



FY19 FINANCIAL RESULTS & FY20-23 TRANSFORMATION PLAN

NISSAN MOTOR CORPORATION



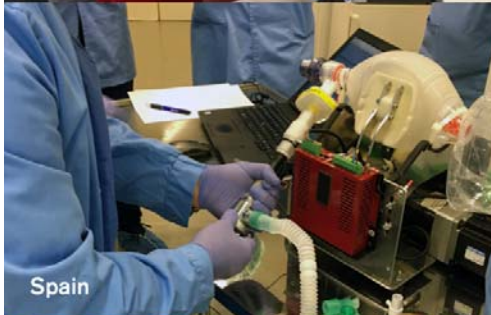
US



Thailand



South Africa



Spain



UK



Japan



China

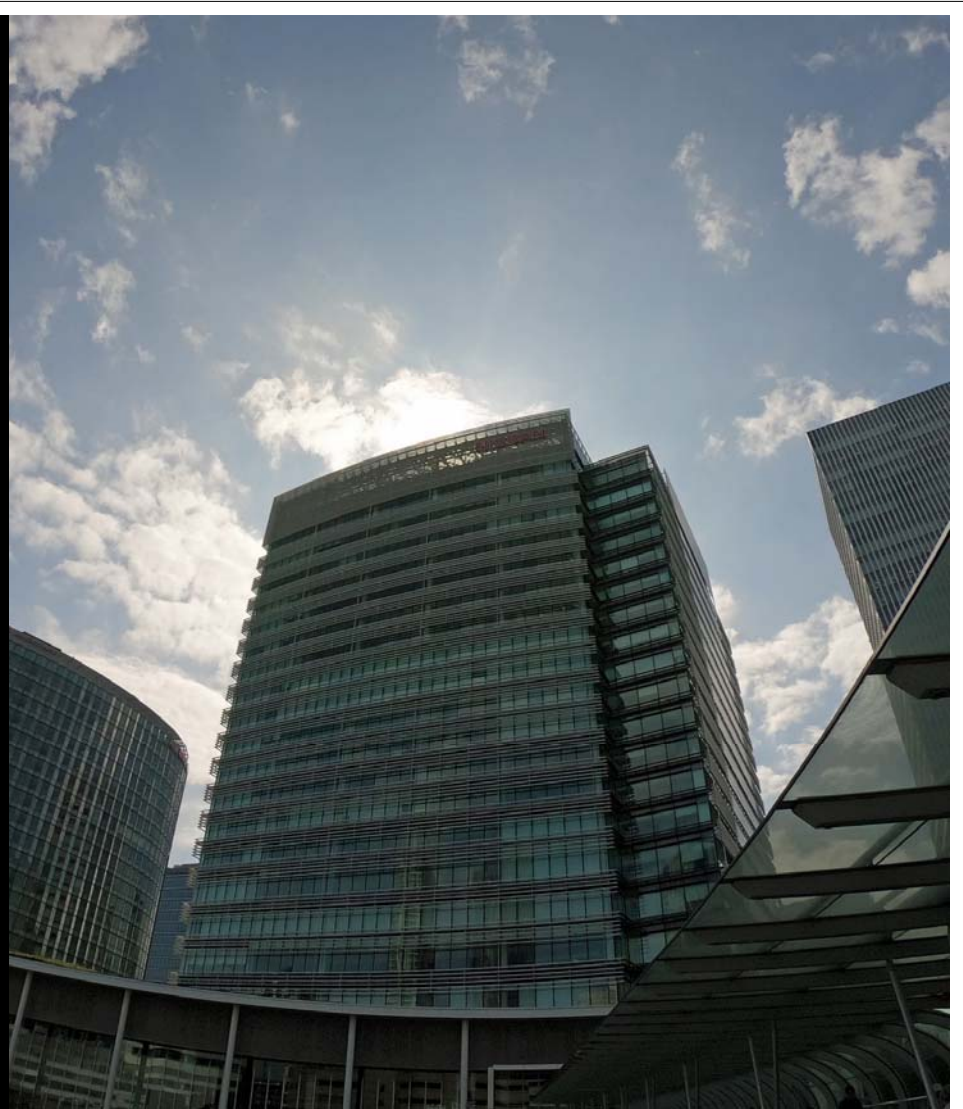


