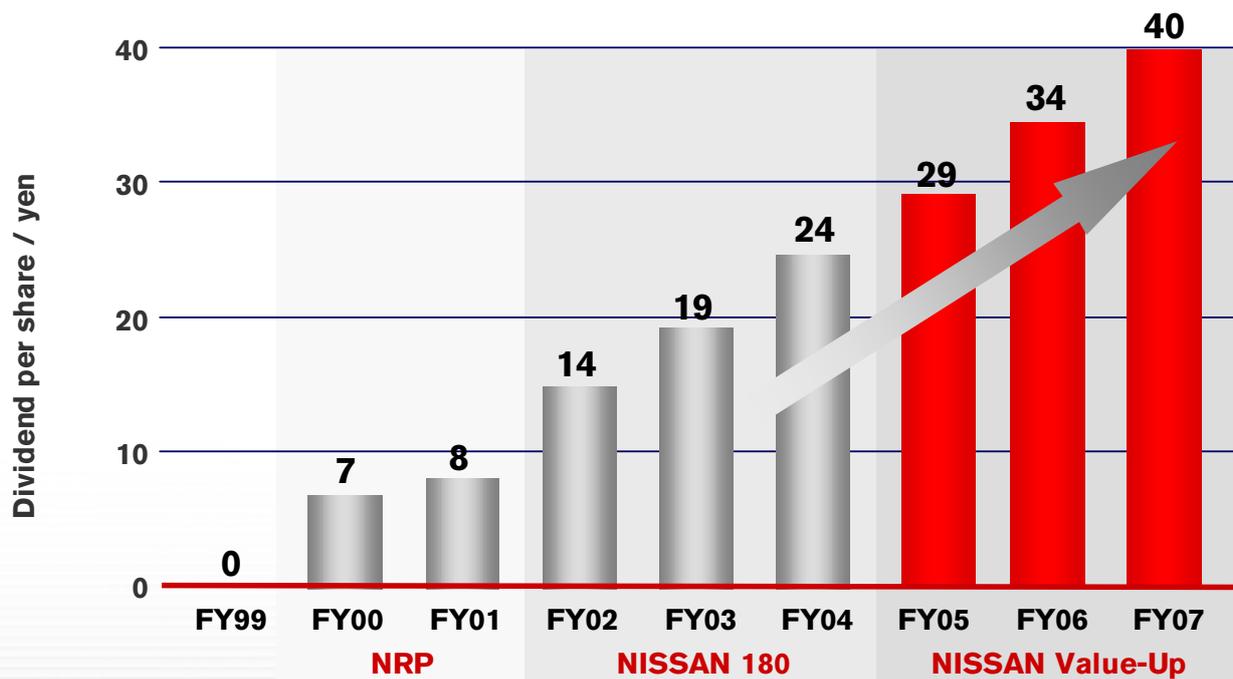
(billion yen)	FY06 (Published)	(A) FY06 (Excl. 5Q)*	(B) FY07	(B)/(A) Variance
Consolidated net revenue	10,468.6	9,701.0	10,824.2	+11.6%
Consolidated operating profit	776.9	755.5	790.8	+4.7%
Operating profit margin	7.4%	7.8%	7.3%	-0.5points
Net income	460.8	449.2	482.3	+7.4%
Net cash	254.7		180.3	
FOREX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

