

RE:NISSAN

FY2025 Third Quarter Financial Results

12 FEBRUARY 2026



■ Key Takeaways



Sales Performance

- Q3 sales results challenging in a difficult market environment
- US market share stable, supported by strong retail focus and reduced fleet mix
- Japan and Europe impacted by weak demand and competition
- China solid performance in CY25 supported by new NEVs
- New model momentum built in Q3

Financial Performance

- Q3: Positive operating profit ¥17.5B; cost savings cover tariff impact
- Fixed-cost savings ahead of plan (>¥160B YTD), reflecting disciplined execution
- Improved FCF vs. previous quarter; continued disciplined management of working capital
- Net cash maintained at the 1T level, supported by Re:Nissan asset optimization

Outlook

- Retail Sales outlook adjusted to 3.2mn with expected strong finish in Q4
- Narrowing FY25 operating loss to -60B with steady progress of Re:Nissan
- H2 Auto FCF to be positive
- Re:Nissan execution fully on track

■ Re:Nissan Update



Variable Cost - Actions & Decisions

5,150 IDEAS GENERATED

~240B yen POTENTIAL IMPACT

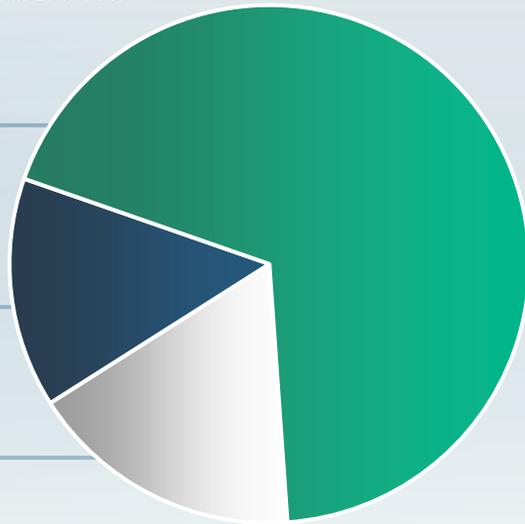
PROGRESS OF TOTAL DELIVERED COST

Categories of solutions

Technical
3,530

Manufacturing & Logistics
740

Others optimization
880



Stages of implementation

Idea

Feasibility

Implementation

(Billion yen)



ONGOING EFFICIENCY THROUGH COST DISCIPLINE



Announced 7 out of 7 sites
in 10 months

7. Rosslyn plant in South Africa The agreement announced

- | | |
|------------------------|-------------------------------|
| 1. Argentina plant | 4. Nissan Shatai Shonan plant |
| 2. RNAIPL, India plant | 5. CIVAC plant |
| 3. Oppama plant | 6. COMPAS plant, Mexico |



Full value chain audit

> 160B JPY cost savings materialized
in FY25 3QYTD (1H:80B)

ACTIONS TAKEN

- Steady progress through outsourcing, efficient use of marketing funds, leveraging shared services, and expense management
- 15% engineering cost-per-hour reduction delivered, progressing towards the goal of 20%
- Workforce resizing initiatives advancing responsibly

Product Momentum

RE:NISSAN

JAPAN | LEAF

~5,000

units ordered by the end of Jan



NACOTY Utility Vehicle of the Year Finalist

CHINA | Teana Huawei

10,000

orders surpassed in its first month

JAPAN | Rook

>40,000

accumulated orders since launch

RJC car of the year Good design award

USA | Sentra

7,900

units sales in Jan, +30% year-on-year

NACTOY Car of the Year Finalist



Product Momentum

RE:NISSAN



JAPAN | Elgrand

The fourth-gen model with Nissan's latest electrified powertrain technologies



USA | QX65

Signals a confident, distinctive future; to be built in Smyrna



GLOBAL | Frontier Pro PHEV

The first pickup truck developed in China for global export



INDIA | Gravite

7-seater B-MPV crafted in India for India



AUSTRALIA | Navara

With advanced driver-assistance and optimized suspension for Oceania



CHINA | N6

The first PHEV sedan built on the Dongfeng Nissan's new energy vehicle technology

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.