

# FISCAL YEAR 2019 THIRD-QUARTER FINANCIAL RESULTS

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

NISSAN MOTOR CORPORATION



## AGENDA

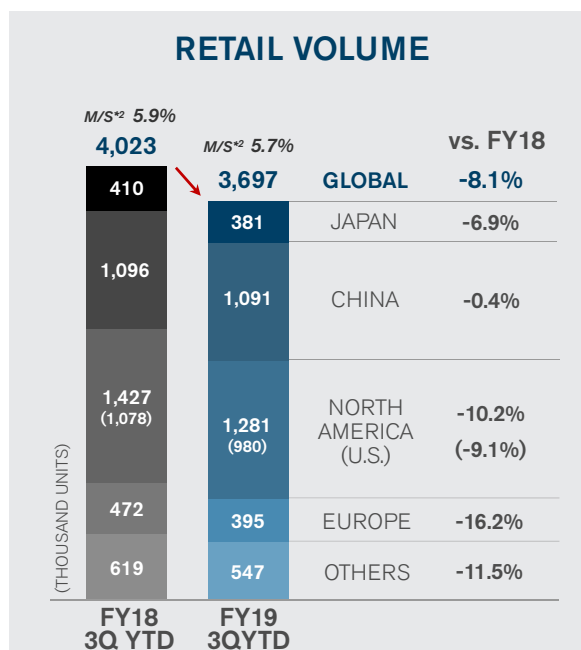
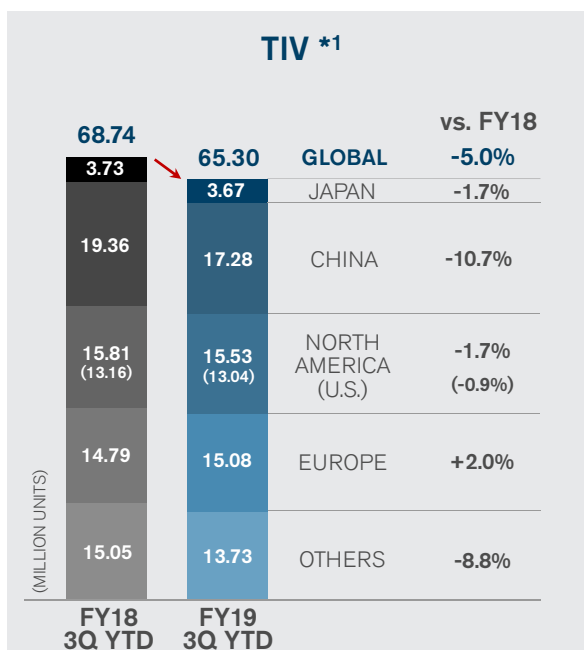
 **FY19 3Q RESULTS**

REVISION OF FY19 OUTLOOK

BUSINESS TRANSFORMATION UPDATE

# FY19 SALES PERFORMANCE (9 MONTHS)

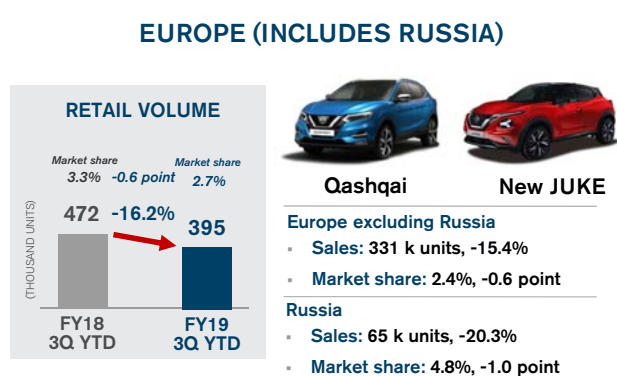
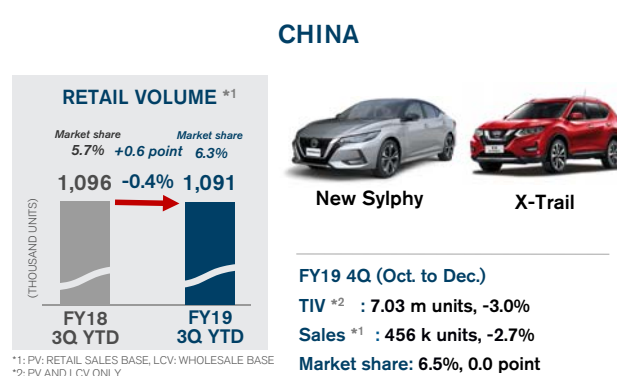
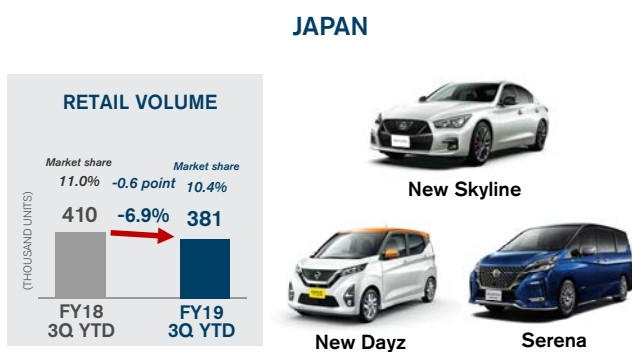
## GLOBAL