16

New mid-term plan & FY07 financial results

FY07 dividend policy



17

New mid-term plan & FY07 financial results

FY07 performance

FY08 outlook

NISSAN Value-Up review

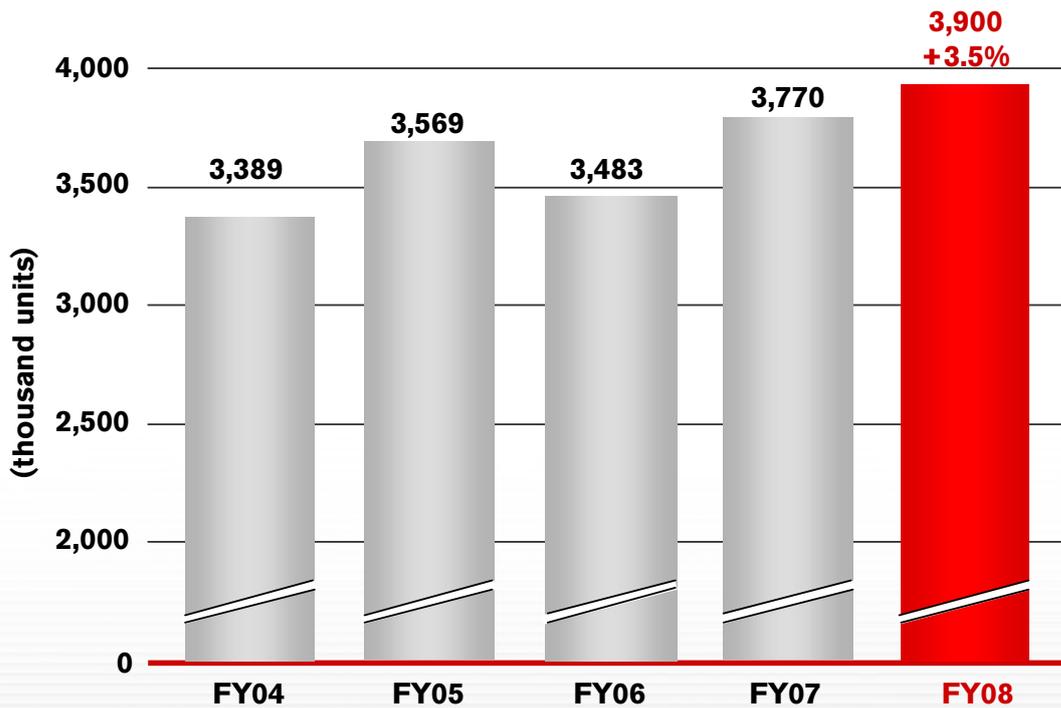
New mid-term plan

18

New mid-term plan & FY07 financial results

FY08 outlook

Global retail sales objective

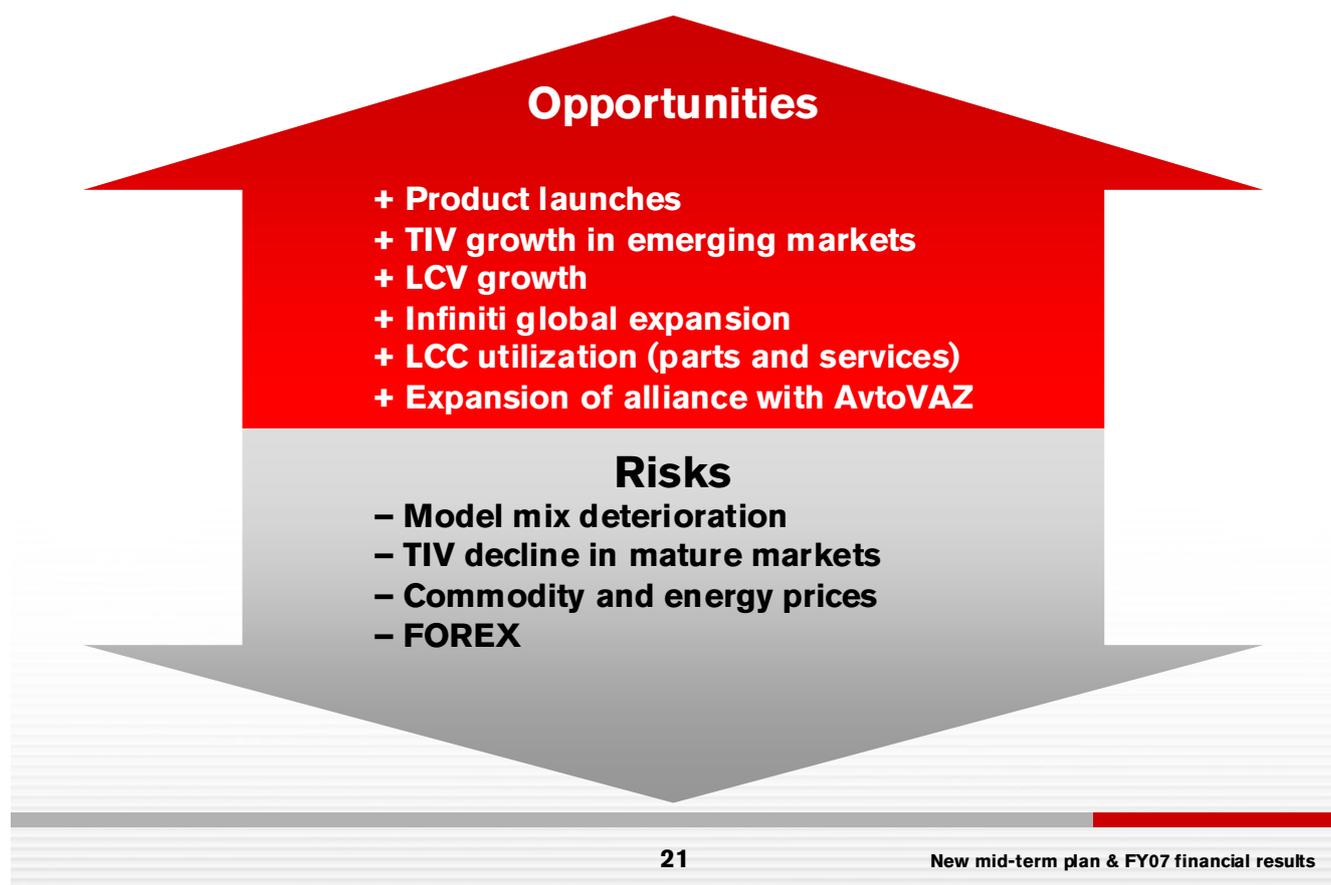


FY08 all-new product launches

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>		4.2%	4.8%
CAPEX		428.9	470.0 ^{*2}
<i>sales ratio</i>		4.0%	4.5%
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)

