NISSAN
MOTOR CORPORATION

Nissan posts Q1 results, reaffirms financial outlook

- Consolidated operating profit improved by ¥157 billion year over year to ¥77.9 billion
- Re:Nissan gains momentum, delivering an additional ¥60 billion in Q1 sa vings
- FY2026 200B Operating Profit outlook reaffirmed
- Volume outlook revised primarily to reflect market conditions in China; O utside China, volumes are expected to grow year over year.

YOKOHAMA, Japan (August 3, 2026) – Nissan Motor Co., Ltd. today announced financial results for the three months ended June 30, 2026.

Nissan continues to deliver tangible results through disciplined execution of Re:Nissan. The plan delivered an additional ¥60 billion in first-quarter savings and contributed to a year-on-year improvement in operating profit, supporting progress in profitability, competitiveness and recovery.

In the first quarter, Nissan recorded global sales of 701,000 units and consolidated net revenue of ¥2.964 trillion, up ¥257 billion over the prior year. Consolidated operating profit returned to positive territory at ¥77.9 billion, an improvement of ¥157 billion, driven by progress in manufacturing and vehicle cost reductions, favorable foreign exchange, improved sales performance and disciplined cost management. In addition, one-time gains related to FY2025 U.S. tariffs contributed to operating profit. Net income also returned to positive territory at ¥3.8 billion, improving by ¥119.5billion.

First-quarter financial

The following table summarizes Nissan's financial results for the three months ended June 30, 2026, calculated under the equity accounting method for the group's China joint venture.

TSE report basis – China JV equity basis[2]

Yen in billions	FY25 Q1	FY26 Q1	Variance vs FY25
Revenue	2,706.9	2,964.2	257.3
Operating profit	-79.1	77.9	157
Operating margin	-2.9%	2.6%	5.5 points
Ordinary profit	-109.2	49.1	158.3
Net income[1]	-115.8	3.8	119.5

Based on average foreign exchange rates of JPY 160/USD and JPY 185/EUR for FY26 Q1
Variance numbers may not tie due to rounding

FY2026 Outlook

Reflecting a more challenging business environment, particularly in China, Nissan has revised its FY2026 sales volume outlook from 3.3 million units to 3.15 million units. Performance across other key markets remains aligned with full-year ambitions.

Nissan's FY2026 outlook reflects external headwinds, including rising raw material costs and geopolitical uncertainty in the Middle East, as well as opportunities from favorable foreign exchange, one-time gains realized in the first quarter and other mitigating factors. Supported by disciplined execution of Re:Nissan, ongoing cost reductions and actions to strengthen competitiveness across key markets, the company reaffirms its FY2026 financial outlook and remains on track to deliver its Re:Nissan commitments.

Re:Nissan Progress

Nissan's market performance remains broadly aligned with Re:Nissan ambitions, driven by momentum in key markets and demand for new products.

In the U.S., the "Built in the U.S. for the U.S." strategy continues to sustain momentum and strengthen competitiveness. Nissan remains the fastest-growing mainstream brand over the past 10 months and has achieved 16 consecutive months of year-over-year retail sales growth. In the past quarter, Nissan sales in the U.S. grew nearly 10 percent.

In Japan, Nissan is building momentum through a renewed product lineup and stronger customer demand. Customer response to the all-new Kicks and all-new Elgrand has been encouraging, with cumulative orders reaching 11,000 and 8,000 units, respectively, supporting early signs of a sales recovery.

In China, Nissan is executing a strategy to rebalance and revamp the business through disciplined inventory management, accelerating NEV momentum led by the N6, N7, NX8 and Frontier Pro, and expanding into overseas markets. These actions are strengthening the foundation for renewed growth from 2027 onward.

Cost-reduction initiatives under Re:Nissan are delivering tangible results. In the first quarter, Nissan realized approximately ¥60 billion in savings, driven primarily by variable cost reductions. The improvement reflects ongoing efforts to enhance efficiency across manufacturing, purchasing, R&D and other business functions, supported by disciplined expense management and a continued focus on operational excellence across the company.

CEO Espinosa commented: "The environment remains challenging, particularly in China and the Middle East, but our direction is clear. We are managing disruption where it exists, building momentum where we see opportunity, and executing Re:Nissan with discipline and urgency.

Across our key markets, we are adapting our strategies to changing conditions, strengthening product competitiveness, improving our cost structure and becoming more agile as a company.

NISSAN
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Our focus is unchanged: creating value for customers, improving profitability and free cash flow, and building a stronger, more resilient Nissan for the long term."

1 Net income attributable to owners of the parent

2 Since the beginning of fiscal year 2013, Nissan has reported figures calculated under the equity method accounting for its joint venture with Dong Feng in China. Although net income reporting remains unchanged under this accounting method, the equity-accounting income statements no longer include Dong Feng-Nissan's results in revenue and operating profit.

*The financial forecast is based on judgements and estimates that have been made using currently available information. By nature, such financial forecast is subject to uncertainty and risk. Therefore, the final results may differ from the aforementioned forecast.

To learn more about Nissan's financial performance, visit https://www.nissan-global.com/EN/IR/FINANCIAL/.

For more information about Nissan's products, services and commitment to sustainable mobility, visit nissan-global.com. You can also follow us on Facebook, Instagram, Twitter and LinkedIn and see all our latest videos on YouTube.

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CONSOLIDATED FINANCIAL INFORMATION -1

(August 3, 2026)
NISSAN MOTOR CO., LTD.

(BILLIONS OF YEN)	RESULTS FY2026 Q1 26/4-26/6		RESULTS FY2025 Q1 25/4-25/6		RESULTS FY2025 25/4-26/3		FORECAST FY2026 26/4-27/3
NET SALES (1)	2,964.2	+9.5%	2,706.9	-9.7%	12,007.9	-4.9%	13,000.0
JAPAN	1,049.0	+6.9%	980.9	-17.2%	4,322.7	-11.0%	
NORTH AMERICA	1,927.8	+22.5%	1,573.6	-13.0%	6,958.3	-2.9%	
EUROPE	373.6	+4.9%	356.0	-16.0%	1,717.6	-4.0%	
ASIA	282.1	-11.0%	316.9	-18.5%	1,303.2	-20.9%	
OTHERS	284.7	-15.5%	336.9	+8.6%	1,556.8	+0.8%	
SUB-TOTAL	3,917.1	+9.9%	3,564.3	-13.4%	15,858.7	-6.7%	
ELIMINATION	-952.9	-	-857.4	-	-3,850.8	-	
OPERATING INCOME (1)	77.9	(-)	-79.1	(-)	58.0	-16.9%	200.0
JAPAN	17.6	(-)	-3.3	(-)	5.4	-96.0%	
NORTH AMERICA	96.0	(-)	-54.2	(-)	68.7	(-)	
EUROPE	-26.1	(-)	-23.5	(-)	-54.1	(-)	
ASIA	5.5	-35.3%	8.6	-50.6%	31.3	-45.3%	
OTHERS	-7.7	(-)	-1.6	(-)	-5.2	(-)	
SUB-TOTAL	85.3	(-)	-73.9	(-)	45.9	-18.5%	
ELIMINATION	-7.4	-	-5.2	-	12.1	-10.3%	
ORDINARY INCOME	49.1	(-)	-109.2	(-)	1.1	-99.5%	
NET INCOME ATTRIBUTABLE TO OWNERS OF THE PARENT	3.8	(-)	-115.8	(-)	-533.1	-	20.0
BASIC EARNINGS PER SHARE(YEN)	1.08		-33.15		-152.58		5.72
DILUTED EARNINGS PER SHARE (YEN)	1.03		-		-		
FOREIGN EXCHANGE RATE							
USD/JPY	160		145		151		150
EUR/JPY	185		164		175		175
CAPITAL EXPENDITURE (2)	113.7		127.4		499.2		480.0
DEPRECIATION (2)	67.6		63.6		261.4		250.0
RESEARCH & DEVELOPMENT COSTS	120.2		140.3		562.5		550.0
TOTAL ASSETS	20,092.6		18,677.0		19,812.4		
NET ASSETS	5,328.6		5,240.5		5,241.7		
EQUITY RATIO (%)	24.3		25.5		24.2		
PERFORMANCE DESCRIPTION	Increased net sales and profit		Decreased net sales and profit		Decreased net sales and profit		

Notes:
* The % figures show the changes over the same period of the previous FY.