Chile



Japan

**FY2019
FINANCIAL
RESULTS**

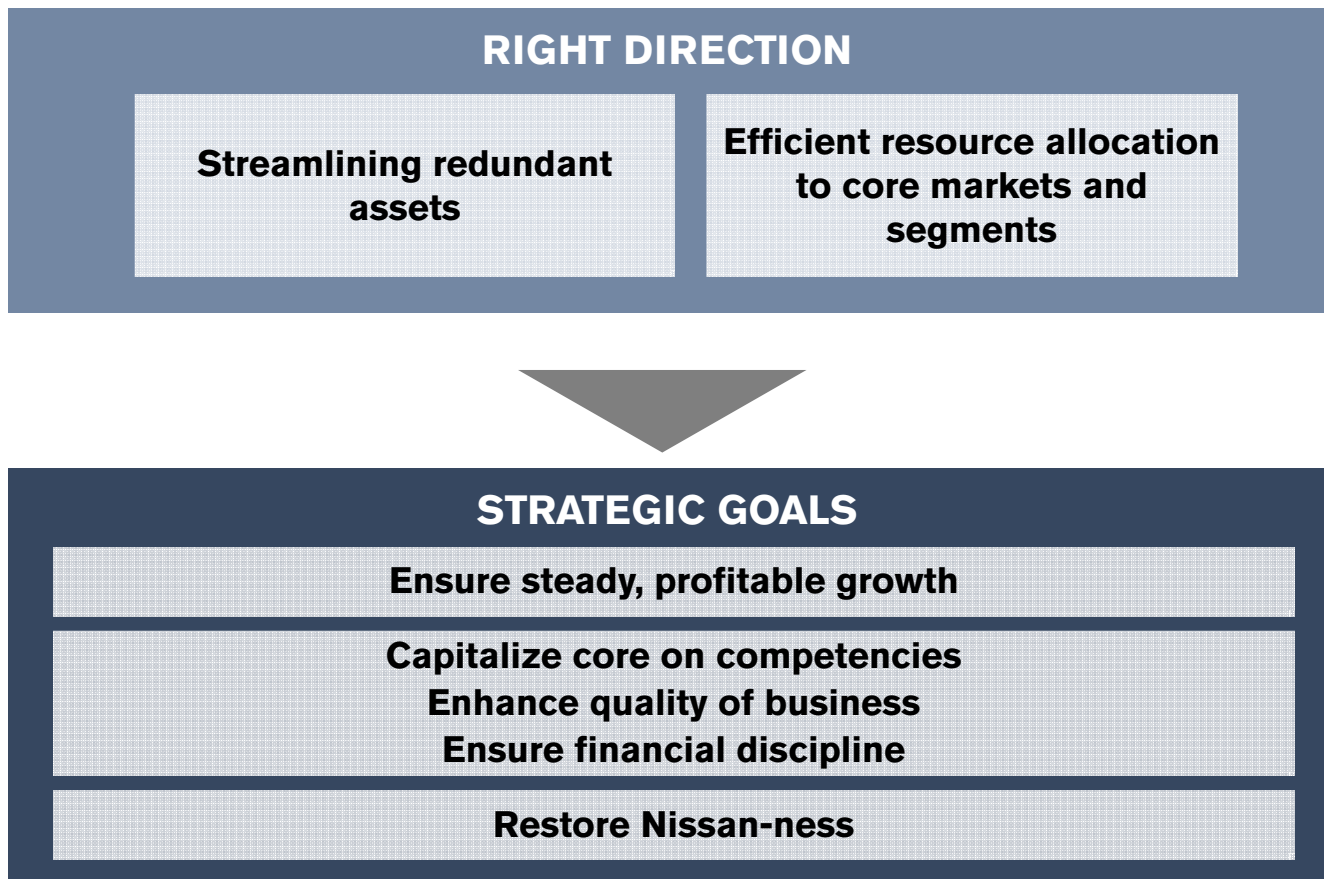


**FY20-23 TRANSFORMATION PLAN
NISSAN NEXT**

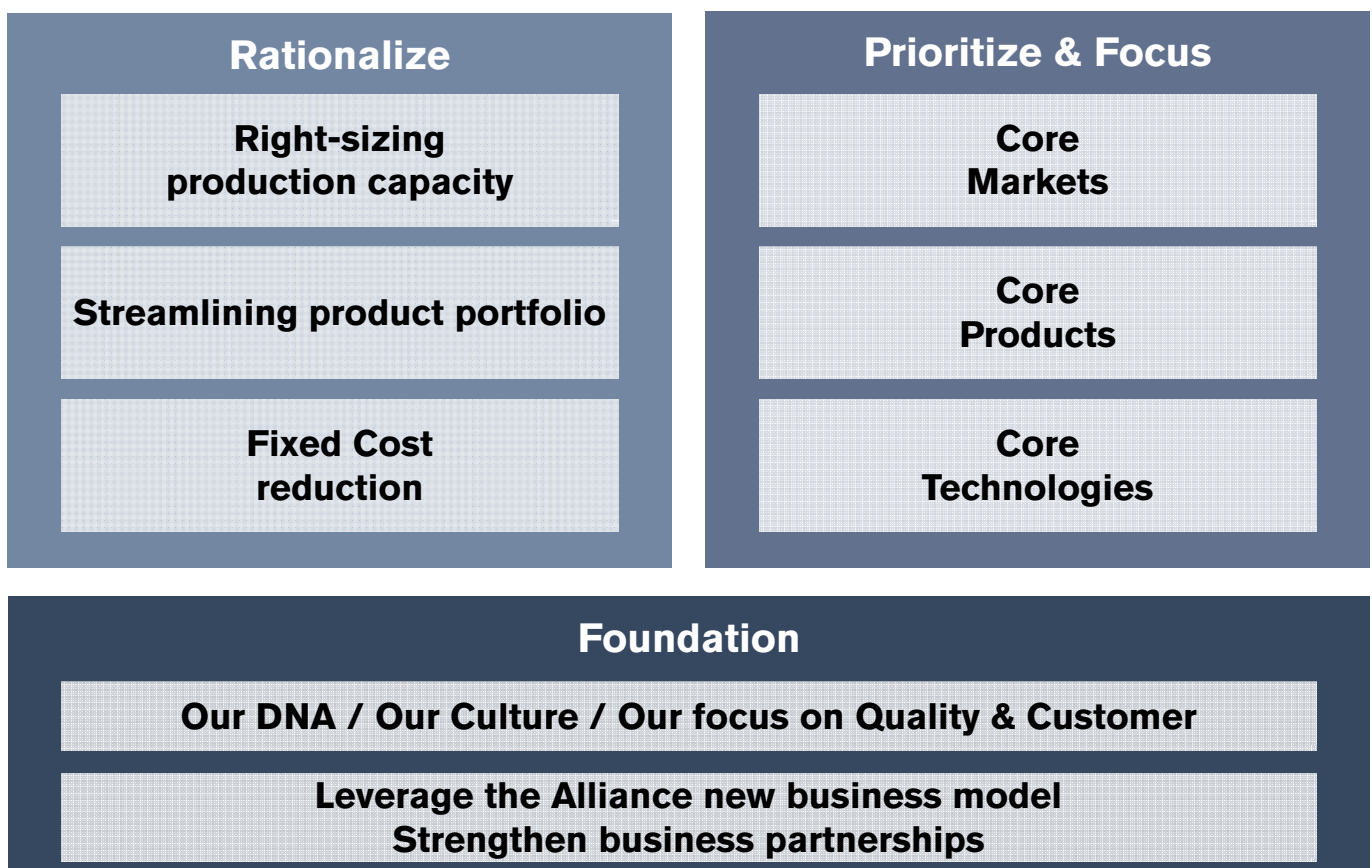
Passionate | Innovative | Challenger