22 New mid-term plan & FY07 financial results

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

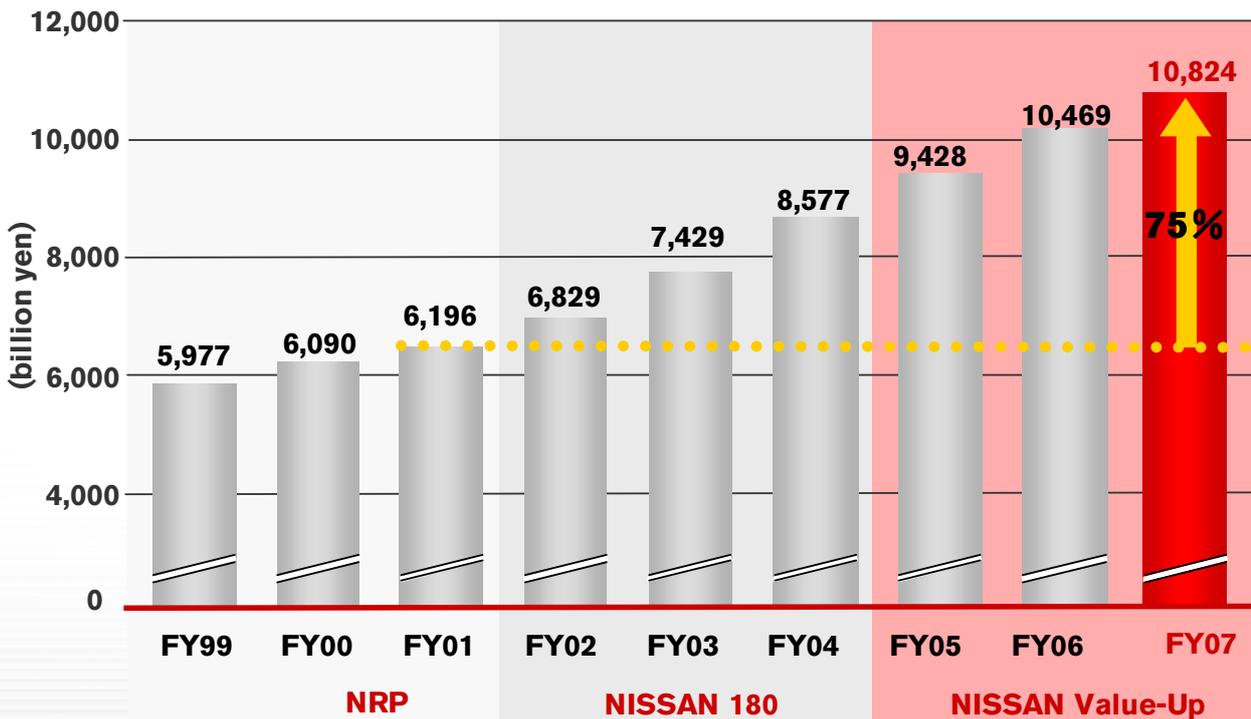
FY07 performance

FY08 outlook

NISSAN Value-Up review

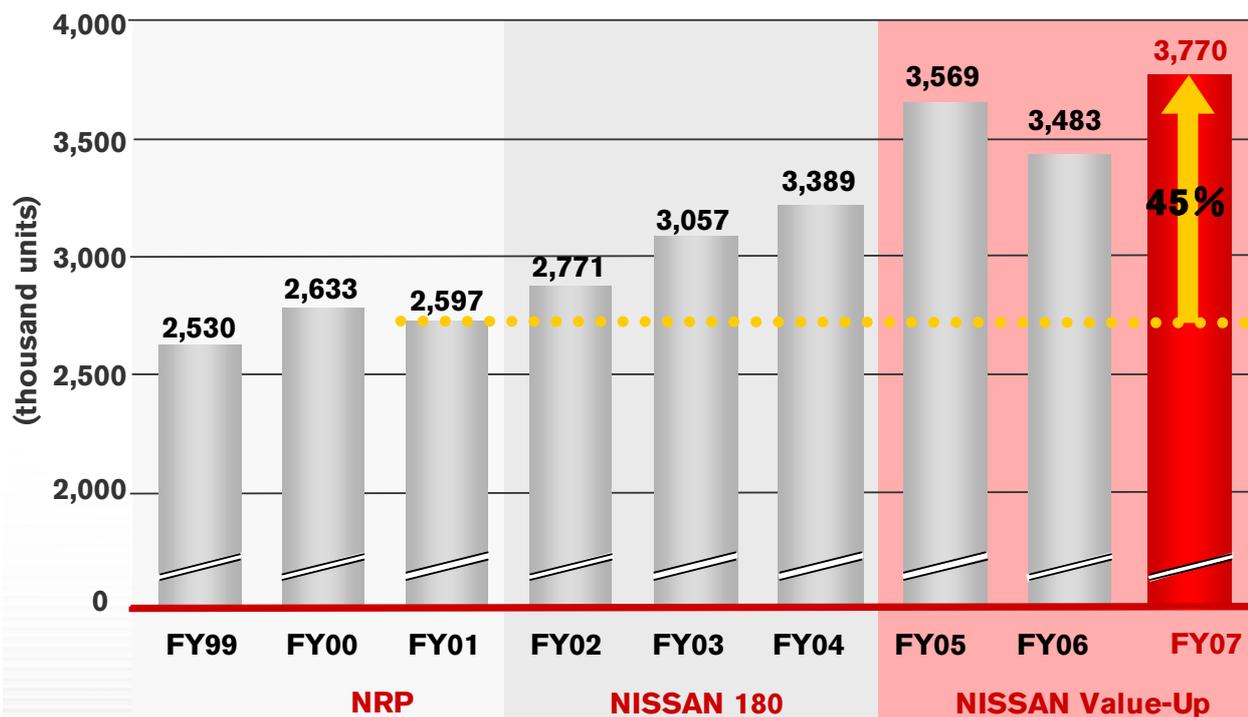
New mid-term plan

Revenue growth evolution Consolidated net revenue



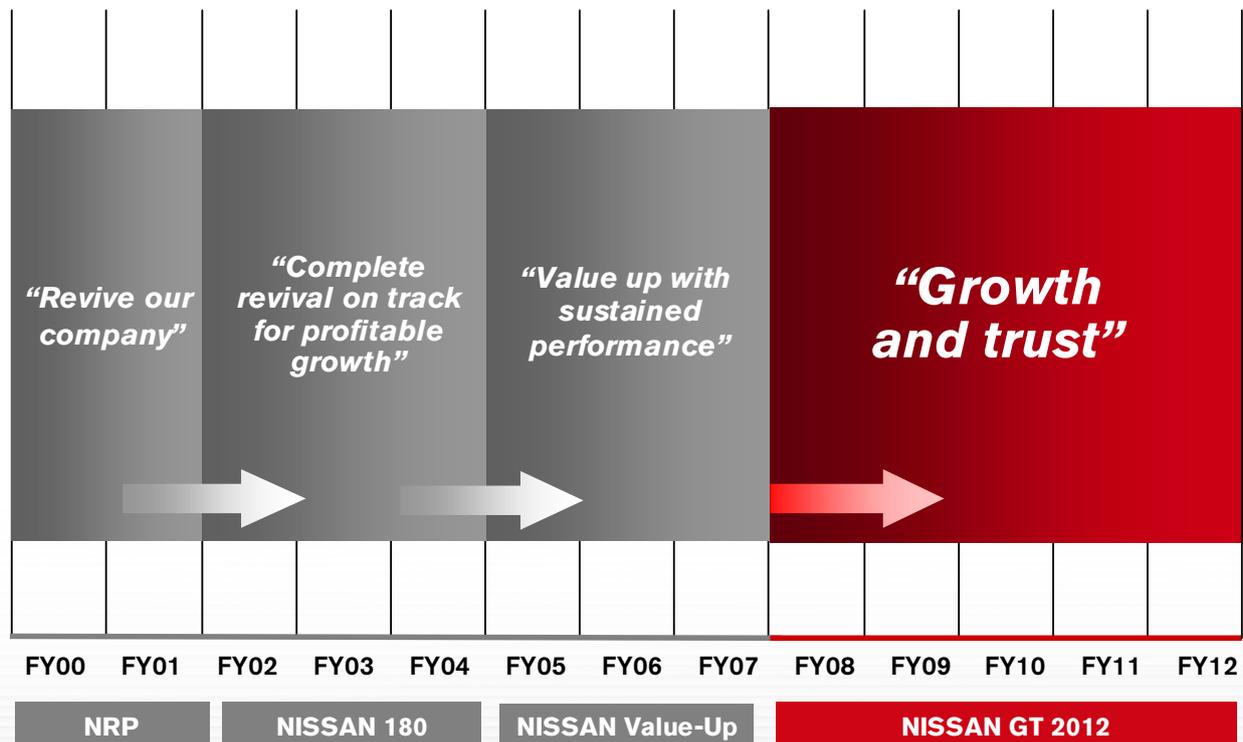
Sales volume evolution

Global retail sales



NISSAN GT 2012

NISSAN GT 2012



NISSAN GT 2012 commitments

Quality leadership

In products, services, brands and management

Quality leadership



Quality leadership

Influential external indicators

Great Britain: "What Car?"

Germany: "ADAC"

U.S.: "Consumer Reports"

China: JDP IQS

Italy: "Quattroruote"

South Africa: PSI

Brazil: "Quatro Rodas"