(1) Sales and profits or losses by region: Major countries and areas which belong to segments other than Japan are as follows:
- * North America: USA, Canada and Mexico
- * Europe: France, UK, Spain and other European countries
- * Asia: China, Thailand, India and other Asian countries
- * Others: Oceania, Middle East, South Africa, and Central & South America excluding Mexico

(2) Including finance leases related amount.

CONSOLIDATED FINANCIAL INFORMATION -2
Global Retail Sales Volume & Production Volume

(August 3, 2026)
NISSAN MOTOR CO., LTD.

(THOUSAND UNITS)		RESULTS FY2026 Q1 26/4-26/6		RESULTS FY2025 Q1 25/4-25/6		RESULTS FY2025 25/4-26/3		FORECAST FY2026 26/4-27/3
GLOBAL RETAIL SALES VOLUME								
JAPAN (INCL.MINI)		88	+1.3%	87	-11.1%	399	-13.5%	430
NORTH AMERICA		328	+4.2%	315	-2.4%	1,291	-0.9%	1,320
	USA ONLY	243	+9.6%	221	-6.5%	906	-3.4%	
EUROPE		64	-14.6%	75	-5.1%	317	-9.7%	340
ASIA (1)		154	+2.9%	150	-26.2%	775	-7.9%	
	CHINA ONLY	130	+7.2%	121	-27.5%	653	-6.3%	580
OTHERS		66	-17.4%	81	-4.3%	369	-8.1%	(2) 480
TOTAL		701	-0.9%	707	-10.1%	3,151	-5.8%	3,150
GLOBAL PRODUCTION VOLUME								
JAPAN		138	+3.2%	134	-13.4%	558	-13.1%	
NORTH AMERICA (3)		280	-0.2%	281	-8.0%	1,117	-5.3%	
EUROPE (4)		55	-9.0%	60	-23.6%	279	+1.0%	
ASIA (5)		142	-15.0%	167	-23.6%	824	-7.8%	
OTHERS (6)		31	-0.6%	31	-14.2%	125	+13.2%	
TOTAL		646	-4.0%	673	-9.7%	2,903	-6.4%	2,800

Notes:
* The % figures, unless otherwise described, show the changes over the same period of the previous FY.
* Global retail sales volume & production volume of China and Taiwan are results for the Jan - Dec period.
(1) Includes Oceanina
(2) Includes Asia (except China)
(3) USA and Mexico production
(4) UK production
(5) Taiwan, Thailand, China and India production
(6) South Africa, Brazil and Egypt production

(THOUSAND UNITS)	RESULTS FY2026 Q1 26/4-26/6		RESULTS FY2025 Q1 25/4-25/6		RESULTS FY2025 25/4-26/3	
CONSOLIDATED SALES VOLUME						
JAPAN	87	-6.9%	94	-5.3%	385	-12.2%
OVERSEAS	461	-4.9%	485	-8.0%	2,049	-7.6%
TOTAL	548	-5.2%	578	-7.5%	2,435	-8.4%
CONSOLIDATED PRODUCTION VOLUME						
JAPAN	138	+3.2%	134	-13.4%	558	-13.1%
OVERSEAS CONSOLIDATED SUBSIDIARIES	371	-11.2%	418	-8.1%	1,598	-9.6%
TOTAL	510	-7.7%	552	-9.5%	2,156	-10.5%

Notes:
* Consolidated wholesale volume and production volume are based on financial statements.

RE:NISSAN

FY2026 First Quarter Financial Results

3 AUGUST 2026

Re:Nissan Progress

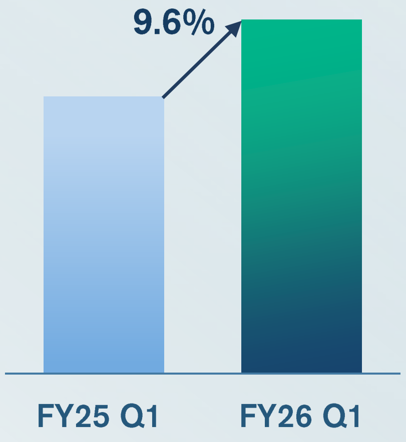
Building Momentum

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.

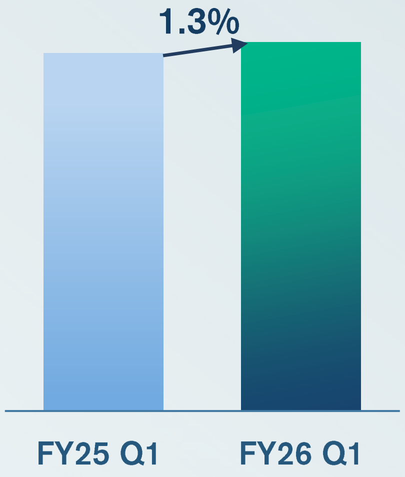


Sales volume

- Pathfinder sales up 32%; best-ever quarter
- Frontier sales up 35%
- Rogue up 39%; highest-ranked compact SUV in 2026 J.D. Power IQS
- INFINITI QX80 recorded best-ever Q1; sales up 19%

JAPAN

Early signs of recovery emerging after a challenging period.



Sales volume

- Roox sales increased by 52%
- Strong consumer acceptance of new models
  - Kicks: 11,000 orders
  - Elgrand: 8,000 orders