Setting the context



A new roadmap for sustainable growth

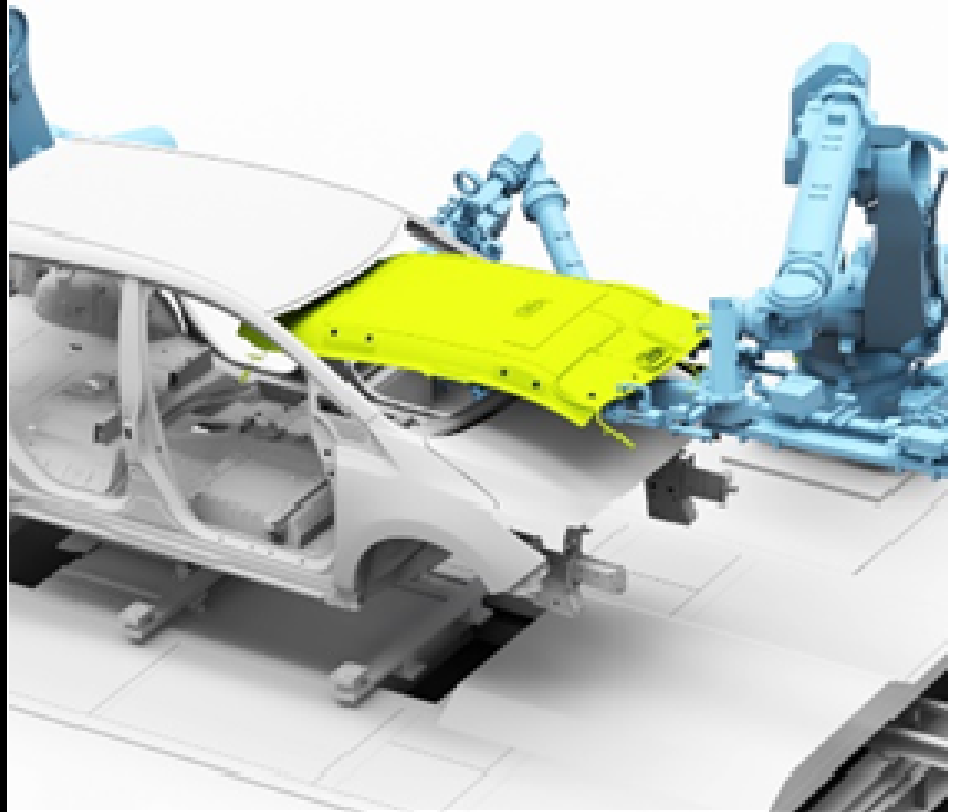


RATIONALIZE

Reducing production capacity

Streamlining product portfolio

Improving cost base



Reducing production capacity

