

# FISCAL YEAR 2019 THIRD-QUARTER FINANCIAL RESULTS

Nissan Motor Co., Ltd.  
February 13<sup>th</sup>, 2020

NISSAN MOTOR CORPORATION



## AGENDA

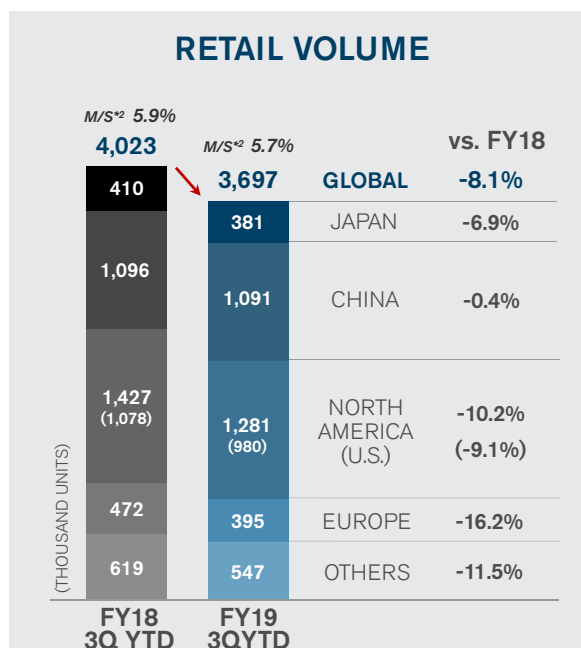
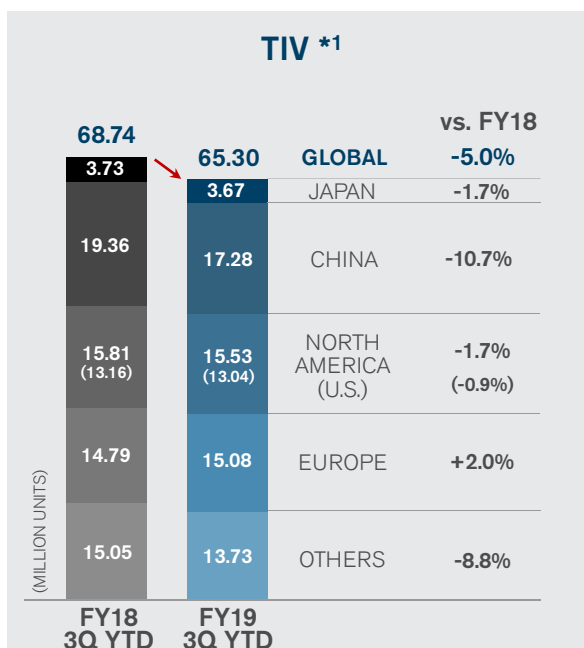
➔ **FY19 3Q RESULTS**

