

RE:NISSAN

FY2026 First Quarter Financial Results

3 AUGUST 2026



■ Re:Nissan Progress



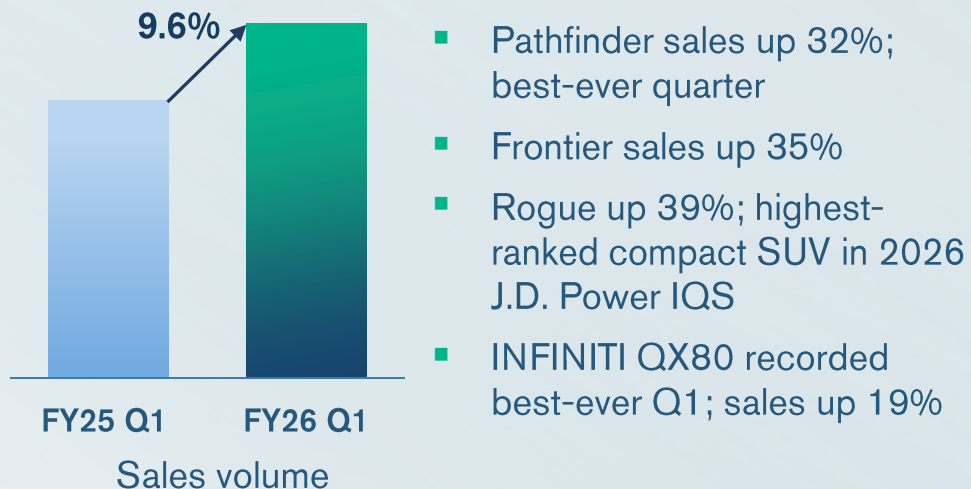
Building Momentum

RE:NISSAN

Focused actions delivering growth in key global markets
Outside China, volumes expected to grow YoY

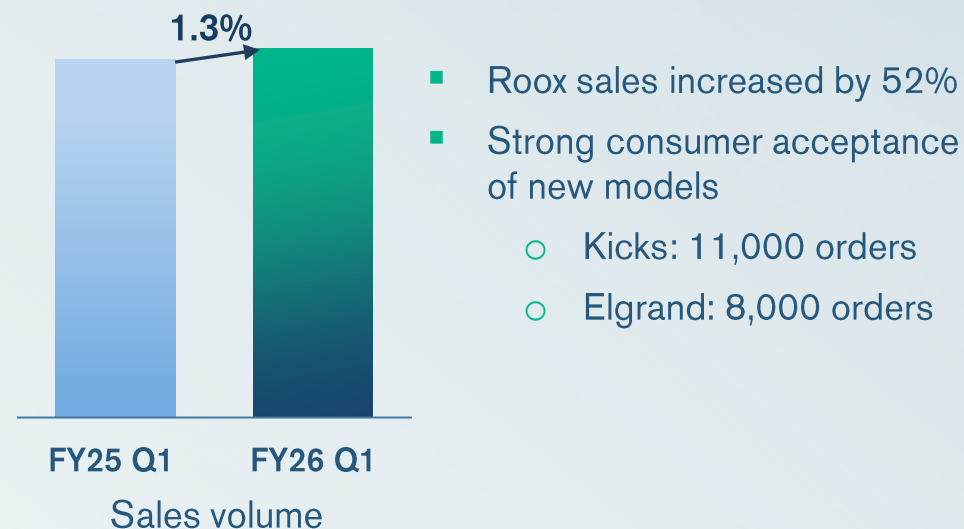
U.S.

"Built in the U.S. for the U.S." strategy continues to deliver.



JAPAN

Early signs of recovery emerging after a challenging period.



■ Global Challenges Having Impact

RE:NISSAN

China disruption & Middle East uncertainty weigh on performance & outlook

CHINA

**CY26 H1 performance
outpaced declining market**

- Faster-than-expected deterioration in China market conditions
- Industry volumes declined 22%; Nissan sales declined 15%
- Focus on NEV models continues (N6, N7, NX8, Frontier Pro)



N6
CHINA

MIDDLE EAST

- Demand remains resilient despite supply chain constraints.
- Balancing market share and profitability through disciplined volume management.
- Alternative supply routes established; vehicle availability expected to improve from Q2.
- Continued uncertainty and reliance on alternative shipping routes expected to moderate profitability until supply chains normalize

Realizing Cost Impact

RE:NISSAN

60B JPY

Further savings
delivered in Q1

Continuous efforts in manufacturing
and R&D contribute efficiencies

Fixed Costs

- Engineering cost per hour reduction target of 20% reduction delivered ahead of schedule
- Disciplined expense control in G&A

Variable Costs

- Efforts across the company; monozukuri teams from engineering, manufacturing, and purchasing continue to expand cost reduction

▼ 315B JPY

Total reductions from
Re:Nissan actions



FY2026 Outlook



■ Expanding Momentum in Q2 and Beyond

RE:NISSAN

- Accelerate market-specific strategies in each region, driving sales through highly competitive new models.

U.S.

Continue the momentum with the "Built in the U.S. for the U.S." strategy and upcoming product launches.

JAPAN

Build on recovery and convert product success into sustainable double-digit market share.

CHINA

Rebalance and revamp through inventory management, NEV ramp-up and positioning for 2027 growth.

New Models

ROGUE e-POWER
U.S.



ELGRAND
JAPAN



NX8
CHINA



TEKTON
INDIA



A woman and a young child are shown from the chest up, looking out of a car window at a blurred cityscape at night. The woman is on the left, smiling, and the child is on the right, also smiling. The background is filled with warm, out-of-focus city lights.

MOBILITY INTELLIGENCE FOR EVERYDAY LIFE

モビリティの知能化で、毎日を新たな体験に

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.