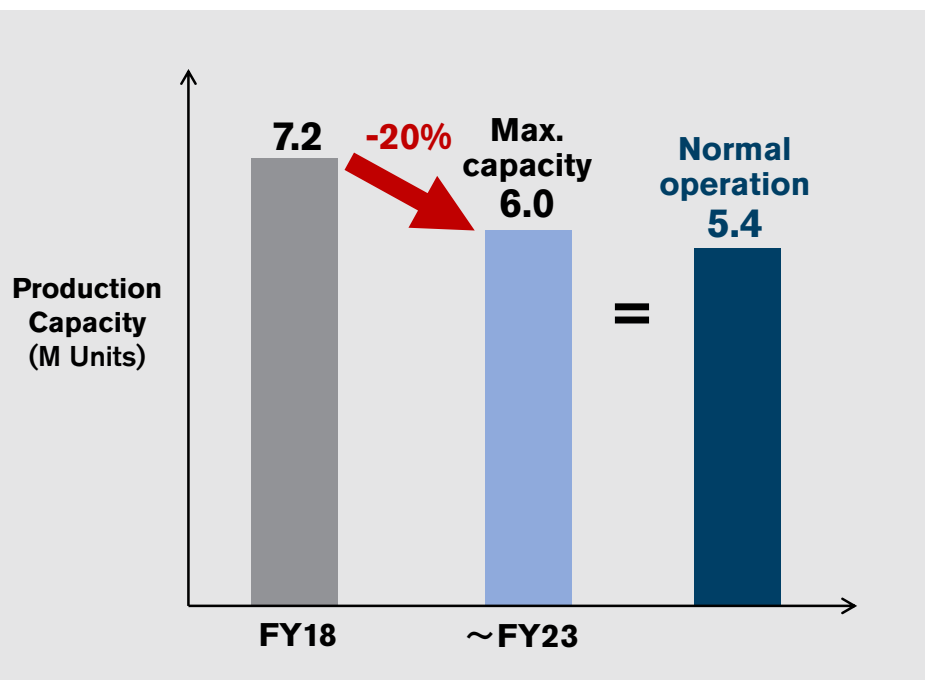
- 20% capacity reduction to 5.4 million units under normal operation
- Production line reductions and select facility closures
- Production utilization ratio above 80%