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

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

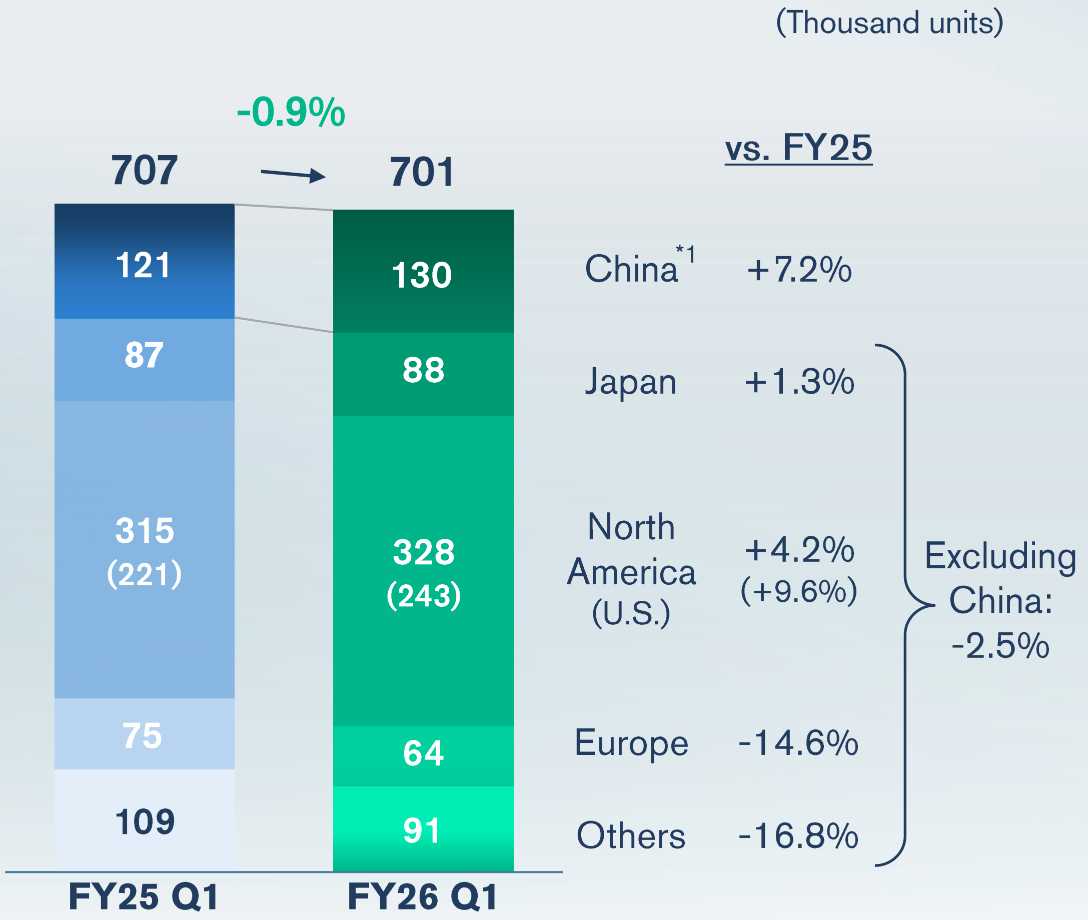
▼ **315B** JPY

Total reductions from Re:Nissan actions

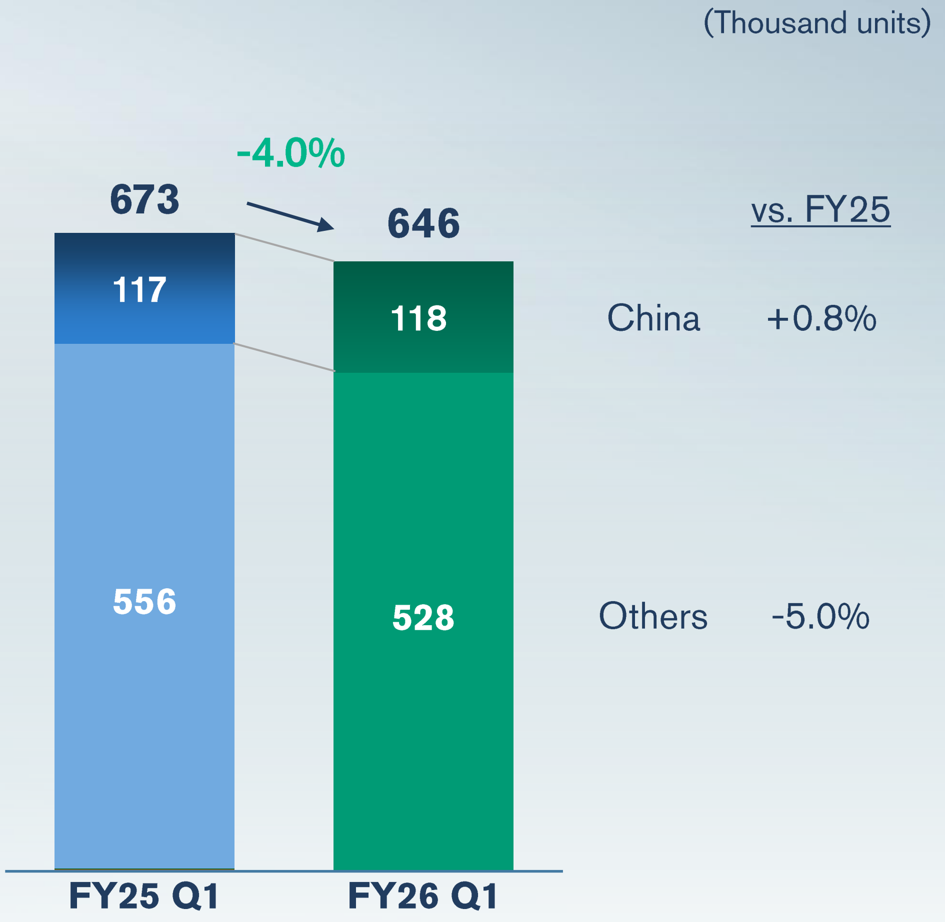
Q1 Financial Results

Retail Sales Volume

Retail Sales

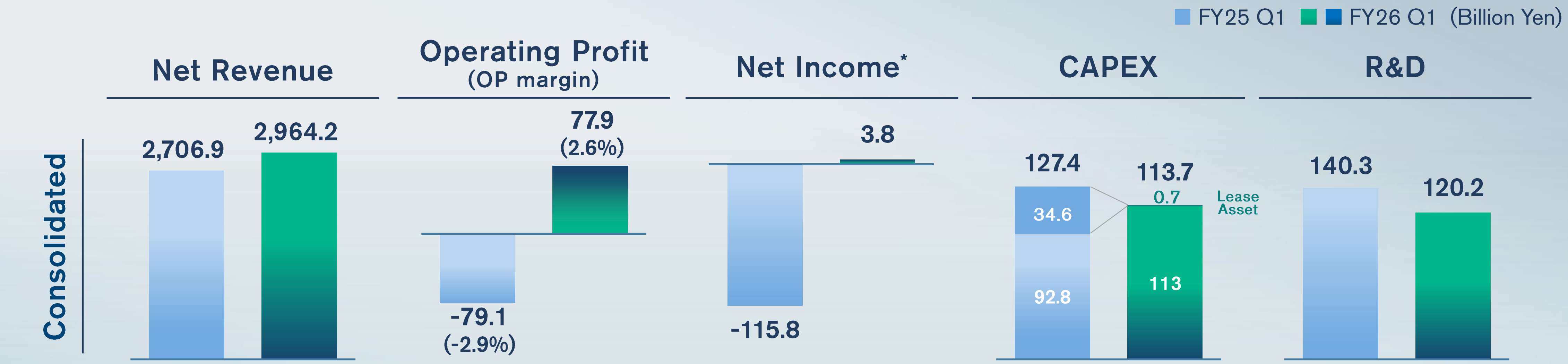


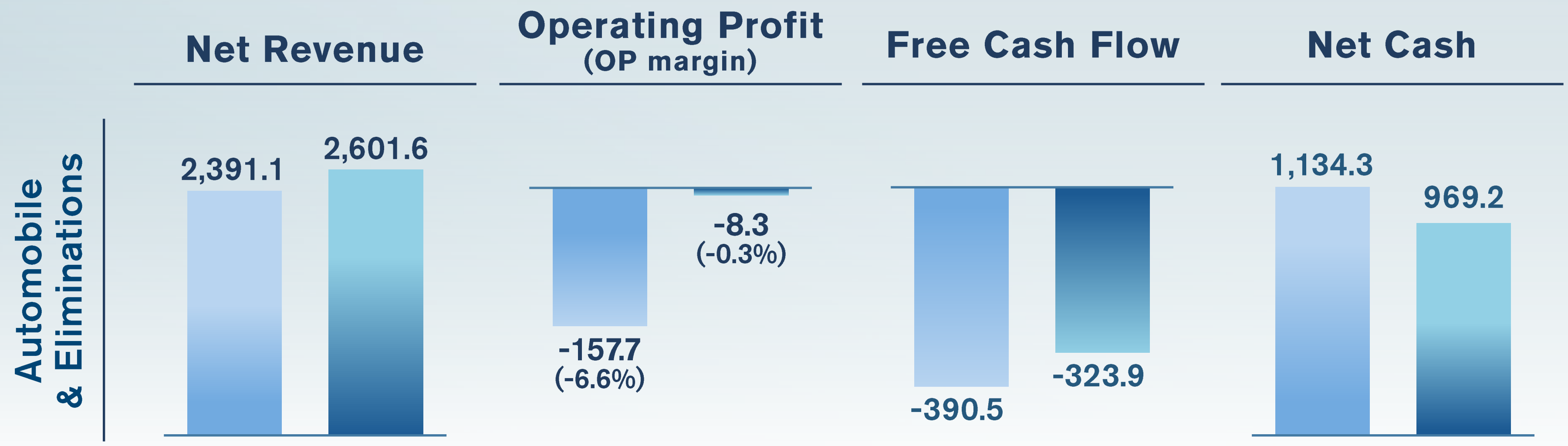
Production Volume*2



*1 China retail sales are reported on a calendar-year basis. H1 CY26 (January to June) totaled 237 thousand units, versus 279 thousand units in H1 CY25
*2 Excludes partner-produced vehicles