NISSAN GT 2012 commitments

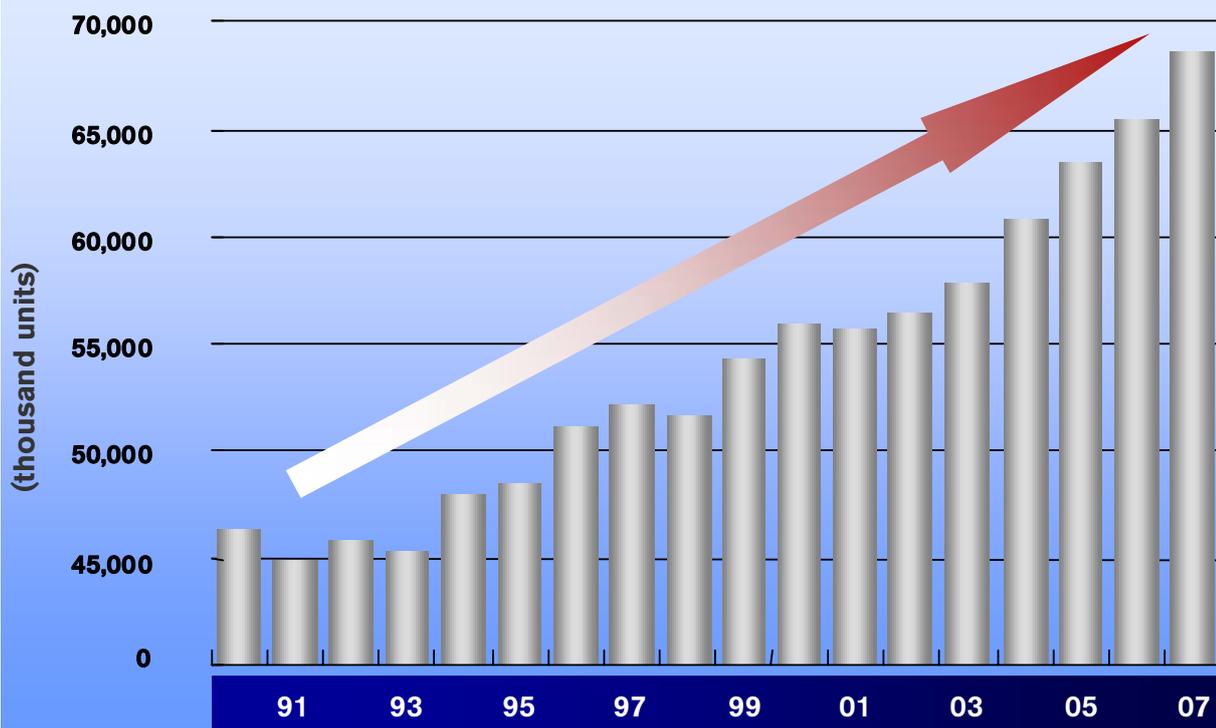
Quality leadership

In products, services, brands and management

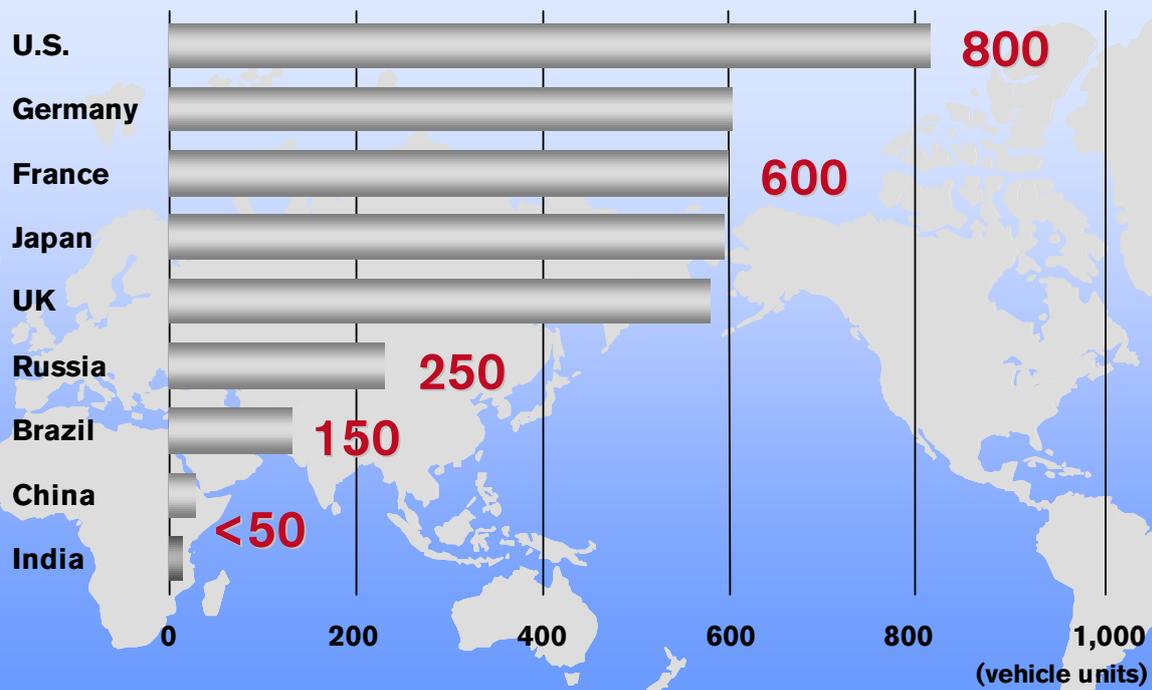
Zero-emission leadership

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

Global TIV evolution since 1990



Number of vehicles per 1,000 persons



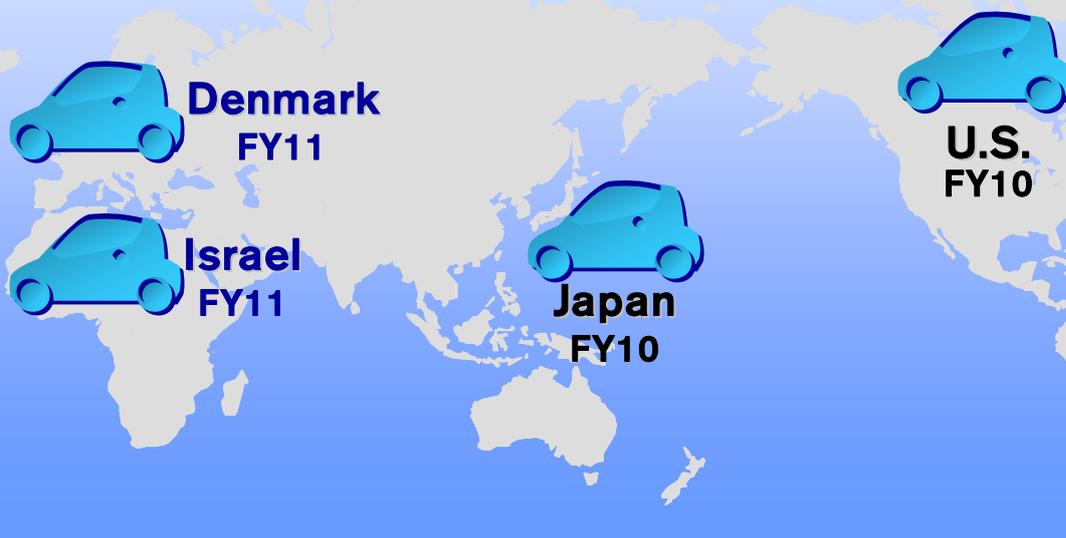
Source: JAMA "World Motor Vehicle Statistics 2008"

37

New mid-term plan & FY07 financial results

Zero emission leadership

Mass-marketed globally in FY12



38

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**

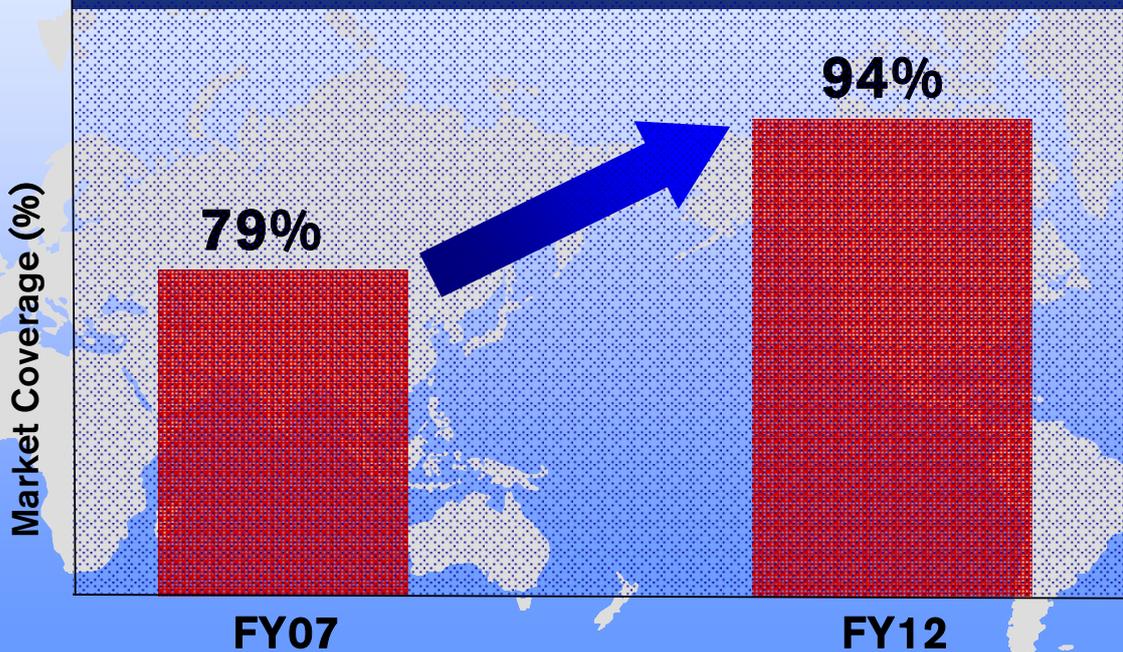
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**Replacement
models**

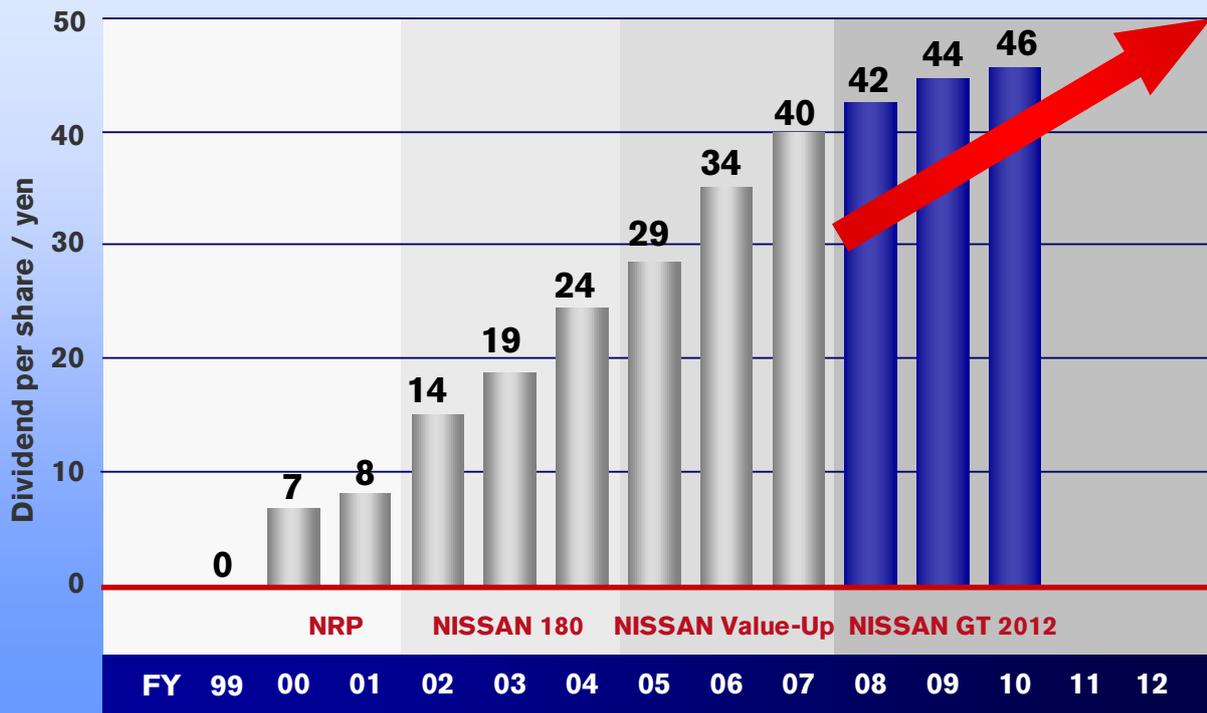
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Sustained revenue growth