MEASURES

Close Indonesia plant →
Thailand to be single
production base in
ASEAN

Intend to close
Barcelona plant
Maintain Sunderland as
production base

Optimize North
American plants →
production by
segment / platform



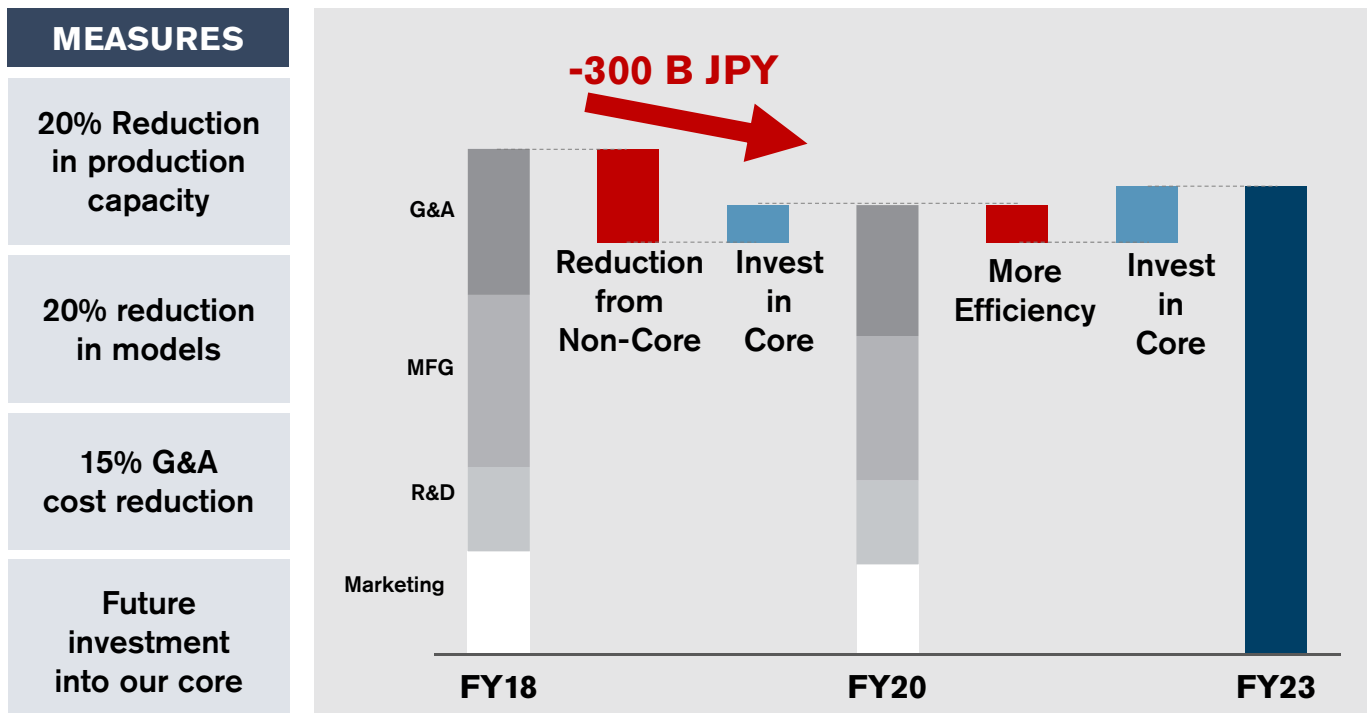
Streamlining product portfolio

- Reduce number of models by 20% by FY23 from 69 to ~55
- Reallocate resources to globally competitive models
- Shorten product life cycle to manage portfolio age < 4 years old

MEASURES	Focus segments								
Optimize line-up Minimize regional models	<table border="1"> <tr> <td>C-Segment</td> <td></td> </tr> <tr> <td>D-segment</td> <td></td> </tr> <tr> <td>EV</td> <td></td> </tr> <tr> <td>Sports</td> <td></td> </tr> </table>	C-Segment		D-segment		EV		Sports	
C-Segment									
D-segment									
EV									
Sports									
Focus on C/D /EV & Sports									
Utilize Alliance leader/follower scheme									

Improving cost base

- Optimize fixed cost levels: -300B JPY vs FY18
- Invest in core with tighter control



PRIORITIZE & FOCUS

Core Markets

Core Products

Core Technologies



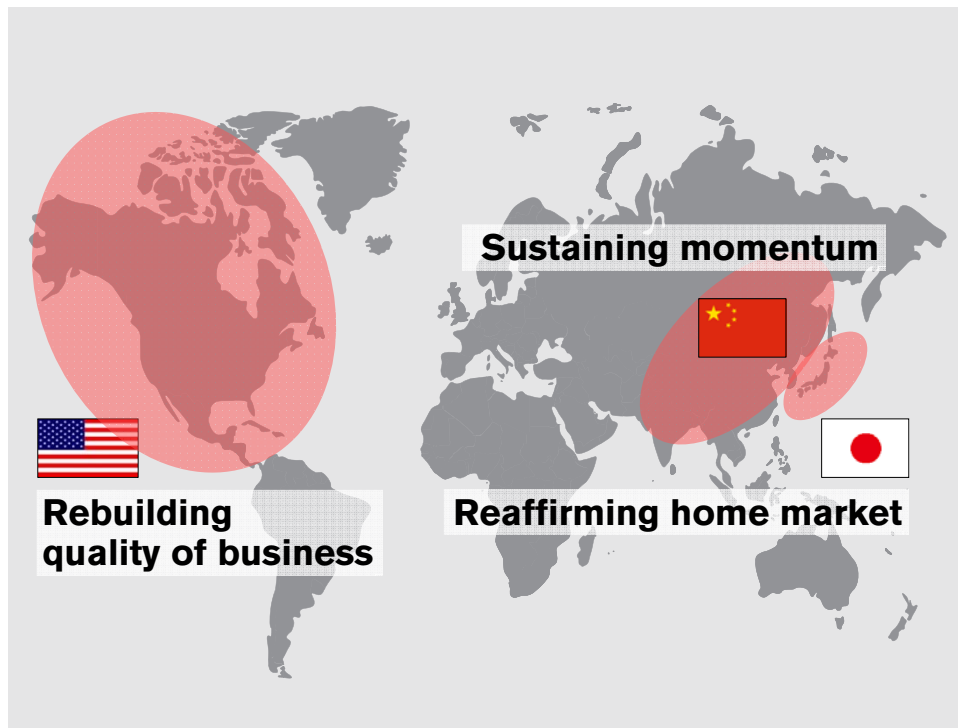
Prioritizing core markets

- Japan, China and North America as core markets
- Strategy realigned to deliver sustainable growth instead of unit volumes