FY26 First Quarter Financial Performance





Liquidity Status
(as of June 30, 2026)

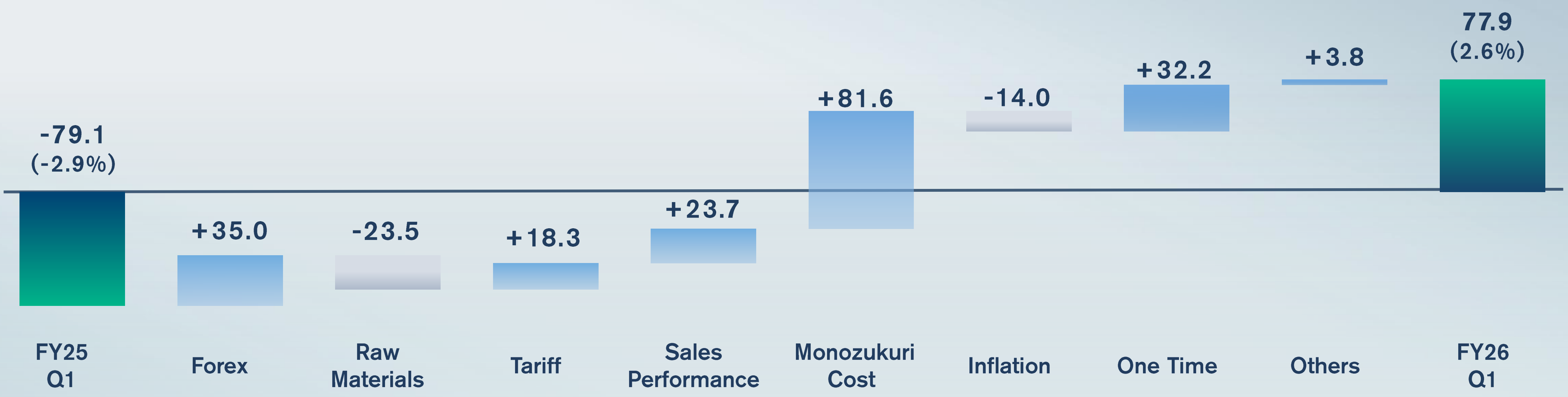
1. Auto cash and cash equivalent: 2,124.4 billion yen (as of March 31, 2026: 2,172.1 billion yen)
2. Unused committed credit lines : 2,152.8 billion yen (as of March 31, 2026: 2,311.6 billion yen)

* Net income attributable to owners of the parent

Operating Profit Variance Analysis

FY26 Q1 Actual vs. Previous Year

(Billion Yen)



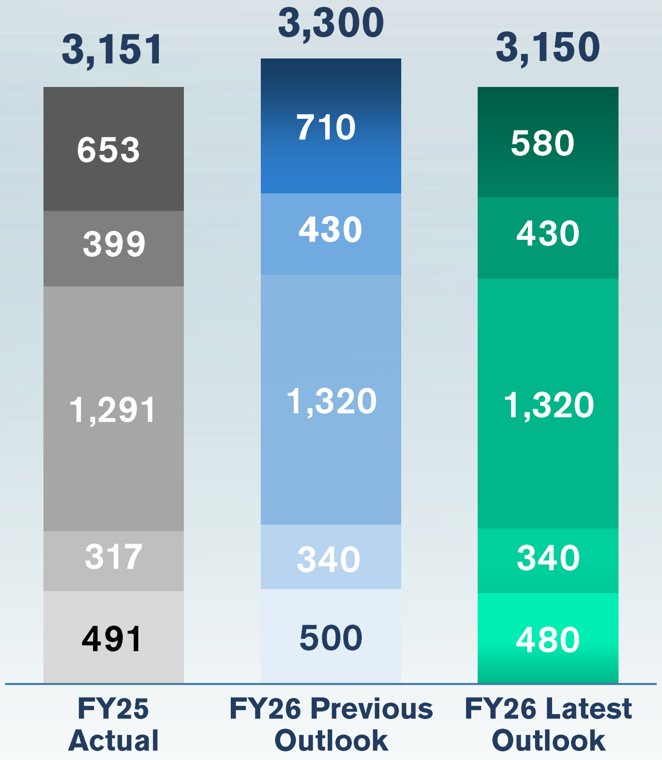
Sales Performance		Monozukuri Cost		Inflation		One Time		Others	
Volume/Mix	+4.1	Manufacturing	+20.2	Monozukuri	-9.7	Warranty Change in Estimates	-28.9	Sales Finance - Credit Loss - Others	-0.8 +0.2 -1.0
Selling expenses / Pricing	+28.3	Logistics	+5.6	Others	-4.3	US Tariff	+61.1	Remarketing	-4.4
After Sales	-7.5	Regulatory / Product Enrichment	-2.7					G&A	+0.4
Others	-1.2	R&D	+25.0					Others	+8.7
		Vehicle Cost reduction	+31.0						
		Others	+2.4						

FY2026 Outlook

FY26 Volume Outlook

Retail Sales

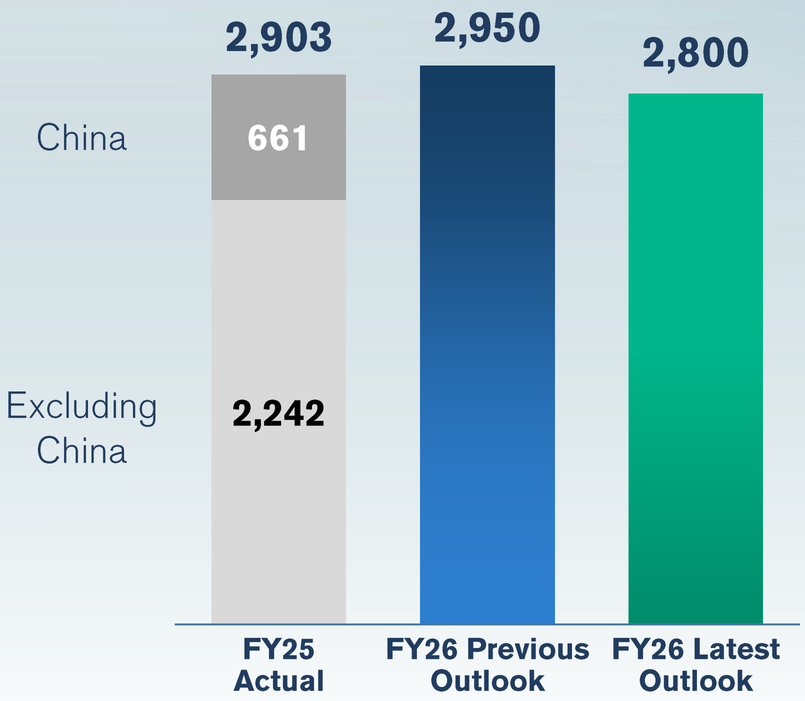
(Thousand units)



	vs. FY25	vs. Previous Outlook
Global	-0.0%	-4.5%
China[*1]	-11.2%	-18.3%
Japan	+7.8%	0.0%
North America	+2.2%	0.0%
Europe	+7.3%	0.0%
Others	-2.2%	-4.0%
Excl. China	+2.9%	-0.8%

Production Volume[*2]

(Thousand units)



*1 China retail sales are on a calendar-year basis
*2 Excludes partner-produced vehicles

FY26 Outlook

May Outlook Reaffirmed

(Billion Yen)

