RE:NISSAN

FY2026 First Half Financial Results

11 November 2026



Re:Nissan Update



H1: Momentum in key markets; sharper challenge in China

RE:NISSAN

GLOBAL MOMENTUM



U.S. | Retail growth and improving share



JAPAN | Strong demand for new models and higher trims

Product renewal and sharper retail execution are creating visible momentum.

CHINA

- Lower demand + faster-than-expected NEV shift
- Intense competition pressuring Nissan

Strategic direction remains right; execution continues to evolve with urgency

U.S: Retail momentum and improved business quality

RE:NISSAN

469k
H1 TOTAL SALES

+5.5%
YOY GROWTH



Winning strategy

- "Built in the U.S. for the U.S." and retail-led strategy are moving the business forward

Product momentum

- H1 YoY growth: Rogue +31%, Frontier +36% and Pathfinder +12%
- All-new Rogue e-POWER Hybrid named Wards 10 Best Engines & Propulsion Systems

Better mix

- Pricing and richer grades are supporting revenue quality

Japan: Renewed products and customer traction

RE:NISSAN

197k
H1 TOTAL SALES

+6.3%
YOY GROWTH



Rising customer demand

- Elgrand (11,000 orders)* and Kicks (20,000 orders)* show encouraging starts.

*Orders received by the end of October

Richer mix

- Increased demand for higher grades

Market recognitions

- Elgrand & LEAF - Japan Automotive Hall of Fame (JAHFA) Car of the Year & Car Design of the Year
- Elgrand & Kicks - 10 best cars for Japan Car of the Year

China: Strategy holds; staying agile

RE:NISSAN

-22%
H1 CHINA TIV YOY

-15%
H1 NISSAN RETAIL



Market decline

- For Jul-Oct, market headwinds continue to weigh on Nissan sales

Rebase the business

- Immediate actions taken: Adjusted ICE production and dealer inventory

Accelerate NEVs

- Maximizing NEV mix to meet domestic demand

Expand exports

- Starting Frontier Pro and Primera EV exports

* China retail sales are reported on a calendar-year basis.

Tangible cost impact

RE:NISSAN

110B JPY

Total savings delivered in H1

Progress continues across the company, with efficiencies building

Fixed Costs

- Disciplined expense control continues to deliver results

Variable Costs

- Idea adoption is progressing, with further impact expected in H2



▼365B JPY

Cumulative reductions since Re:Nissan launch

New Nissan Business Plan

Translate our longer-term vision to concrete priorities and actions



WHERE WE FOCUS

The areas where Nissan will create distinctive value.

HOW WE DELIVER

The capabilities and execution to compete.

WHAT IT MEANS

A path to sustainable growth, profitability and cash generation.

Coming in
February 2027

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.