REVISION OF FY19 OUTLOOK

BUSINESS TRANSFORMATION UPDATE

# FY19 SALES PERFORMANCE (9 MONTHS)

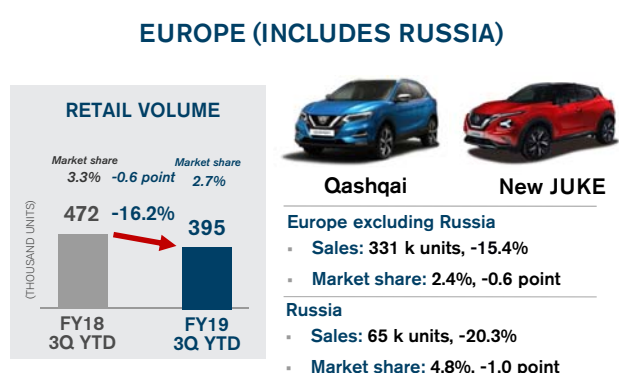
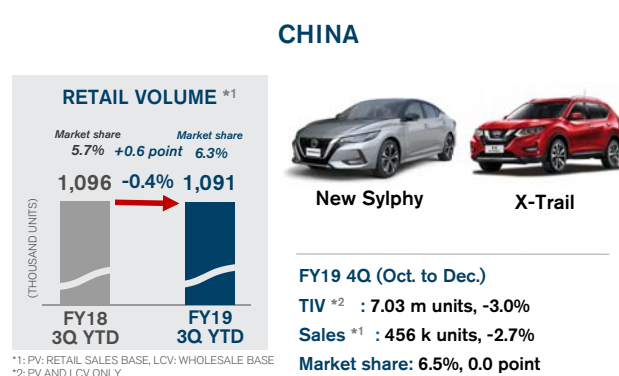
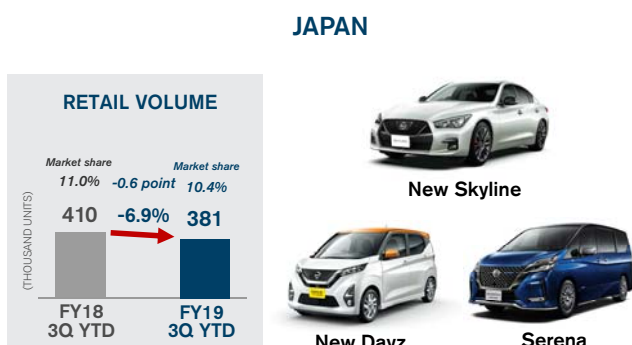
## GLOBAL



\*1: NISSAN ESTIMATION  
\*2: MARKET SHARE

# FY19 SALES PERFORMANCE (9 MONTHS)

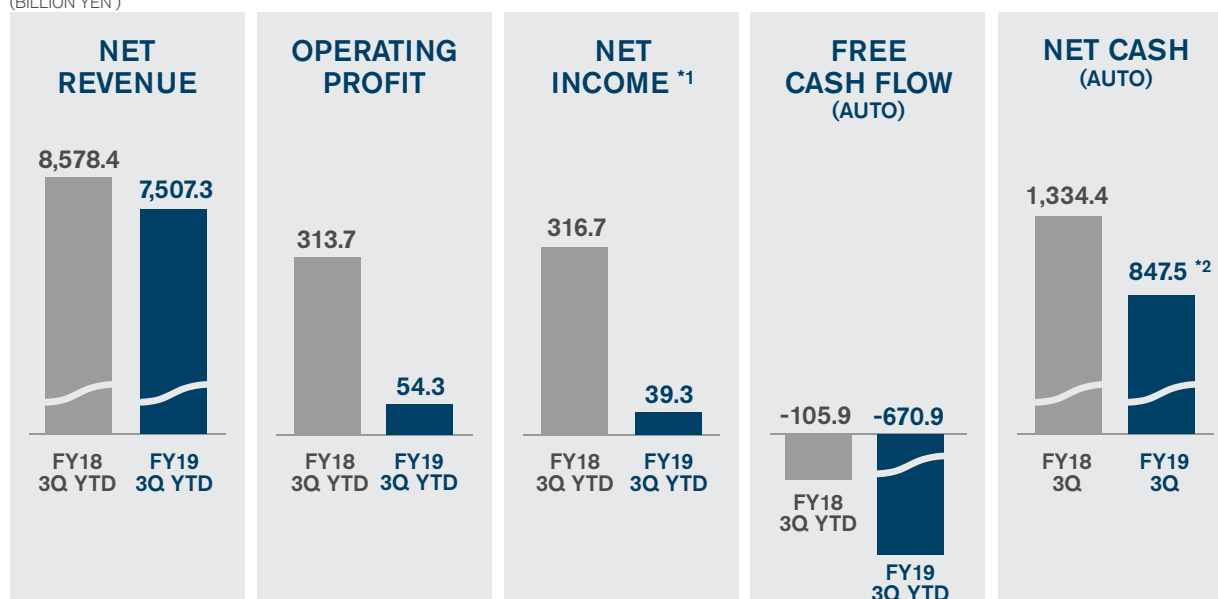
## KEY MARKETS



# FY19 3Q FINANCIAL RESULTS (9 MONTHS)

## (TSE REPORT BASIS — CHINA JV EQUITY BASIS)

(BILLION YEN)