Broader market and segment coverage



Dividend policy



5 corporate breakthroughs



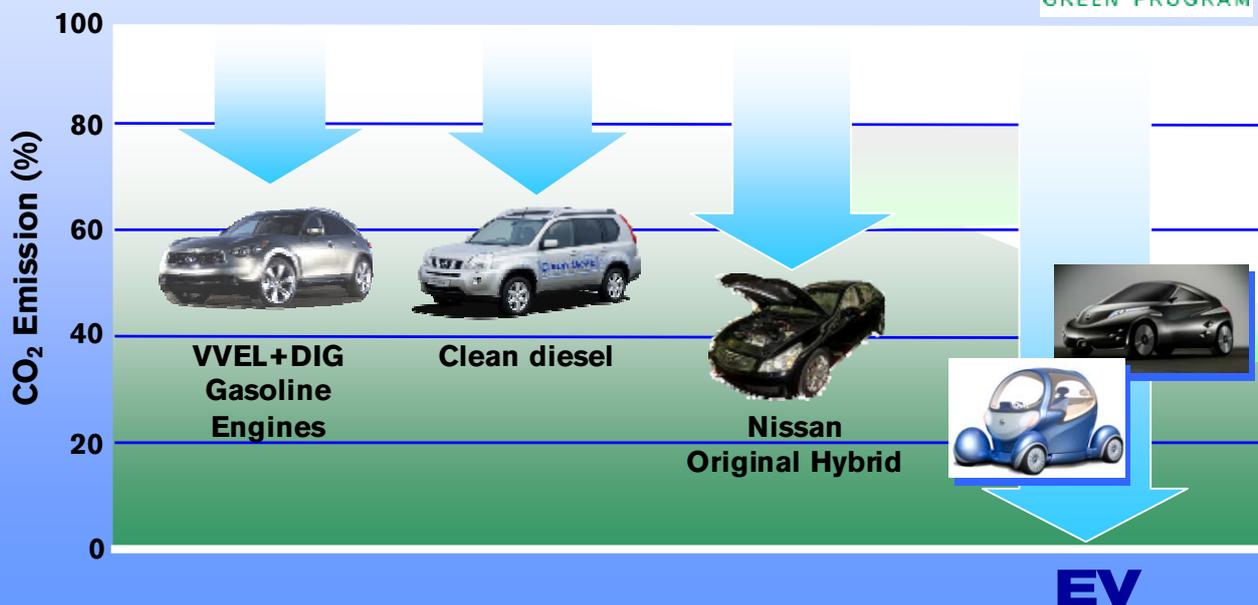
5 corporate breakthroughs

✓ Quality leadership

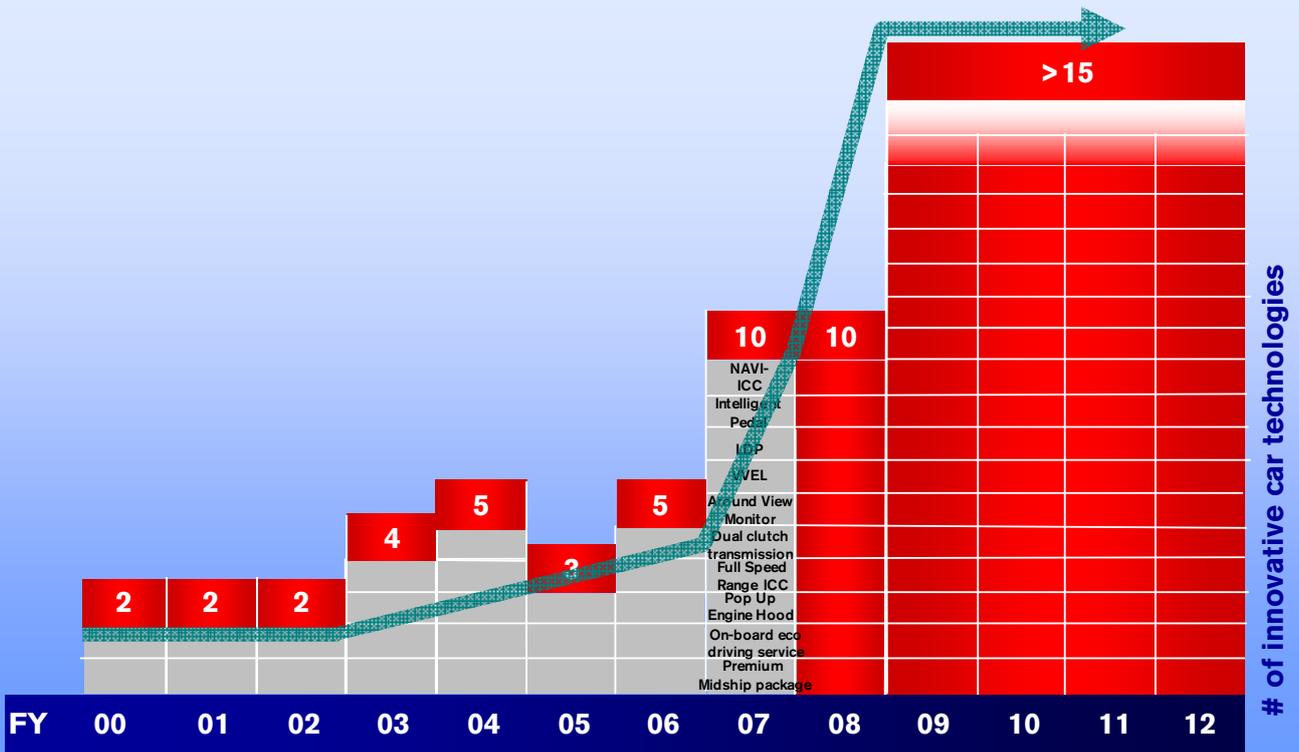
✓ Zero-emission leadership

Roadmap toward zero emission

Reducing CO₂ emissions through new technologies on powertrains and vehicles



More than 15 new technologies from FY09



FY08 new technology advancements

Clean Diesel Engine

To be launched in Japan in fall 2008



M9R Engine

FY08 new technology advancements

Ultra-Low Precious Metal Catalyst

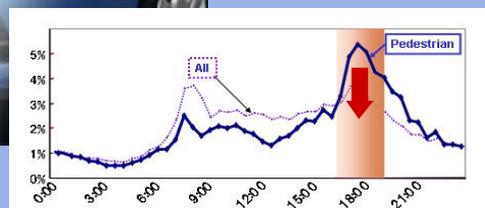
Reduce precious metals by half for lower cost and cleaner emission



FY08 new technology advancements

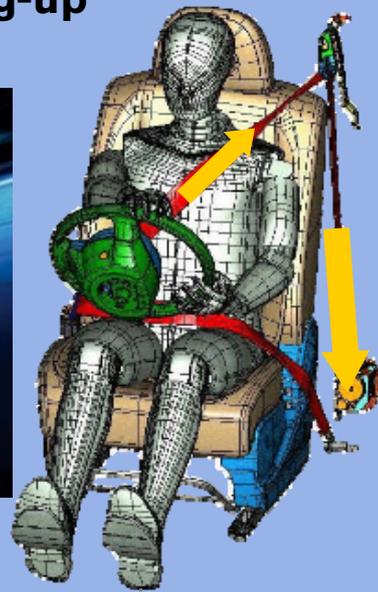
Smart Auto Headlight for Twilight

Reduce accident risk by unique sensor technology



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

Mini



Light duty truck



Van



Light bus



Taxi



Pickup



Business expansion: LCV

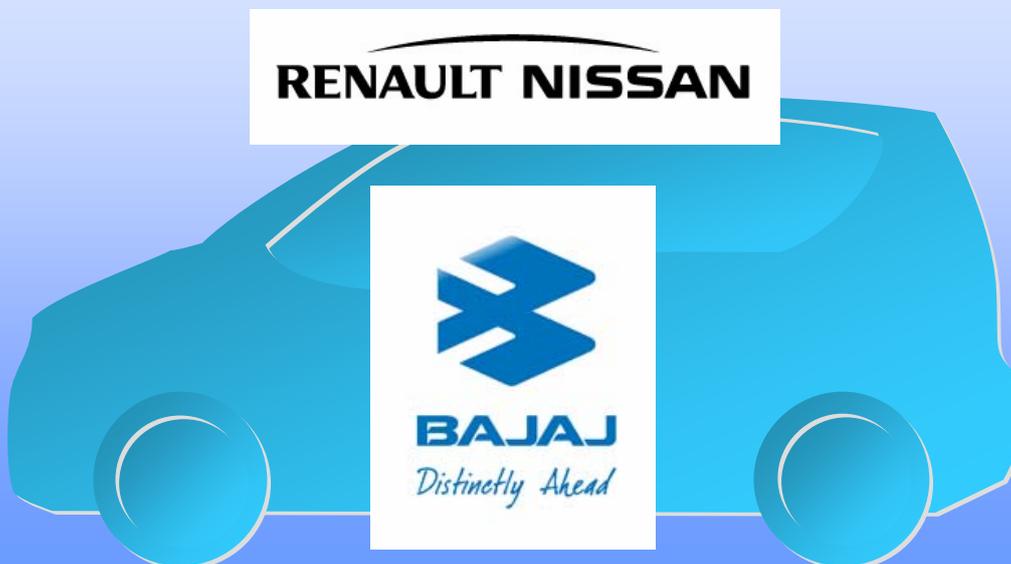
Double revenue

(including OEM and J/V sales, conversion business)