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

# FY19 SALES PERFORMANCE (9 MONTHS)

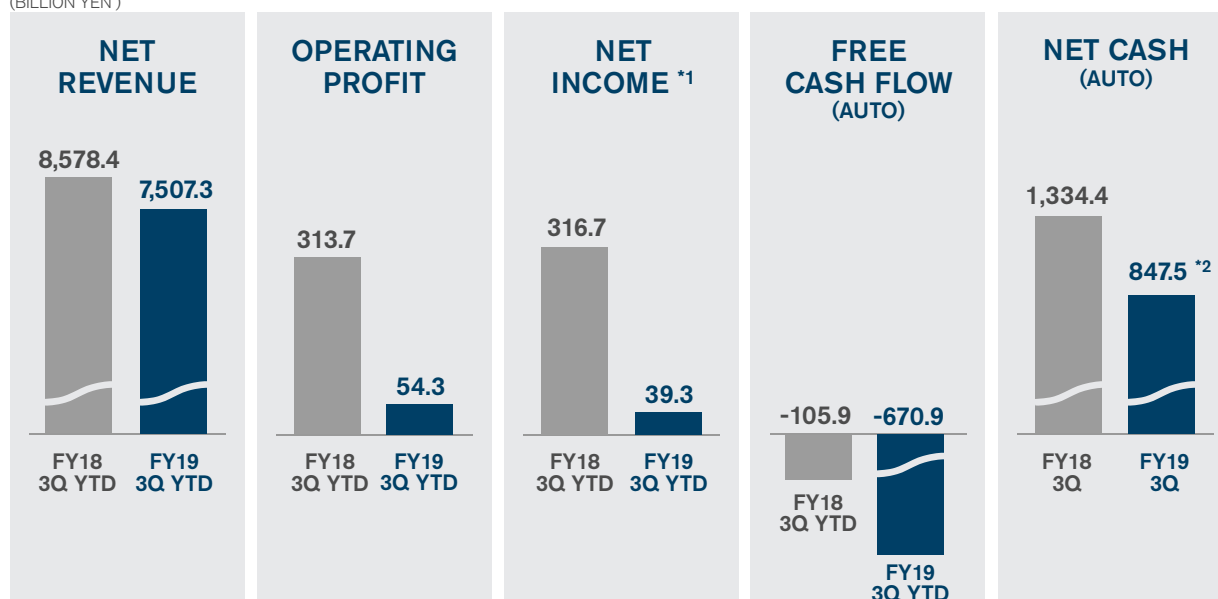
## KEY MARKETS



# 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	

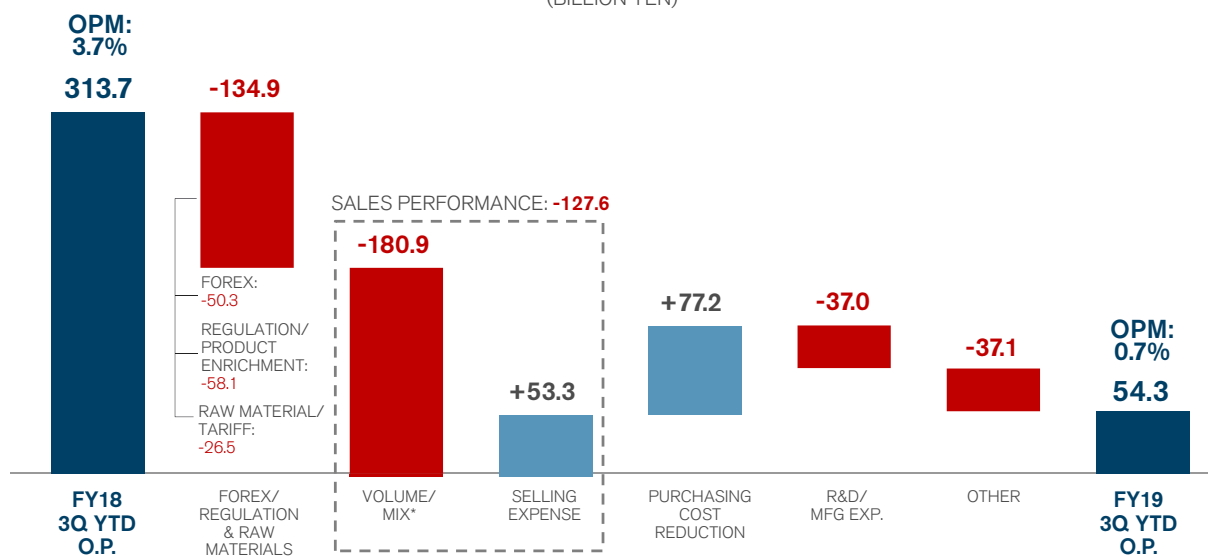
\*1: NET INCOME ATTRIBUTABLE TO NON-CONTROLLING INTERESTS

\*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

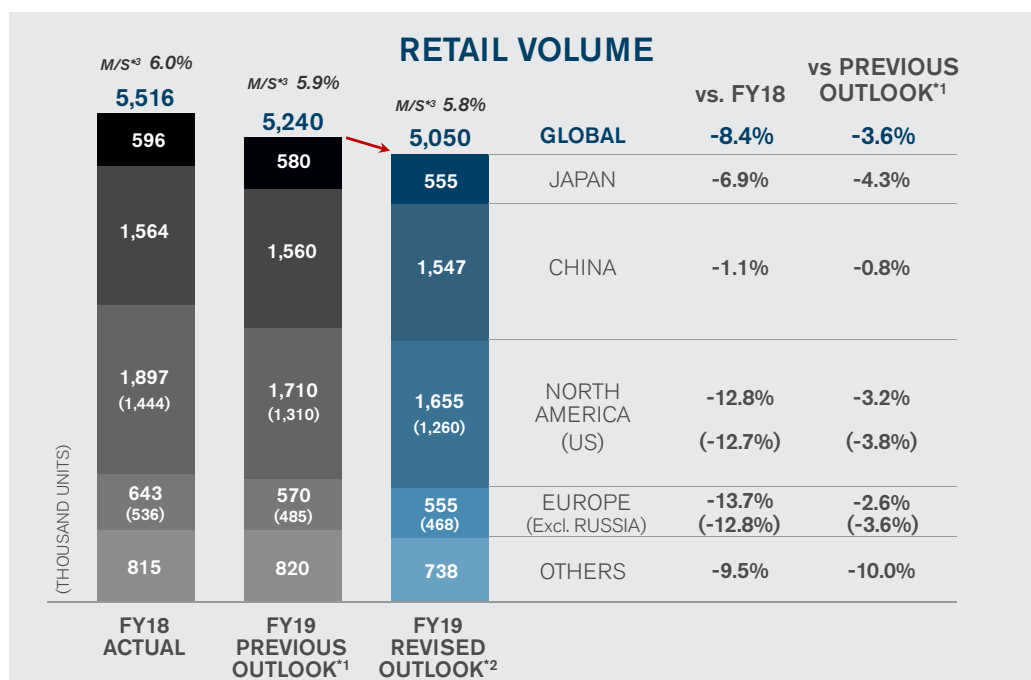
## AGENDA

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

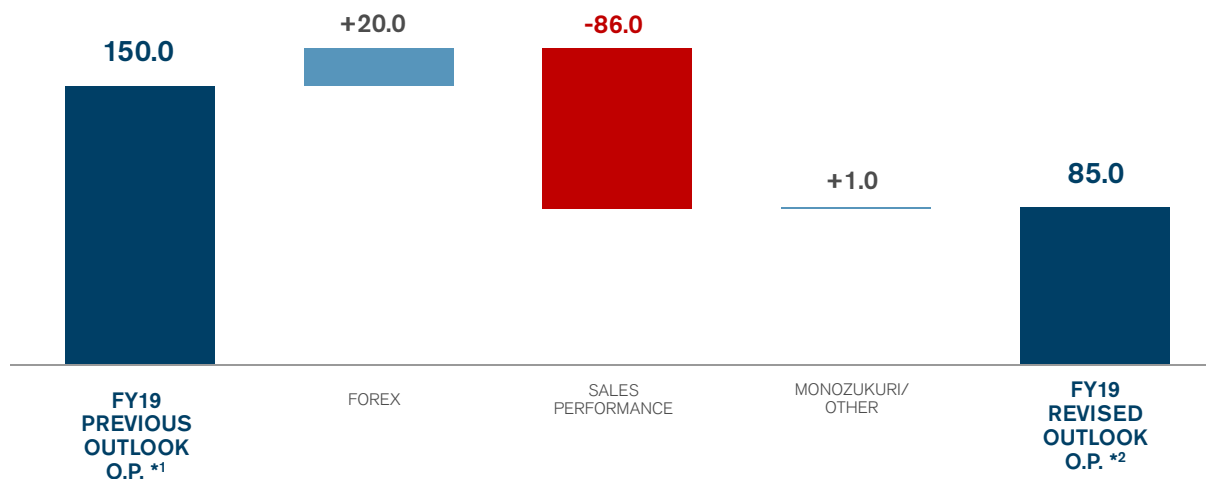