### MANAGEMENT PRO FORMA BASIS \*3:

3Q YTD:	9,557.6	8,436.2	451.0	179.3	316.7	39.3	12.4	-645.2	1,681.0	1,159.3 *2
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\*1: NET INCOME ATTRIBUTABLE TO OWNERS OF THE PARENT

\*2: INCLUDES IMPACT FROM ACCOUNTING STANDARDS CHANGE (CHINA JV EQUITY BASIS -82.5 BILLION YEN)

\*3: BASED ON CONTINUATION OF PROPORTIONATE CONSOLIDATION OF CHINA JV

# FY19 FINANCIAL PERFORMANCE (9 MONTHS)

## (TSE REPORT BASIS — CHINA JV EQUITY BASIS)

(BILLION YEN)	FY18 3Q YTD	FY19 3Q YTD	VARIANCE	CHANGE vs. FY18 (%)
<b>NET REVENUE</b>	<b>8,578.4</b>	<b>7,507.3</b>	<b>-1,071.1</b>	<b>-12.5%</b>
<b>OPERATING PROFIT</b>	<b>313.7</b>	<b>54.3</b>	<b>-259.4</b>	<b>-82.7%</b>
OP MARGIN	3.7%	0.7%		
NON-OPERATING	158.1	87.1		
<b>ORDINARY PROFIT</b>	<b>471.8</b>	<b>141.4</b>	<b>-330.4</b>	<b>-70.0%</b>
EXTRAORDINARY	-10.5	-26.9		
<b>PROFIT BEFORE TAX</b>	<b>461.3</b>	<b>114.5</b>	<b>-346.8</b>	<b>-75.2%</b>
TAXES	-128.2	-63.0		
EFFECTIVE TAX RATE	27.8%	55.0%		
MINORITY INTEREST *1	-16.4	-12.2		
<b>NET INCOME *2</b>	<b>316.7</b>	<b>39.3</b>	<b>-277.4</b>	<b>-87.6%</b>
FX RATE (USD/JPY)	111.1	108.7	-2.4	
(EUR/JPY)	129.5	121.0	-8.5	