Business expansion: global entry cars

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

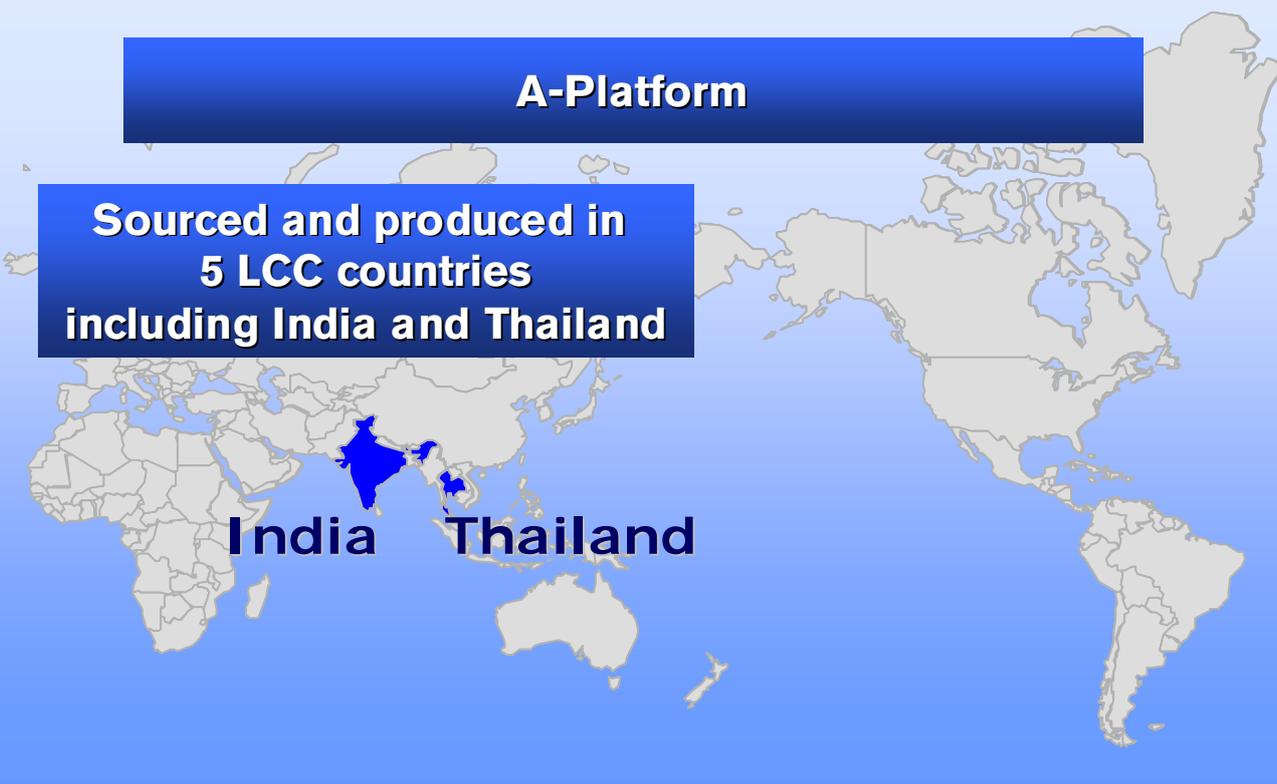


Business expansion: global entry cars

A-Platform

**Sourced and produced in
5 LCC countries
including India and Thailand**

India Thailand

A world map with a light blue background. The countries of India and Thailand are highlighted in a darker blue. The map shows the outlines of continents and major landmasses.