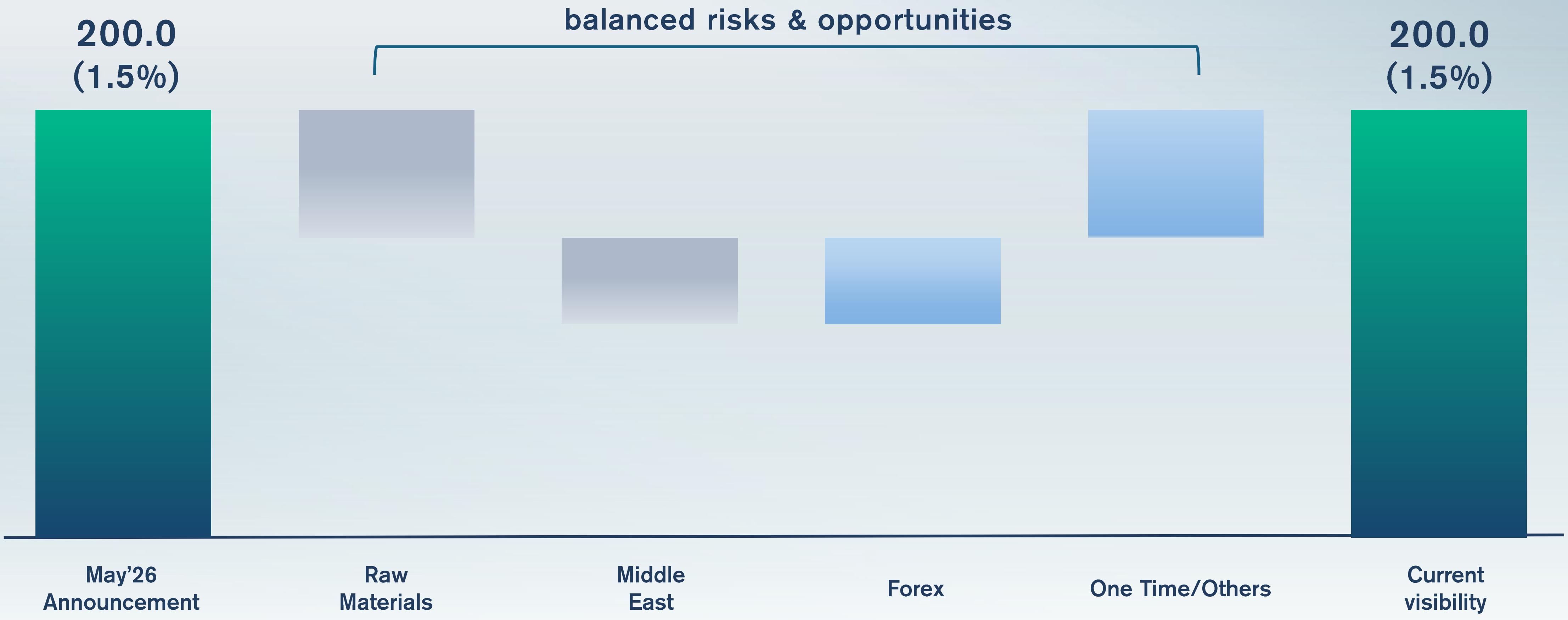
	FY25 Actual	FY26 Outlook	Variance vs FY25
Net Revenue	12,007.9	13,000.0	+992.1
Operating Profit	58.0	200.0	+142.0
OP Margin	0.5%	1.5%	+1.0pts
Net Income*1	-533.1	20.0	+553.1
FX Rate*2 (USD/JPY)	151	150	-1
(EUR/JPY)	175	175	-
Dividend per share	0 yen	0 yen	

*1 Net income attributable to owners of the parent
*2 FX rate is full year average

Operating Profit Variance Analysis

vs May 26 Outlook Announcement

(Billion Yen)



Q1 Key Takeaways

Sales Performance

- US: Momentum continues, with sales up 9.6% YoY
- Japan: Sales increase 1%; recovery taking hold led by strong response to new models
- China: CY26 H1 sales down 15%, outpacing market decline of 22%; CY Q1 sales +7%
- Middle East: Resilient demand; logistics and supply chain disruption moderating profitability

Financial Performance

- Operating profit improved by 157B to 77.9B
- Auto OP almost break-even including tariffs
- Re:Nissan cost initiatives contribute +60B YoY
- Net income positive at 3.8B
- Auto net cash maintained at around 1T level

FY26 Outlook

- All FY26 financial targets reaffirmed
  - Positive OP; Auto OP and Auto FCF positive before tariffs
  - Auto net cash >1T at year end
  - Net Income positive 20B
- Volume outlook revised primarily to reflect market conditions in China
- On track to deliver Re:Nissan commitments

