

RE:NISSAN

FY2025 Financial Results

13 MAY 2026



■ Re:Nissan Update



RE:NISSAN



REDUCE COST
STRUCTURE

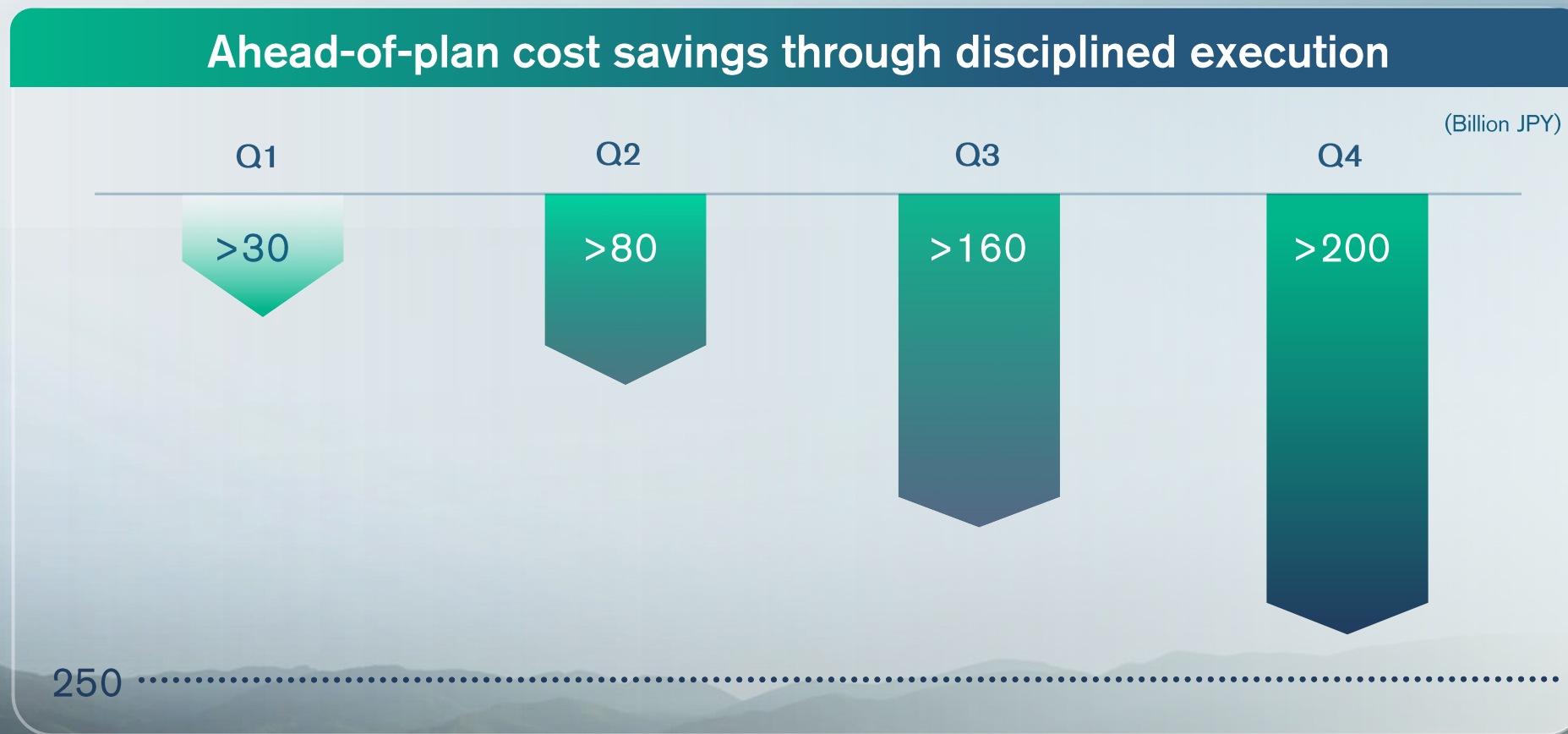


REDEFINE MARKET &
PRODUCT STRATEGY



REINFORCE
PARTNERSHIPS

Reduce Cost Structure: Fixed Cost



Continue cost savings momentum and navigate risks

■ Reduce Cost Structure: Fixed Cost