5 corporate breakthroughs

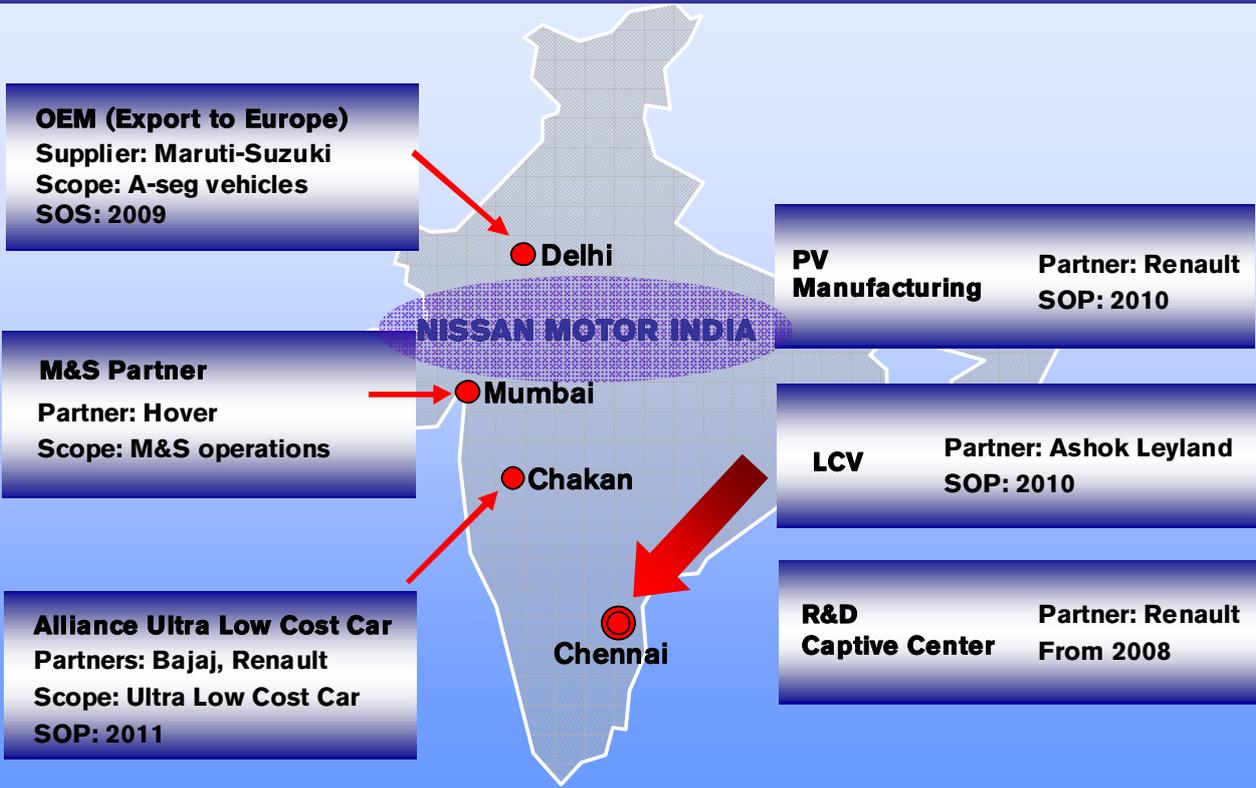
✓ **Quality leadership**

✓ **Zero-emission leadership**

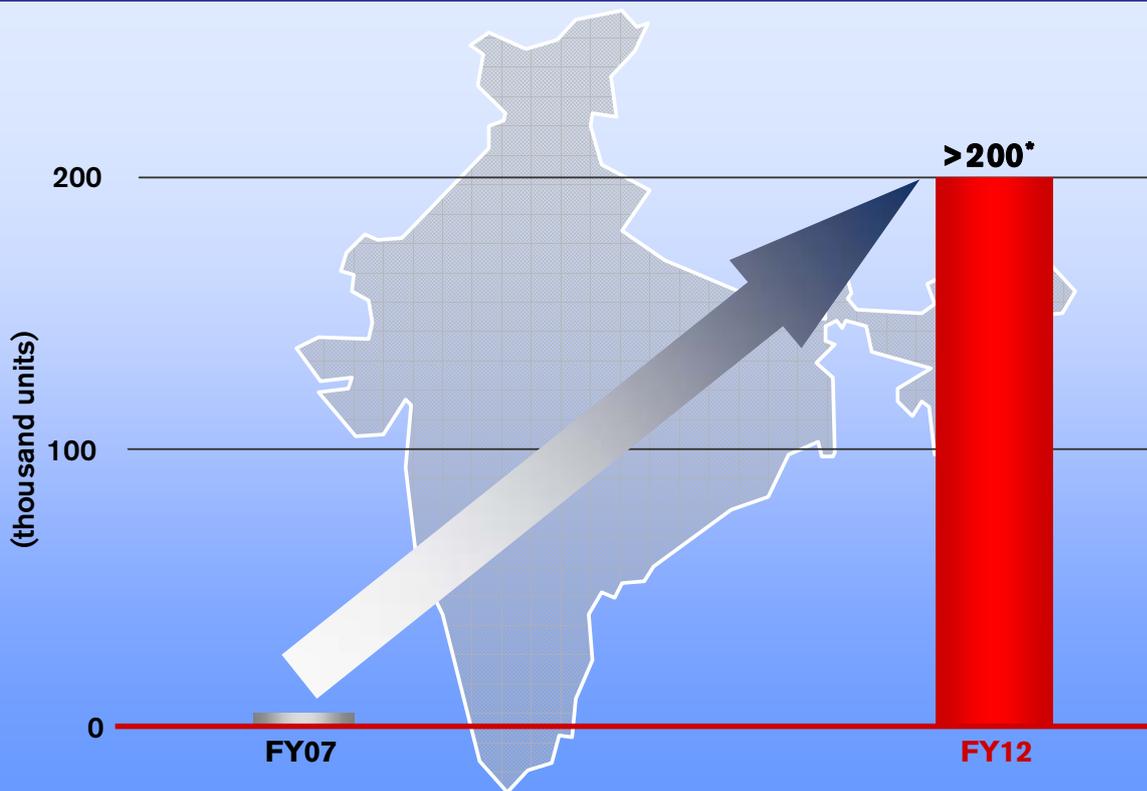
✓ **Business expansion**

✓ **Market expansion**

Market expansion: India

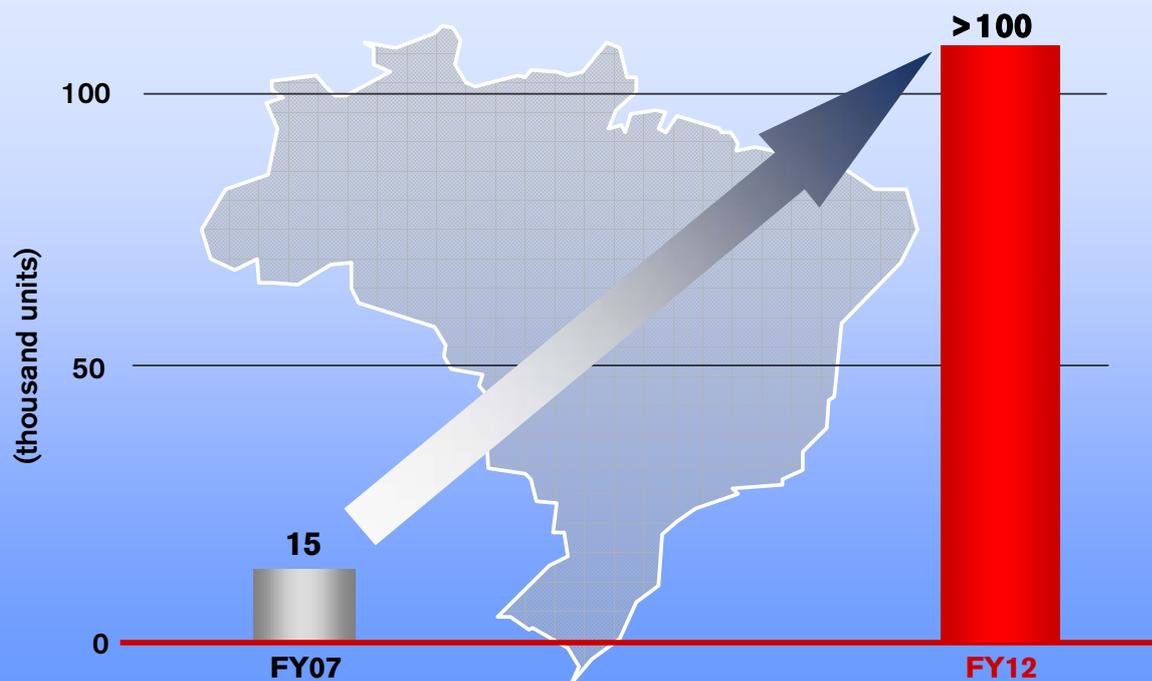


Market expansion: India



* Volume includes Ashok Leyland

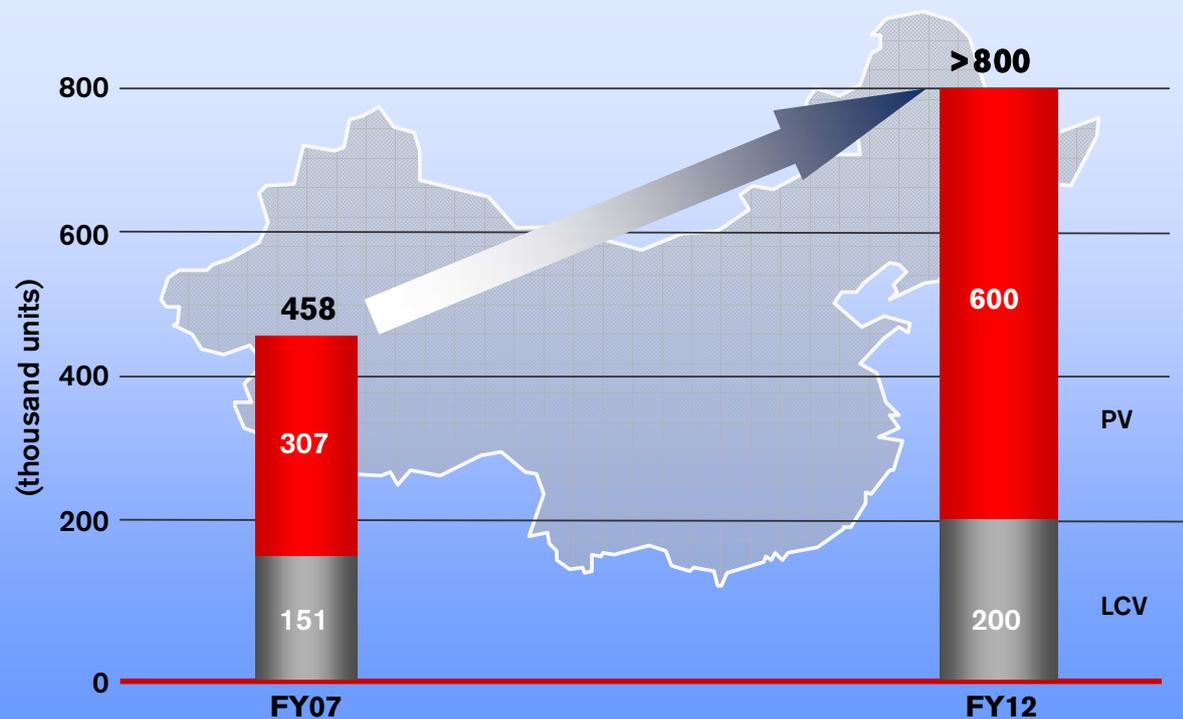
Market expansion: Brazil



61

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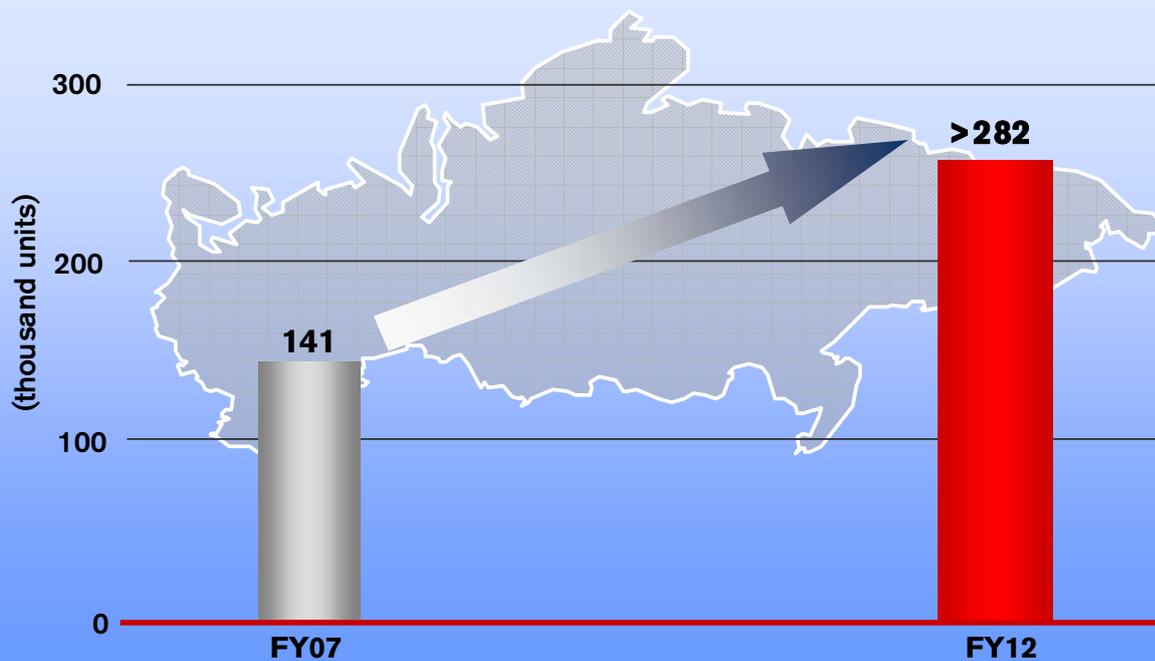
Market expansion: China



62

New mid-term plan & FY07 financial results