Expanding Momentum in Q2 and Beyond

- **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

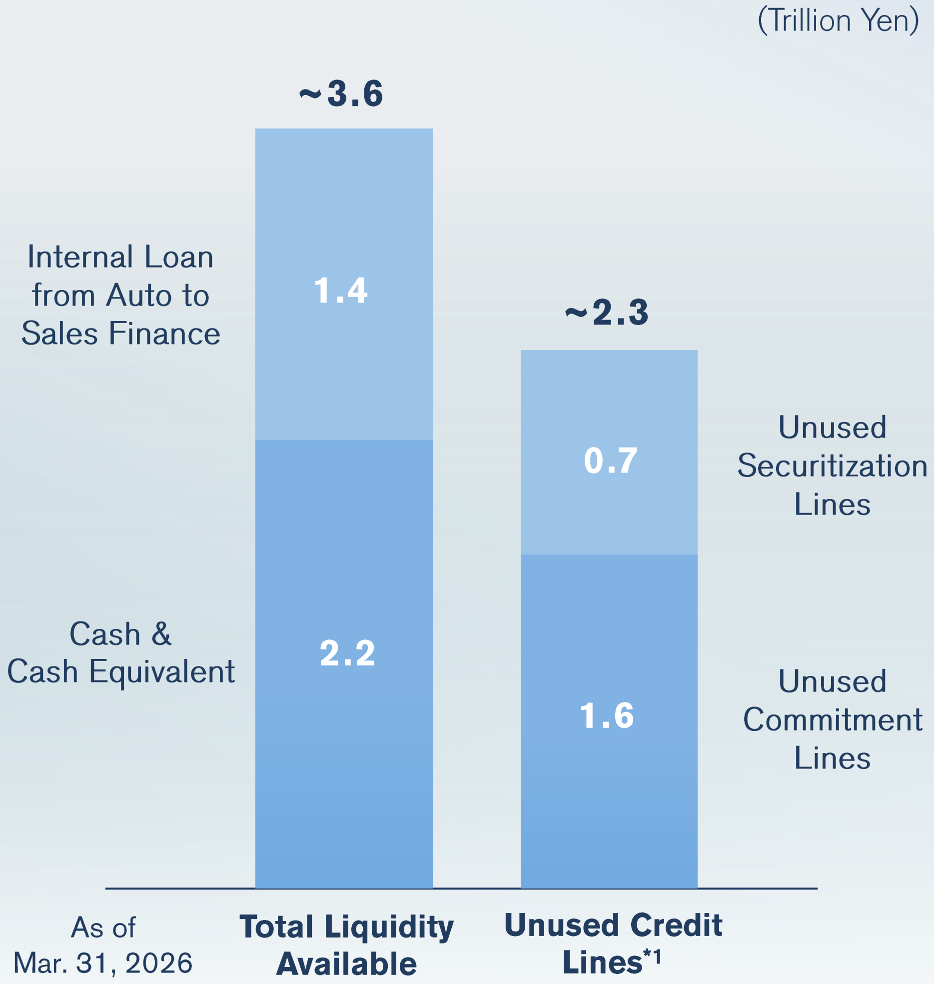
NX8
CHINA

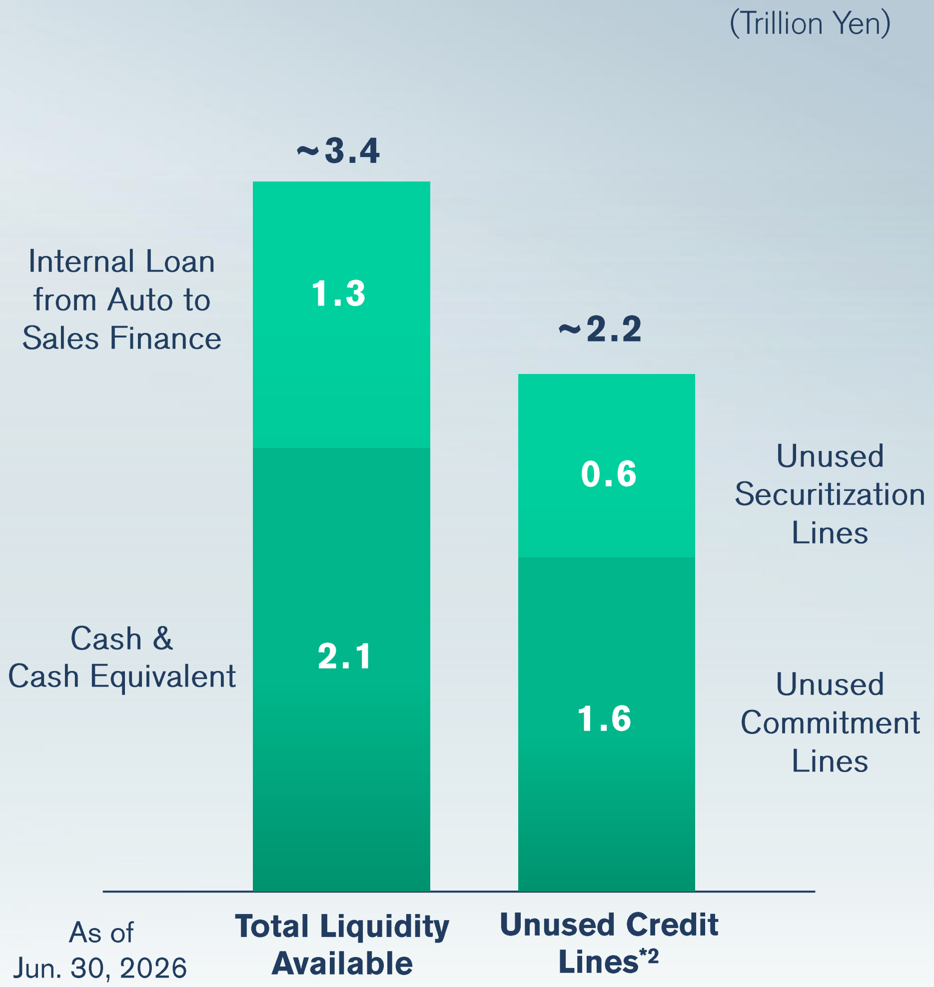
TEKTON
INDIA


MOBILITY INTELLIGENCE
FOR EVERYDAY LIFE
モビリティの知能化で、毎日を新たな体験に

Appendix

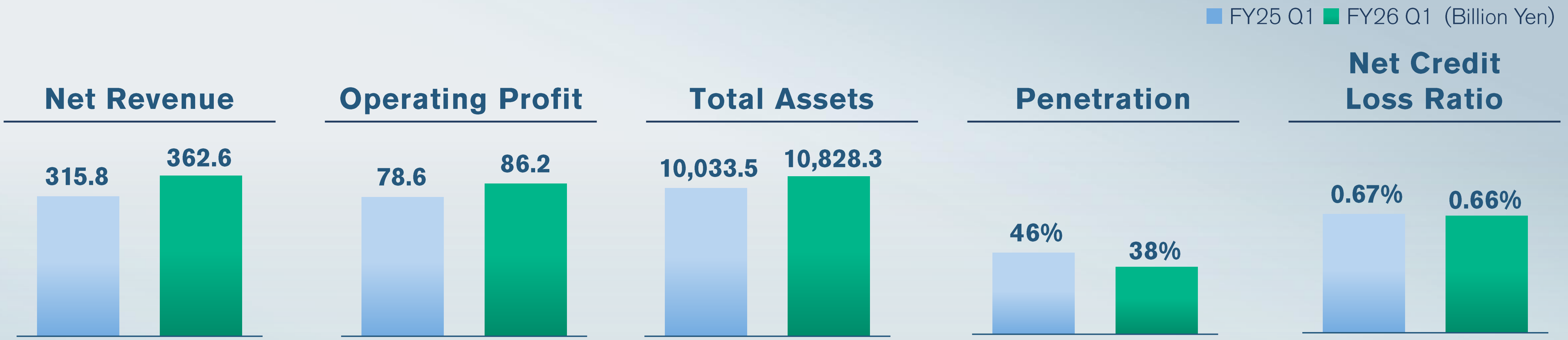
Liquidity Status





*1 Unused securitization lines are related to Sales Finance. Unused commitment lines split into Auto Business ~0.6 trillion yen and Sales Finance ~1.0 trillion yen
*2 Unused securitization lines are related to Sales Finance. Unused commitment lines split into Auto Business ~0.7 trillion yen and Sales Finance ~0.9 trillion yen