RESTRUCTURE MANUFACTURING

Q1 | MARCH 2025

1. Argentina plant
2. India plant

Q2 | JULY 2025

3. Oppama plant
4. Nissan Shatai Shonan plant
5. CIVAC plant

Q3 | OCTOBER 2025

6. COMPAS plant, Mexico

Q4 | JANUARY 2026

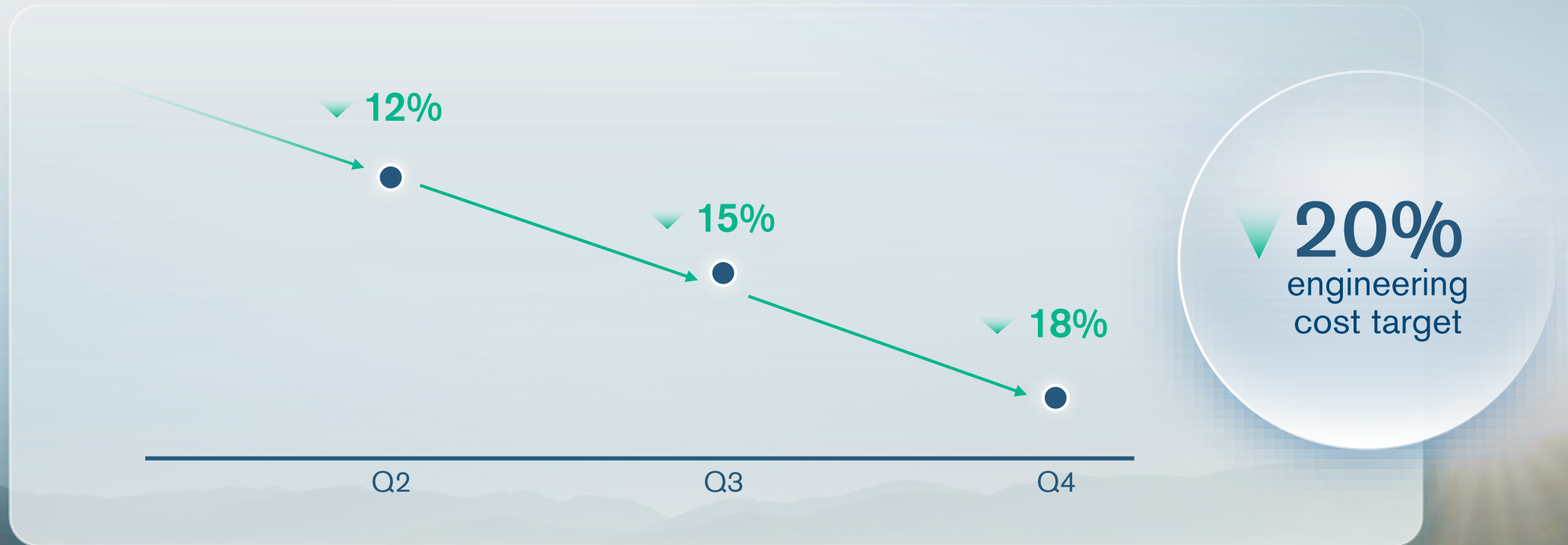
7. Rosslyn plant in South Africa

(Agreement reached - subject to conditions & regulatory approvals)