MEASURES

Drive core market opportunities – Japan, China, North America

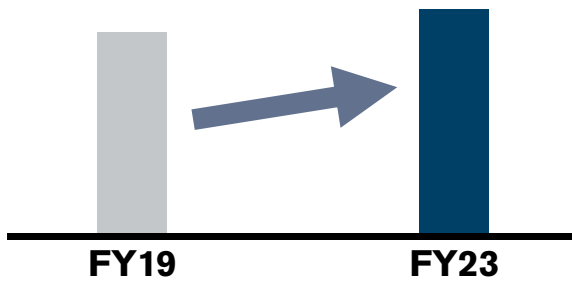
Sustain business in Europe, Latin America, ASEAN, leveraging the Alliance



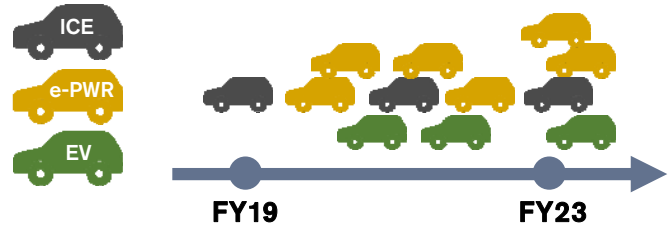
Reaffirming home market: Japan

- Launch new models every year, with strong electrified pipeline
- Maintain leadership in EV & Autonomous Driving

Gain market share

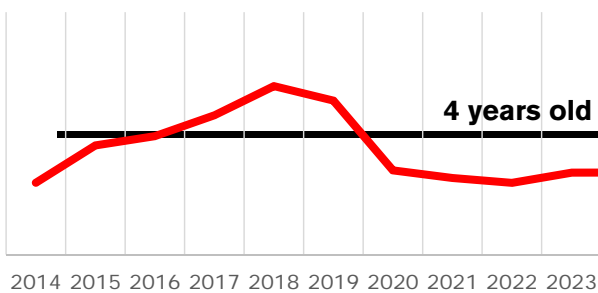


Continued product offering

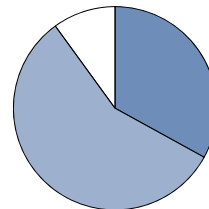


EV expansion: + SUV / kei
Electrified: 25 → ~60%

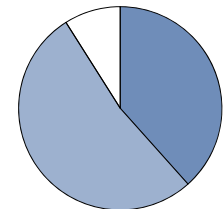
Younger portfolio age



e-POWER
~90% satisfied



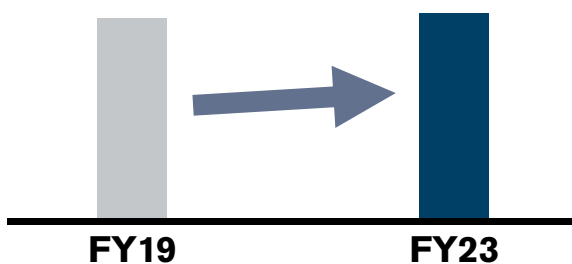
ProPILOT
~90% satisfied



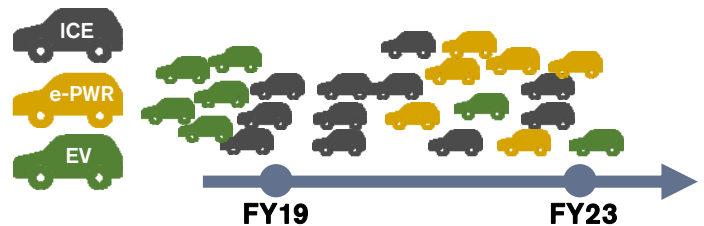
Sustaining momentum: China

- Continue to strengthen presence with clear focus on Nissan Intelligent Mobility to drive a strong brand

Growing market share

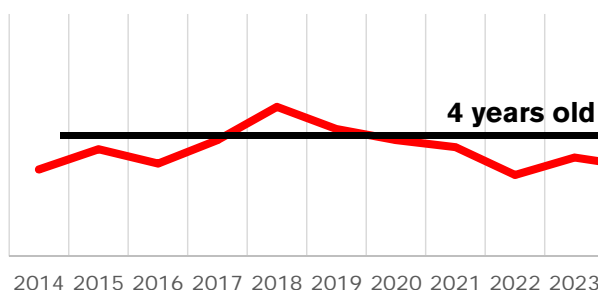


Product campaign with NIM



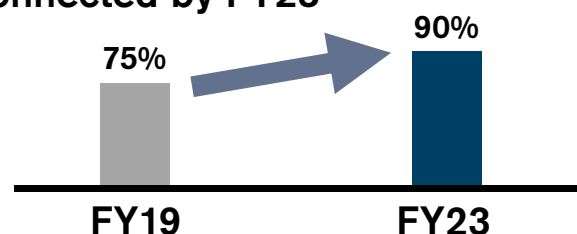
EV expansion : +5 → 7 models
e-Power campaign