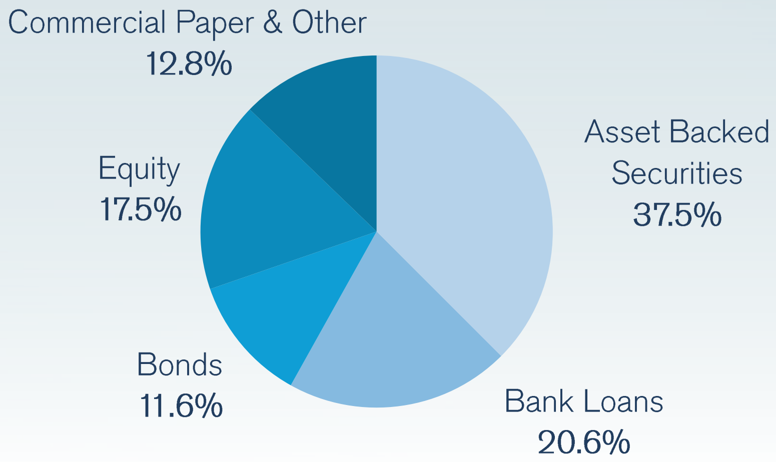
Sales Financing



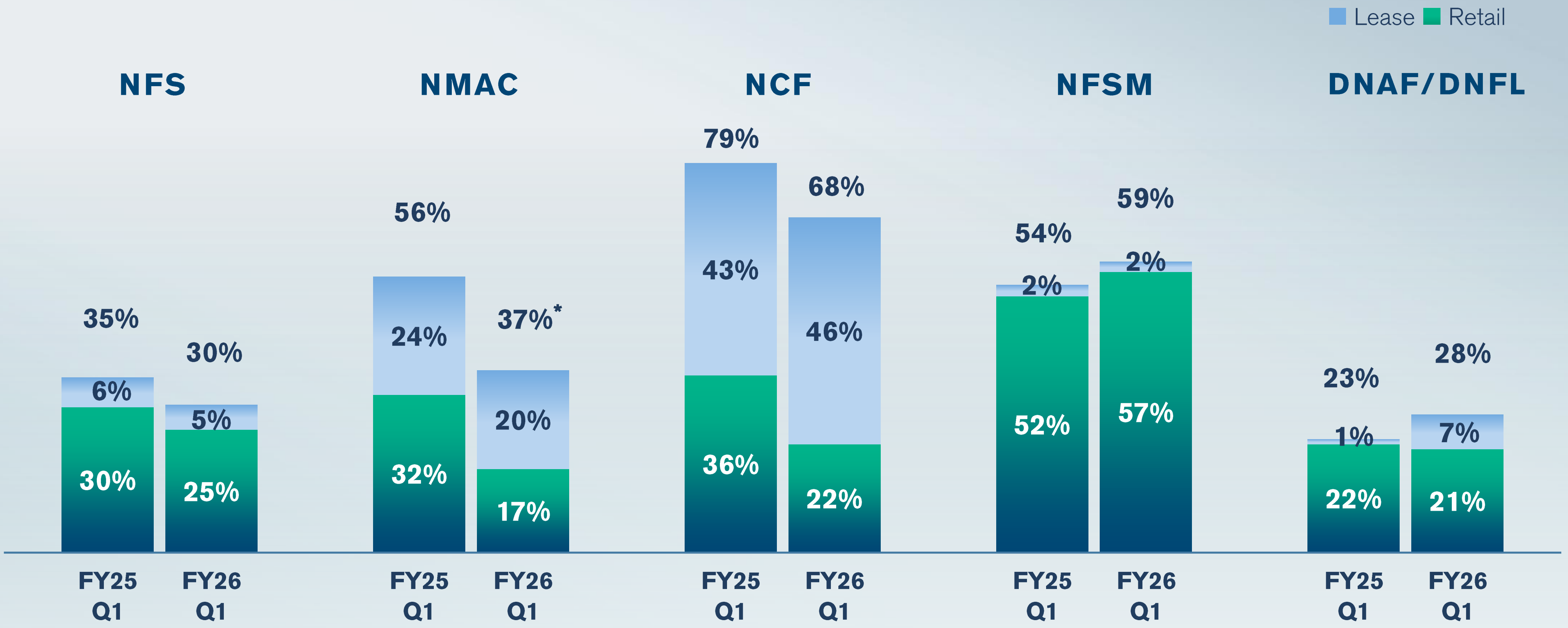
- Profits are higher year over year mainly due to positive foreign exchange impact
- Penetration declined mainly due to lower US penetration from Mexico–imported vehicles, which follow a different sales incentives strategy than US or Japan produced vehicles
- Net Credit losses are stable and within comparable range of industry average
- Diversified funding sources, strong liquidity and equity position

Funding Sources (as of Jun 2026)

Total Funding Amount: 10,281 Billion Yen



Penetration



NFS: Nissan Financial Services (Japan)
NMAC: Nissan Motor Acceptance Company LLC (US)
NCF: Sales financing division of Nissan Canada Inc. (Canada)

NFSM: Nissan Financial Services Mexico (Mexico)
DNAF: Dongfeng Nissan Auto Finance (China)
DNFL: Dongfeng Nissan Financial Leasing (China)

* NMAC: Penetration is lower due to Mexico–imported vehicles penetration decline, which follow a different VME (sales) strategy than US or Japan produced vehicles

Net Credit Loss Ratio

	NFS			NMAC			NCF			DNAF/DNFL		
	Lease	Retail	Total	Lease	Retail	Total	Lease	Retail	Total	Lease	Retail	Total
FY25 Q1	0.01%	0.06%	0.05%	0.34%	0.80%	0.63%	0.05%	0.19%	0.11%	5.56%*	0.88%	1.87%
FY26 Q1	0.01%	0.06%	0.05%	0.35%	0.97%	0.72%	0.04%	0.18%	0.10%	1.53%	0.97%	1.13%
Variance	0.00pt	0.00pt	0.00pt	+0.01pt	+0.17pt	+0.09pt	-0.01pt	-0.01pt	-0.01pt	-4.03pts	+0.09pt	-0.74pt

NFS: Nissan Financial Services (Japan)
NMAC: Nissan Motor Acceptance Company LLC (US)
NCF: Sales financing division of Nissan Canada Inc. (Canada)

DNAF: Dongfeng Nissan Auto Finance (China)
DNFL: Dongfeng Nissan Financial Leasing (China)

* DNAF/DNFL: Higher lease credit loss in FY25 was primarily driven by one fleet transaction

Operating Profit & Asset

	NFS (Billion JPY)		NMAC (Million USD)		NCF (Million CAD)		NFSM (Million MXN)		DNAF/DNFL (Million CNY)	
	Asset	OP	Asset	OP	Asset	OP	Asset	OP	Asset	OP
FY25 Q1	1,494.1	8.9	40,090	273	8,414	67	129,953	1,405	32,909	220
FY26 Q1	1,496.0	8.4	38,268	285	6,784	46	147,836	1,456	33,762	216
Variance	+1.9	-0.6	-1,822	+12	-1,631	-20	+17,882	+51	+854	-5

NFS: Nissan Financial Services (Japan)
NMAC: Nissan Motor Acceptance Company LLC (US)
NCF: Sales financing division of Nissan Canada Inc. (Canada)

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DNAF: Dongfeng Nissan Auto Finance (China)
DNFL: Dongfeng Nissan Financial Leasing (China)

Financial Performance

(Billion Yen)

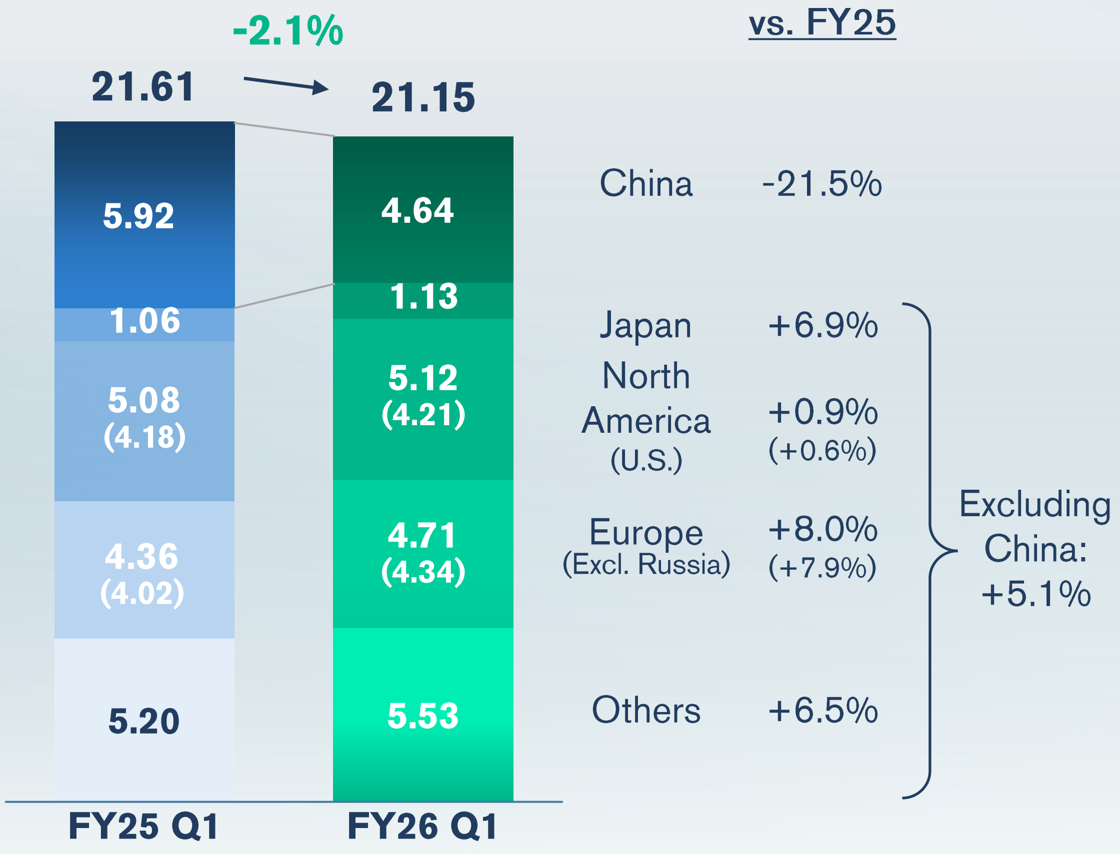
	FY25 Q1	FY26 Q1	Variance
Net Revenue	2,706.9	2,964.2	257.3
Operating Profit	-79.1	77.9	157.0
OP Margin	-2.9%	2.6%	5.5 points
Non-Operating*1	-30.1	-28.8	
Ordinary Profit	-109.2	49.1	158.3
Extraordinary*2	-18.9	-8.3	
Profit Before Tax	-128.1	40.8	168.9
Taxes	14.1	-32.5	
Minority Interest*3	-1.8	-4.5	
Net Income*4	-115.8	3.8	119.5
FX Rate (USD/JPY)	145	160	15
(EUR/JPY)	164	185	22

