

RE:NISSAN

FY2025 First Quarter Financial Results

30 JULY 2025



■ Re:Nissan Progress



■ Recovery Plan

RE:NISSAN

Key drivers

- 01 Reduce cost structure
- 02 Redefine market and product strategy
- 03 Reinforce partnerships

**Positive
auto operating
profit & free
cash flow**

BY FY 26



■ Cost Targets by FY2026

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Targeting
savings to total

500B JPY

VS FY24 ACTUALS

**Variable
Cost**

▼ **250B** JPY

**Fixed
Cost**

▼ **250B** JPY

Vs FY24 actuals | FY26 forex assumption at 140 yen



■ Variable Cost - Actions & Decisions

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RAPID MOBILIZATION: 3-MONTH HIGH-INTENSITY DEPLOYMENT



TdC* Transformation

- 3 months intensive ideation
- 300 experts engaged in specialized efforts
- 3,000 cross-functional employees temporarily reassigned

EXECUTION PHASE BEGINS...



4,000
IDEAS GENERATED

1,600
IDEAS READY FOR
IMPLEMENTATION

* Total delivered Cost

■ Fixed cost - actions & decisions

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EFFICIENCY THROUGH COST DISCIPLINE



Restructure Manufacturing

Announced 5 of 7 consolidated sites

- **Argentina plant**
Stop production of Nissan vehicles
- **RNAIPL, India plant**
No longer a consolidated Nissan plant
- **Oppama plant**
Stop production and transfer to Nissan Motor Kyushu
- **Nissan Shatai Shonan plant**
Stop production of Nissan vehicles
- **Civac Plant**
Stop production and transfer to Aguascalientes plant

OTHER ACTIONS

Thailand line integration

Streamlined shifts across US and UK plants



Reduce & Rationalize

Cost task force to audit entire value chain

>30B JPY cost savings materialized in Q1

ACTIONS TAKEN

Clear roadmap in place to reduce average engineering cost per hour by 20%

Marketing expense efficiency complemented by AI integration

Voluntary separation packages: US, UK, Japan

Ensuring product momentum

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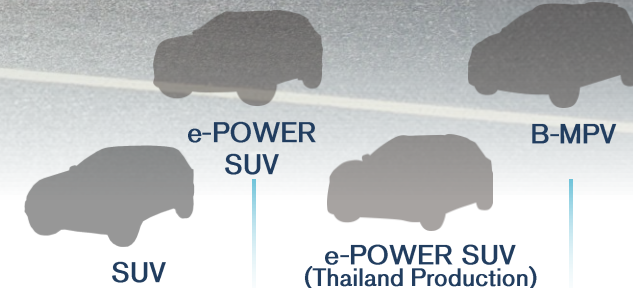
FY24 Q4

FY25

KEY MARKETS



OTHER MARKETS



Models shown are upcoming all-new and new models, including additional grade and specs versions. Timing indicate time of reveal.

Progress Chart

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- : Kickoff
- : Completion of action
- : P&L impact

Variable cost

Variable cost transformation

4,000 ideas

250B

Fixed cost

Vehicle plant consolidation

5 of 7 sites

Reduction/Consolidation @ 7 sites

Powertrain plant consolidation

Revamp development

Ongoing

Gradual Deployment

Workforce reduction

Ongoing

Impact of all measures

>30B materialized

Expense optimization