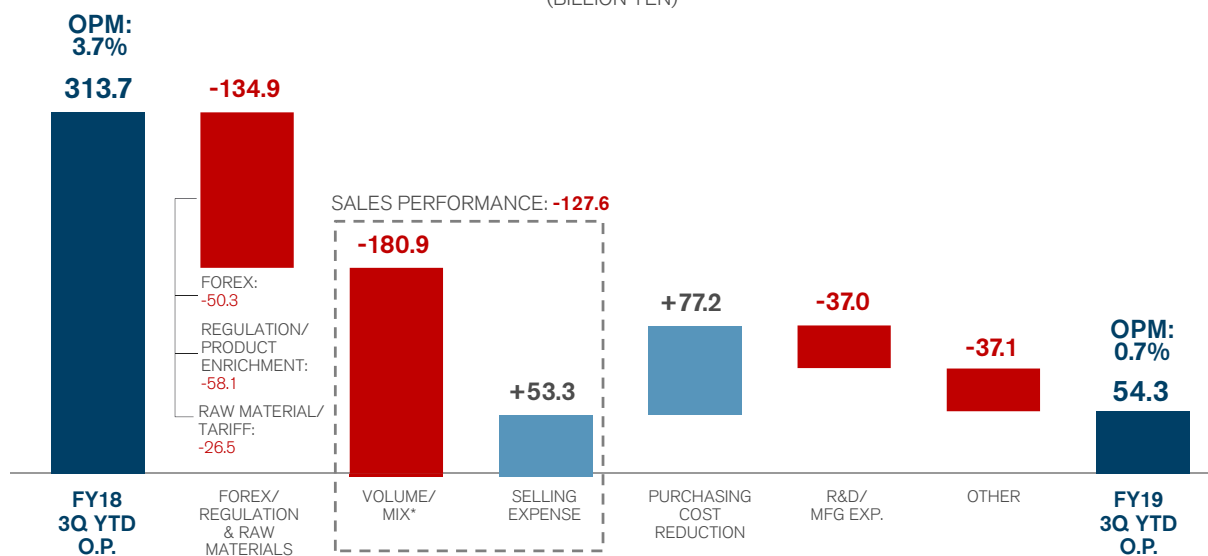
\*1: NET INCOME ATTRIBUTABLE TO NON-CONTROLLING INTERESTS

\*2: NET INCOME ATTRIBUTABLE TO OWNERS OF THE PARENT

# FY19 FINANCIAL PERFORMANCE (9 MONTHS) (TSE REPORT BASIS — CHINA JV EQUITY BASIS)

## OPERATING PROFIT VARIANCE ANALYSIS

(BILLION YEN)



\* INCLUDES VOLUME IMPACT ON INCENTIVES

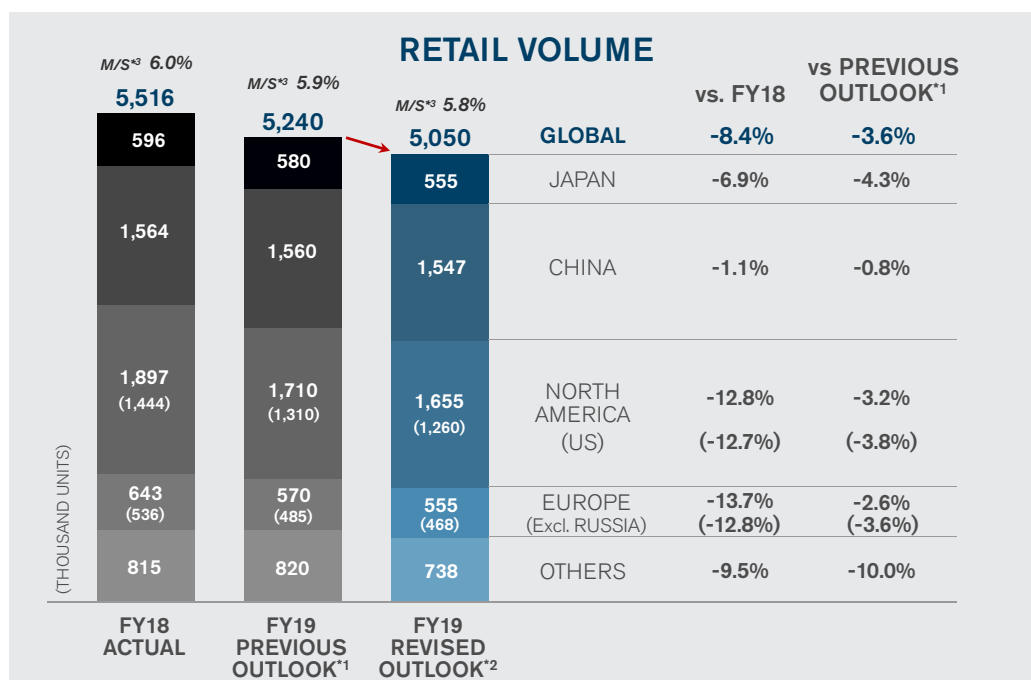
## AGENDA

FY19 3Q RESULTS

➔ REVISION OF FY19 OUTLOOK

BUSINESS TRANSFORMATION UPDATE

# FY19 SALES OUTLOOK



\*1: PREVIOUS OUTLOOK ON NOVEMBER 12, 2019

\*2: REVISED OUTLOOK DOES NOT INCLUDE NOVEL CORONAVIRUS IMPACT

\*3: MARKET SHARE

## FY19 OUTLOOK (TSE REPORT BASIS — CHINA JV EQUITY BASIS)

(BILLION YEN)	FY19 PREVIOUS OUTLOOK <sup>*1</sup>	FY19 REVISED OUTLOOK <sup>*2</sup>	VARIANCE vs. PREVIOUS OUTLOOK <sup>*1</sup>	CHANGE vs. PREVIOUS OUTLOOK <sup>*1</sup> (%)
RETAIL VOLUME (K. units)	5,240	5,050	-190	-3.6%
NET REVENUE	10,600.0	10,200.0	-400.0	-3.8%
OPERATING PROFIT	150.0	85.0	-65.0	-43.3%
OP MARGIN	1.4%	0.8%	-0.6 point	
NET INCOME <sup>*3</sup>	110.0	65.0	-45.0	-40.9%
NET INCOME RATIO <sup>*3</sup>	1.0%	0.6%	-0.4 point	
FX RATE (USD/JPY)	107	108 <sup>*4</sup>	+1	
FX RATE (EUR/JPY)	120	120	0	