\*4: 4Q FX RATE ASSUMPTION IS 108 YEN

# 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**

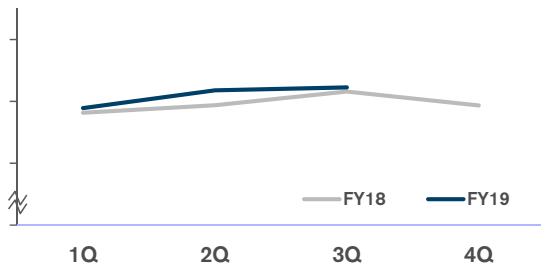
**2. OPERATIONAL AND INVESTMENT EFFICIENCY  
IMPROVEMENT**

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

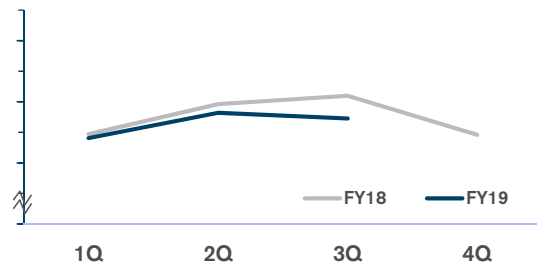
# US BUSINESS RECOVERY UPDATE

## NISSAN BRAND KPI TREND

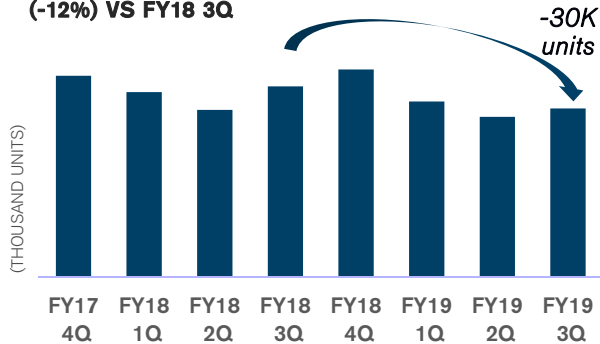
**NET REVENUE PER UNIT (AFTER DEDUCTING INCENTIVES) IMPROVING**



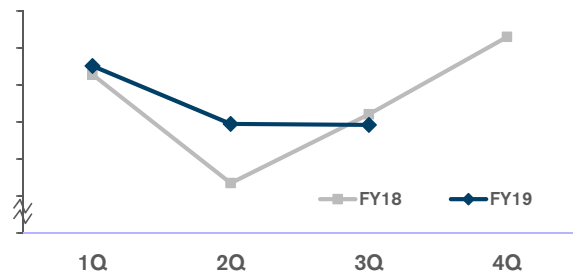
**RETAIL INCENTIVE PER UNIT DECREASING**



**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

**This presentation contains forward-looking statements, based on judgments and estimates that have been made on the basis of currently available information. By nature, such statements are subject to uncertainty and risk. Therefore, you are advised that the final results might be significantly different from the aforementioned statements due to changes in economic environments related to our business, market trends and exchange rate, etc.**