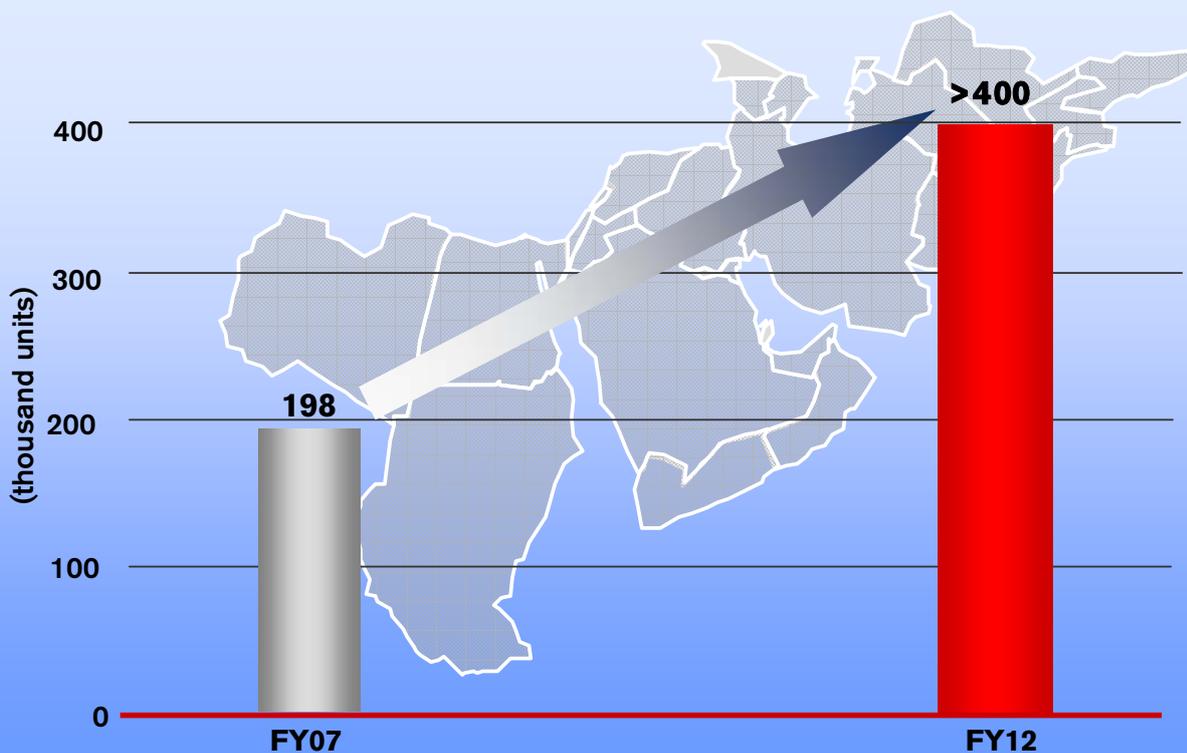
Market expansion: Russia



63

New mid-term plan & FY07 financial results

Market expansion: Middle East



64

New mid-term plan & FY07 financial results

5 corporate breakthroughs

✓ Quality leadership

✓ Zero-emission leadership

✓ Business expansion

✓ Market expansion

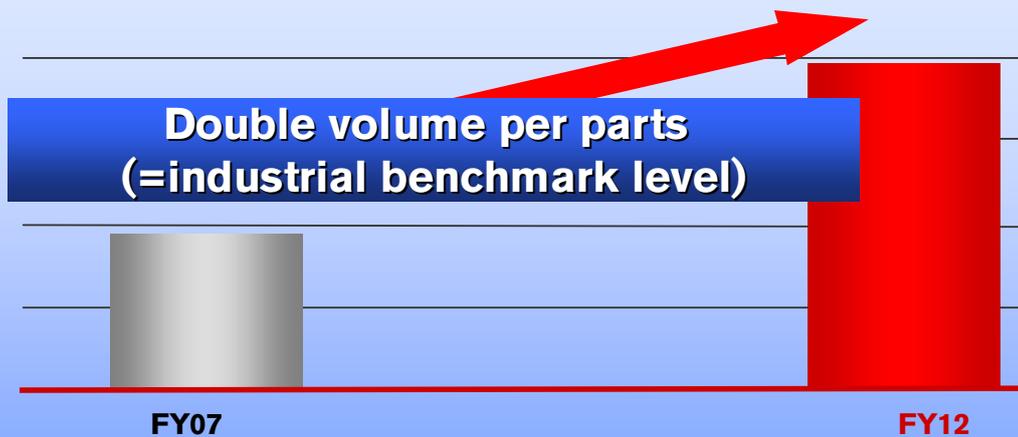
✓ Cost leadership

Cost leadership: purchasing cost reduction



Cost leadership: purchasing cost reduction

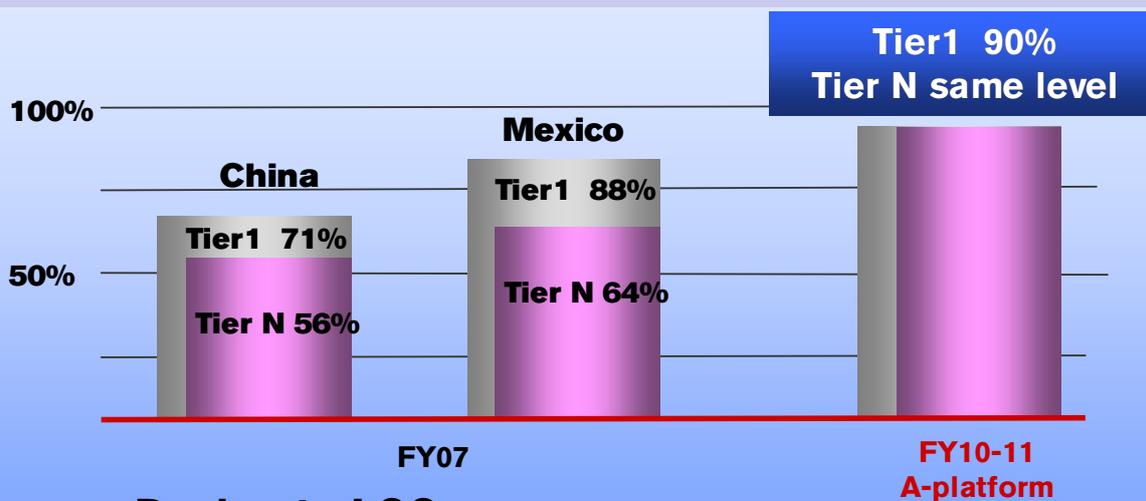
Volume per parts increase



- 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