\*1: PREVIOUS OUTLOOK ON NOVEMBER 12, 2019

\*2: REVISED OUTLOOK DOES NOT INCLUDE NOVEL CORONAVIRUS IMPACT

\*3: NET INCOME ATTRIBUTABLE TO OWNERS OF THE PARENT

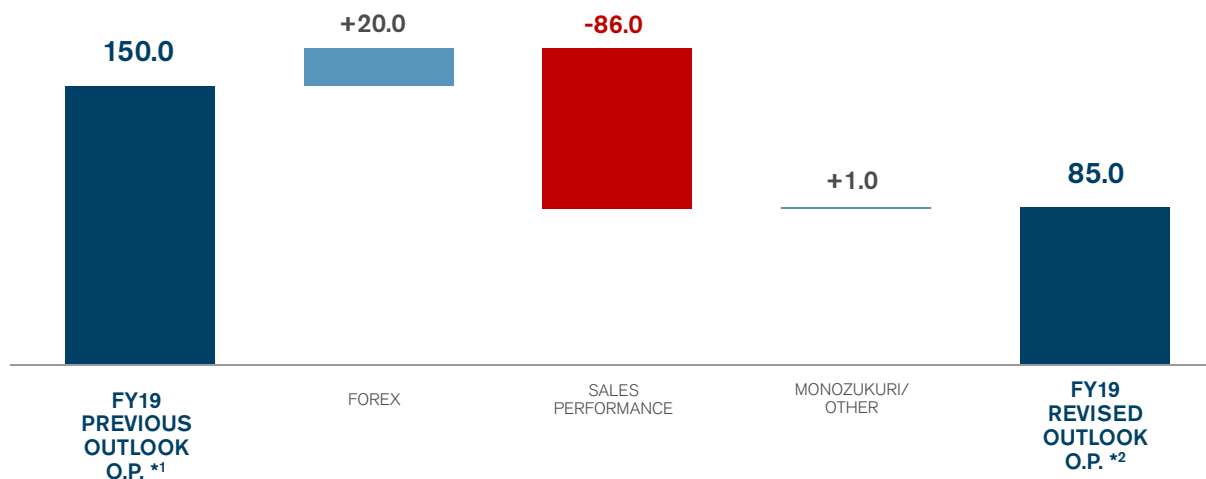
\*4: 4Q FX RATE ASSUMPTION IS 108 YEN

# FY19 OUTLOOK

## (TSE REPORT BASIS — CHINA JV EQUITY BASIS)

### OPERATING PROFIT VARIANCE ANALYSIS

(BILLION YEN)



\*1: PREVIOUS OUTLOOK ON NOVEMBER 12, 2019

\*2: REVISED OUTLOOK DOES NOT INCLUDE NOVEL CORONAVIRUS IMPACT

## FY19 SHAREHOLDER RETURN

	INTERIM	YEAR END (PLAN)	FULL YEAR (PLAN)
FY19 DIVIDEND PER SHARE	10 YEN	0 YEN	10 YEN

# AGENDA

FY19 3Q RESULTS

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 **BUSINESS TRANSFORMATION UPDATE**