Younger portfolio age



Increased connectivity

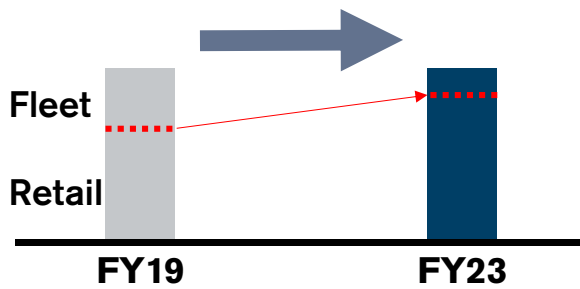
6 million units in operation to be connected by FY23



Rebuilding quality of business: US

- Shift business to more retail sales and less fleet
- Product enhancement in SUV and pickups

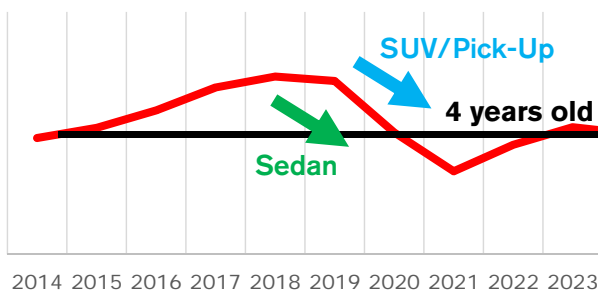
Steady market share, more retail



Enhance SUV & Pick-Up



Younger portfolio age



Improve quality of business

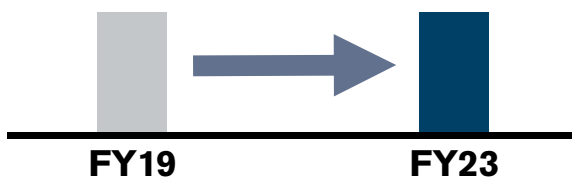
- ✓ FY19 → FY21~ : +10% net revenue by stronger product and less sales incentives (e.g.) *Sentra Success*
- ✓ Improve inventory management FY19 → FY21~ : -20%



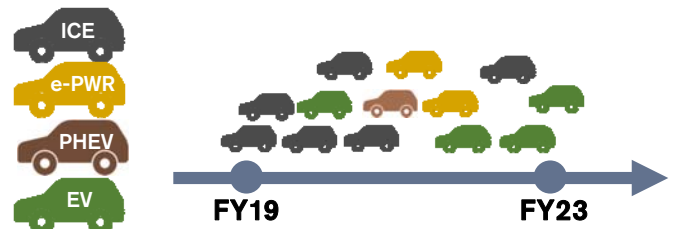
Leverage the Alliance: Europe

- Sustainable market share with enhancement of electrification
- Nissan focus on Crossover SUVs and leverage the Alliance assets

Sustainable market share

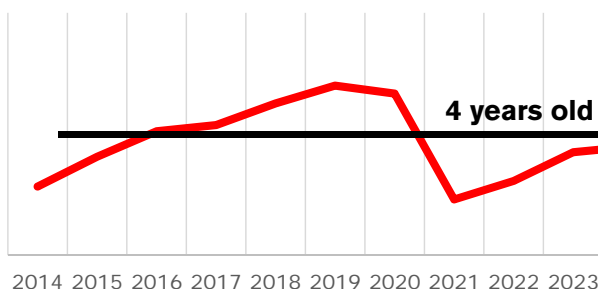


Enhance Electrification



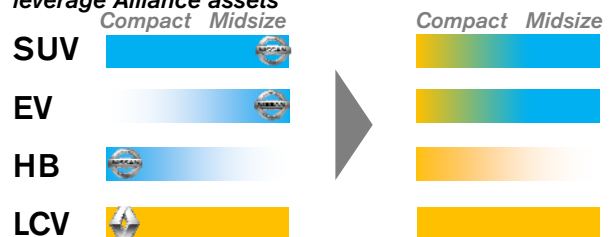
EV expansion : +SUVs
e-Power campaign

Younger portfolio age



Leverage the Alliance

Nissan to focus on Crossover SUVs and leverage Alliance assets



Maintaining product momentum

- 12 new models in 18 months
- Concentrate on integrating next-generation technologies into strong portfolio
- Refocused execution of Nissan Intelligent Mobility on core segments