7/7 sites announced in 10 months; 6 to be complete consolidation by FY26

Reduce Cost Structure: Fixed Cost

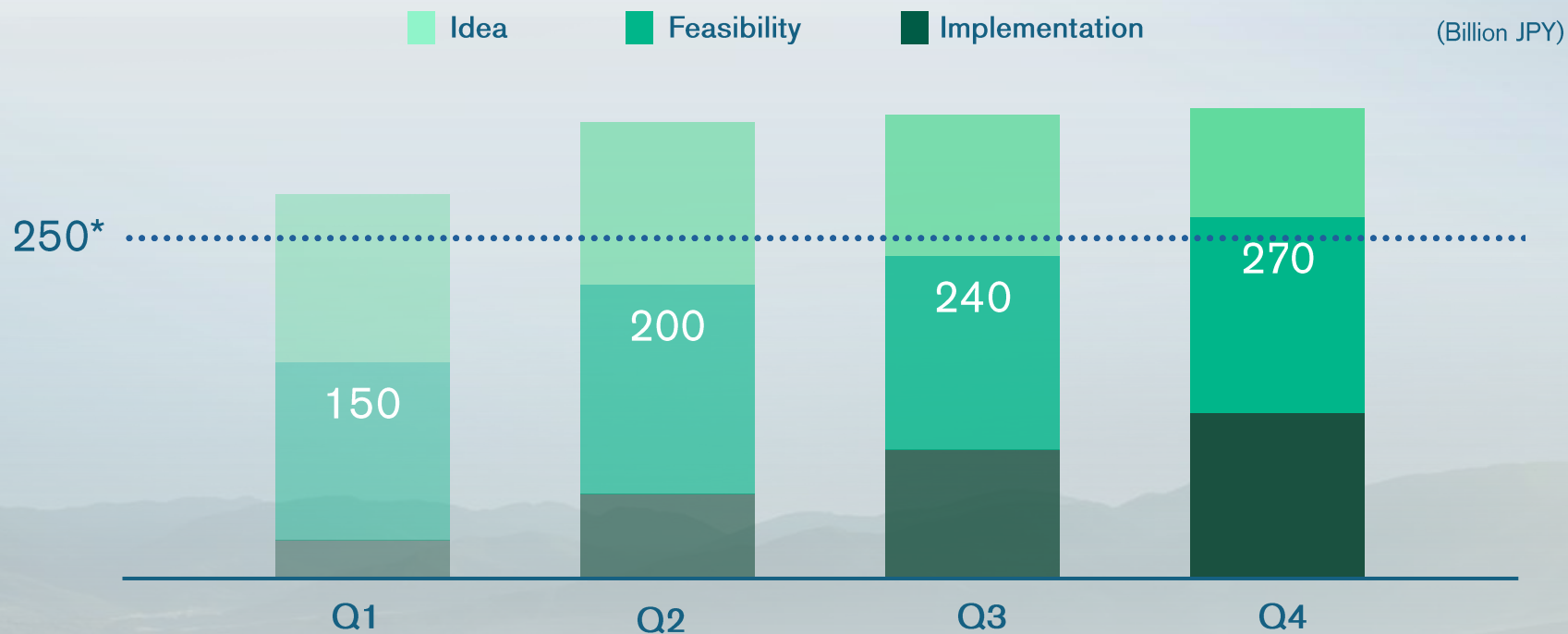
ENGINEERING COST-PER-HOUR



Achieved 18% reduction in 10 months

Reduce Cost Structure: Variable Cost

REALIZED **55** BILLION YEN IN FY25



*Potential impact

Reduce Cost Structure: Progress

	Actions	FY25 Results	FY26 Actions
Restructure Manufacturing (by FY27)	Reduce production capacity from 3.5 to 2.5 million (without China) by consolidating production sites from 17 to 10 by FY27	Announced 7 out of 7 sites in 10 months	Complete consolidation of 6 sites
	Enhancing production efficiency	Streamlined production by integrating lines in key locations and adjusting shifts	Continue production adjustments (lines, shifts)
Revamp Development (vs. FY24)	Reduce engineering cost by 20% per hour	18% engineering cost reduction (per hour)	Achieve 20% reduction
	Increase development speed in 30-month time	Started to apply measures to shortened schedule for new models	Expand application of measures and drive Nissan product family strategy
Rationalize expenses	Reduce expenditure by disciplined expense control	<ul style="list-style-type: none"> Marketing efficiency improved by 14% year on year Strict control and further prioritization of expenses across functions/regions 	Maintain progress through outsourcing, efficient use of marketing funds, leveraging shared services, and expense management
	Resizing workforce by reducing 20,000 (by FY27)	VSP implemented (USA, UK and Japan)	