## **BUSINESS TRANSFORMATION** RECOVERY PLAN KEY PILLARS

**1. US BUSINESS RECOVERY**

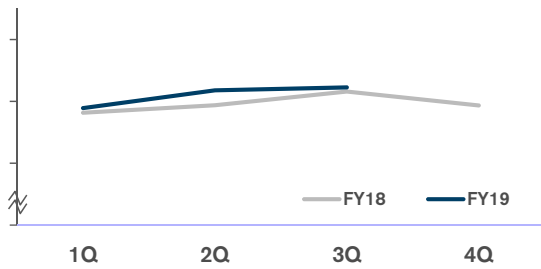
**2. OPERATIONAL AND INVESTMENT EFFICIENCY  
IMPROVEMENT**

**3. STEADY GROWTH THROUGH NEW PRODUCTS,  
ADVANCED TECHNOLOGY AND “NISSAN INTELLIGENT  
MOBILITY”**

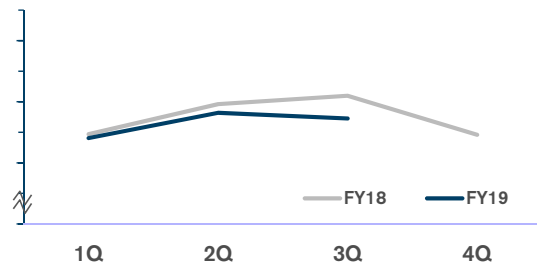
# US BUSINESS RECOVERY UPDATE

## NISSAN BRAND KPI TREND

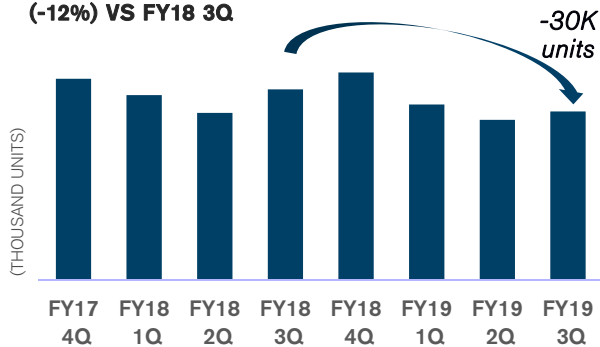
**NET REVENUE PER UNIT (AFTER DEDUCTING INCENTIVES) IMPROVING**



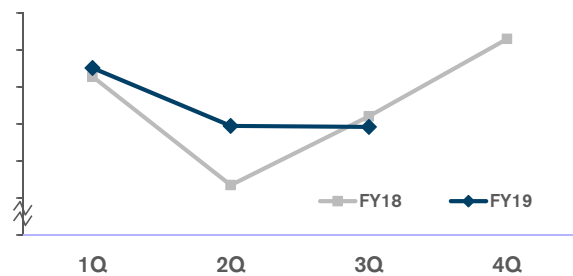
**RETAIL INCENTIVE PER UNIT DECREASING**



**DEALER INVENTORY DECREASED BY -30K UNITS (-12%) VS FY18 3Q**



**FLEET RATIO IS BELOW PREVIOUS YEAR'S LEVEL AND IS UNDER CONTROL**



## OPERATIONAL AND INVESTMENT EFFICIENCY IMPROVEMENT

### PRODUCTION CAPACITY RATIONALIZATION / EFFICIENCY IMPROVEMENT

#### On Track

- Redefined strategic role for each plant
- Developed plans for each plant and commencing implementation phase

### PRODUCT LINE-UP : Over 10% Reduction

#### On Track

- Datsun brand exit from Indonesia
- Cease production of low performing models
- Optimize investment with strategic focus on technologies/models/regions where Nissan has core competency



**Further rationalization under analysis given recent market conditions**



# STEADY GROWTH THROUGH NEW PRODUCTS, ADVANCED TECHNOLOGY AND “NISSAN INTELLIGENT MOBILITY”

## NISSAN INTELLIGENT MOBILITY

### New Technologies



Skyline

### New Products



Nissan Xmotion Concept



Nissan Ariya Concept

### New Businesses

Easy Ride

by Nissan & DeNA



## GOING FORWARD

### TO ACHIEVE STEADY GROWTH

- Further optimization of operational and investment efficiency
- Sustain investments in new technologies/CASE
- Transformation of corporate culture

### REVISION OF MID-TERM PLAN

- Revising mid-term plan considering current performance and market conditions
- Announce updated mid-term plan in May 2020

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