Ramping-up Electrification

- On track to introduce more than 8 pure EVs by 2023
- e-POWER expansion to B- & C-segment and across regions
- Electrification ratio: JPN 60% / China 23% / Europe 50% by FY2023
- Target more than 1 million sales in FY23

NEW MODELS

EV



e-POWER



Expanding Autonomous Drive Vehicle line-up

- On track to introduce more than 20 models in 20 markets
- Target more than 1.5 million sales per year in FY23

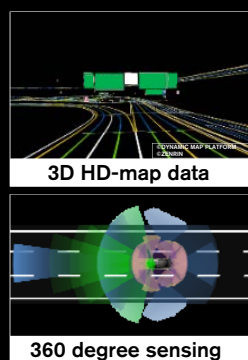
NEW MODELS

ProPILOT



Towards sustainable society

Offer freedom of mobility with Electrification X Autonomous Drive

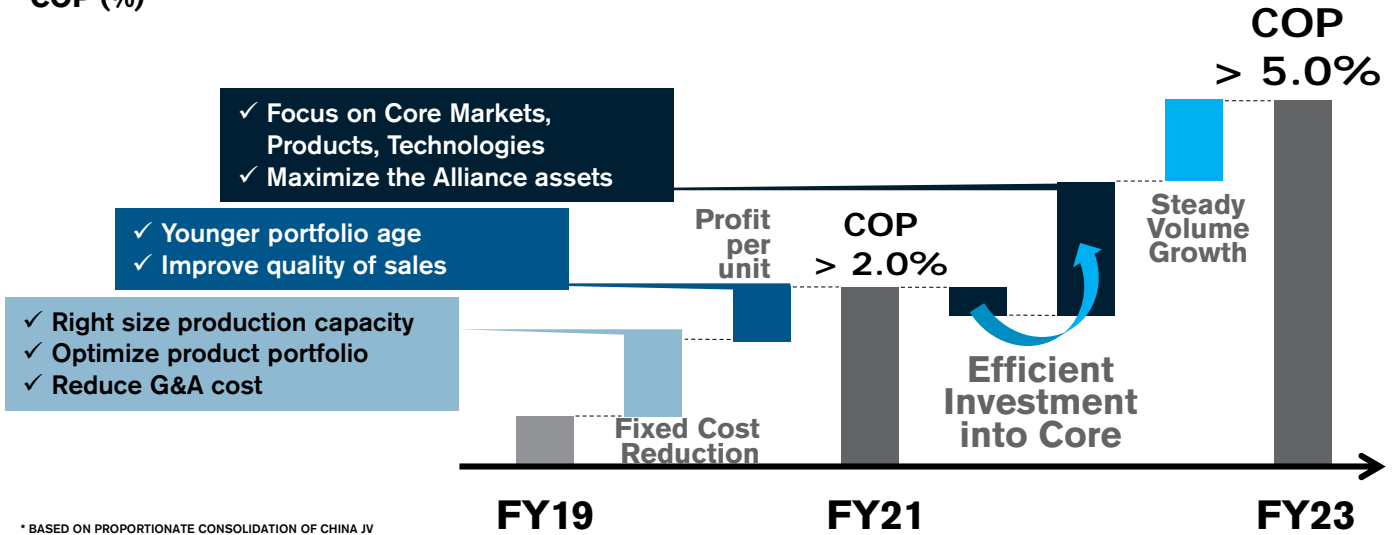


Laying a pathway to sustainable growth

- Market share 6% level in FY23
- COP > 5.0% in FY23 through concrete actions

TIV (M units)	85.7	→	89.6
Market Share (%)	5.8%	→	6.0%
Portfolio Age (yrs old)	> 5.0	→	< 4.0

COP (%)



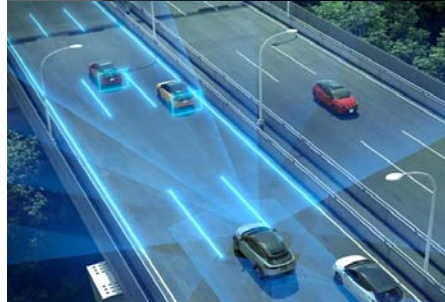
* BASED ON PROPORTIONATE CONSOLIDATION OF CHINA JV

Building on core strengths – Our DNA

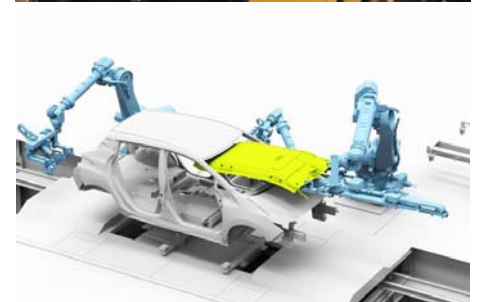
Passionate



Innovative



Challenger



NISSAN NEXT

Passionate | Innovative | Challenger



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