RE:NISSAN



REDUCE COST
STRUCTURE



REDEFINE MARKET &
PRODUCT STRATEGY



REINFORCE
PARTNERSHIPS

FY25 Product Momentum

Q1	Q2	Q3	Q4	
	 <p data-bbox="614 694 932 758">EUROPE MICRA EV JULY 2025</p>  <p data-bbox="542 972 1009 1036">EUROPE QASHQAI e-POWER AUGUST 2025</p>  <p data-bbox="614 1265 937 1329">US & JAPAN LEAF SEP 2025 & JAN 2026</p>	 <p data-bbox="1090 694 1327 758">JAPAN ROOX OCTOBER 2025</p>  <p data-bbox="1080 972 1454 1036">CHINA TEANA HUAWEI NOVEMBER 2025</p>  <p data-bbox="1212 1265 1773 1329">CHINA FRONTIER PRO ICE & PHEV DECEMBER 2025</p>	 <p data-bbox="1523 694 1791 758">US SENTRA NOVEMBER 2025</p>  <p data-bbox="1536 972 1811 1036">CHINA N6 PHEV DECEMBER 2025</p>	 <p data-bbox="2046 694 2321 758">INDIA GRAVITE FEBRUARY 2026</p>  <p data-bbox="2028 972 2346 1036">US ROGUE PHEV FEBRUARY 2026</p>  <p data-bbox="1939 1265 2448 1329">AUSTRALIA NAVARA PICK-UP MARCH 2026</p>

FY25 Market Momentum

US

- Fastest growing mainstream brand for 8 consecutive months
- 14 consecutive months of YoY pure retail growth
- US built for US strategy driving profit
- Improved channel mix: Retail increase + 6.2%* (+39K)

JAPAN

- Product momentum is growing:
Roox (55K orders)
LEAF (8K orders)
- Market momentum accelerating, customer traffic above FY24 levels

CHINA

- Retail sales recovery: +4.5% in FY25 H2
- Ongoing NEV offensive with diversified powertrains
N7 48K sales *
N6 5% segment share

HIGH VALUE MARKETS

- Mexico No.1 share for 18 years
- GCC market share FY25: 10.7%

OPERATIONAL EXCELLENCE

Tighter inventory management – Profitable Channels – Precision Marketing

* Total sales since launch until Mar' 2026

FY26 Momentum

RE:NISSAN

NX8
CHINA



TEKTON
INDIA



INFINITI QX65
US



ELGRAND
JAPAN



ROGUE e-POWER
US



KICKS
JAPAN



*Image US model

N7 & FRONTIER PRO
EXPORT FROM CHINA



MURANO
IMPORT TO JAPAN



SOS
SCHEDULED
IN FY26

PRODUCTION VEHICLES TO BE UNVEILED
WITHIN ONE YEAR FROM APRIL 2026

TERRANO PHEV
CONCEPT
CHINA



URBAN PHEV SUV
CONCEPT
CHINA



RE:NISSAN



**REDUCE COST
STRUCTURE**



**REDEFINE MARKET &
PRODUCT STRATEGY**



**REINFORCE
PARTNERSHIPS**

Reinforce Partnerships



AUGUST 2025

- Autonomous mobility service pilot program (Yokohama and Kobe)
- LiCAP for ASSB (US)



OCTOBER 2025

- Huawei's intelligent HarmonySpace5.0 cockpit (China)



DECEMBER 2025

- Wayve AI Driver for the next generation ProPILOT



MARCH 2026

- Wayve x Uber for Robotaxi (Tokyo)

PARTNERSHIP

HOW WE SCALE

INTELLIGENCE
SETTING THE DIRECTION



PORTFOLIO

WHAT WE DELIVER

INDUSTRIAL

HOW WE EXECUTE

MARKET

WHERE WE COMPETE



MOBILITY INTELLIGENCE
FOR EVERYDAY LIFE

モビリティの知能化で、毎日を新たな体験に

RE:NISSAN



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.