*1: Includes Loss in companies under equity method of 16.5 billion yen in FY25 Q1 and loss of 2.5billion yen in FY26 Q1
*2: Includes impairment loss 1.2billion yen in FY26 Q1
*3: Net income attributable to non-controlling interests
*4: Net income attributable to owners of the parent

FY26 Q1 Sales Performance

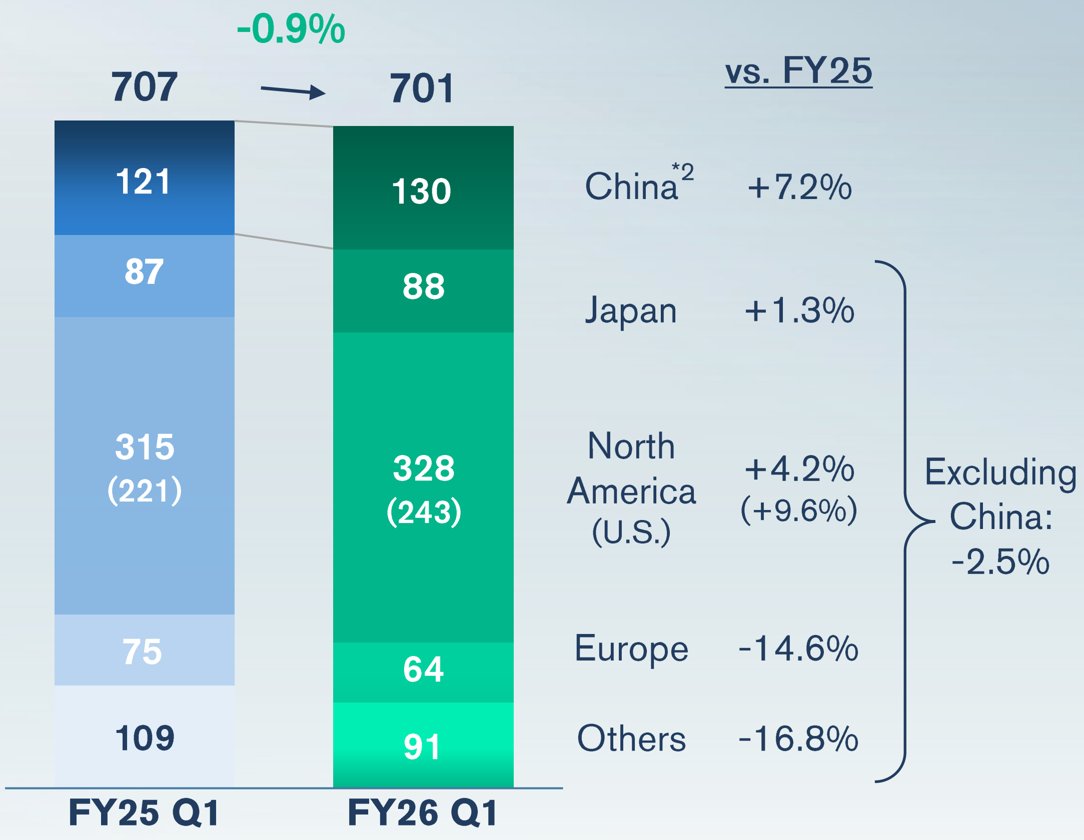
TIV*1

(Million units)



Retail Sales

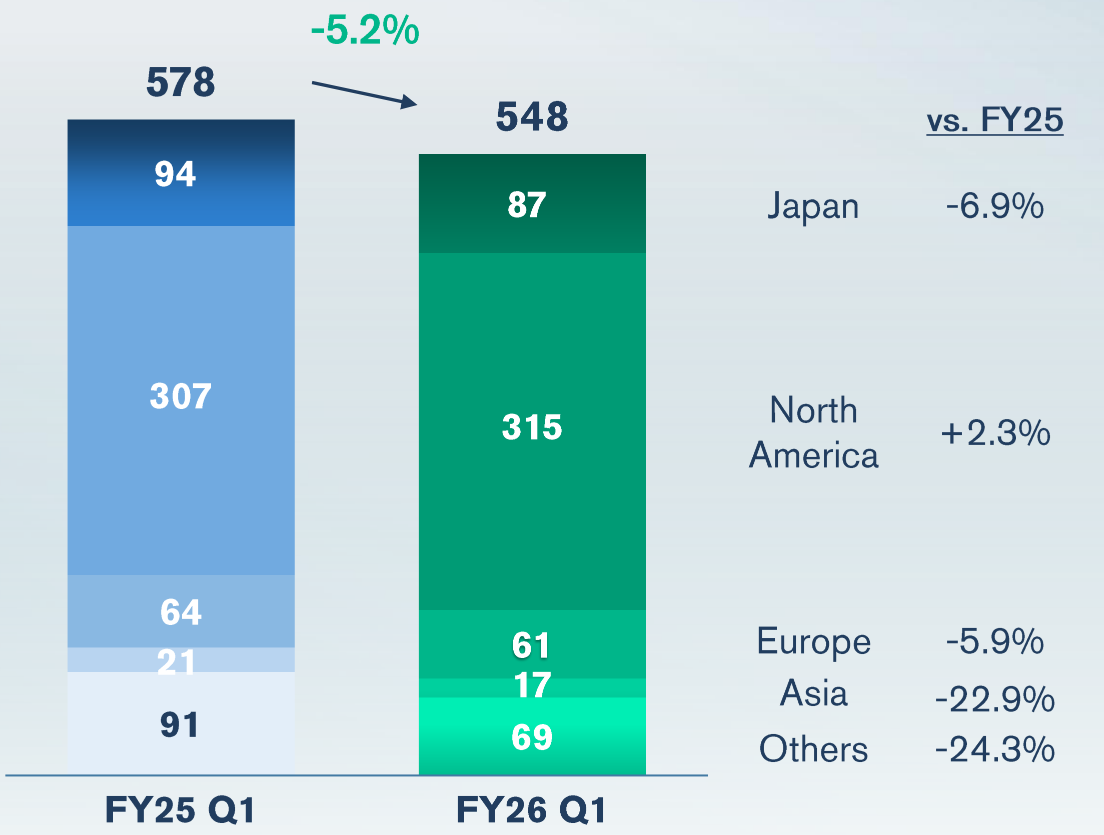
(Thousand units)



*1 Nissan estimation for TIV includes China local brands and LCV
*2 China retail sales are reported on a calendar-year basis

FY26 Q1 Consolidated Sales Volume

(Thousand units)



Operating Profit Variance Analysis Forex

Currency	FY25 Q1 Rate	FY26 Q1 Rate	OP Impact (Billion Yen)
USD	144.6	159.6	47.4
CAD	104.4	115.2	10.0
AUD	92.6	113.1	6.3
GBP	193.0	214.0	2.6
BRL	25.5	31.6	1.8
TRY	3.7	3.5	-1.5
THB	4.4	4.9	-3.7
EUR	163.8	185.4	-6.1
MXN	7.4	9.2	-8.9
CNY	20.0	23.4	-18.3
Others	--	--	5.4
Total	--	--	**35.0**

Operating Profit Variance Analysis Sales Performance

(Billion Yen)

FY26 Q1

Volume/Mix

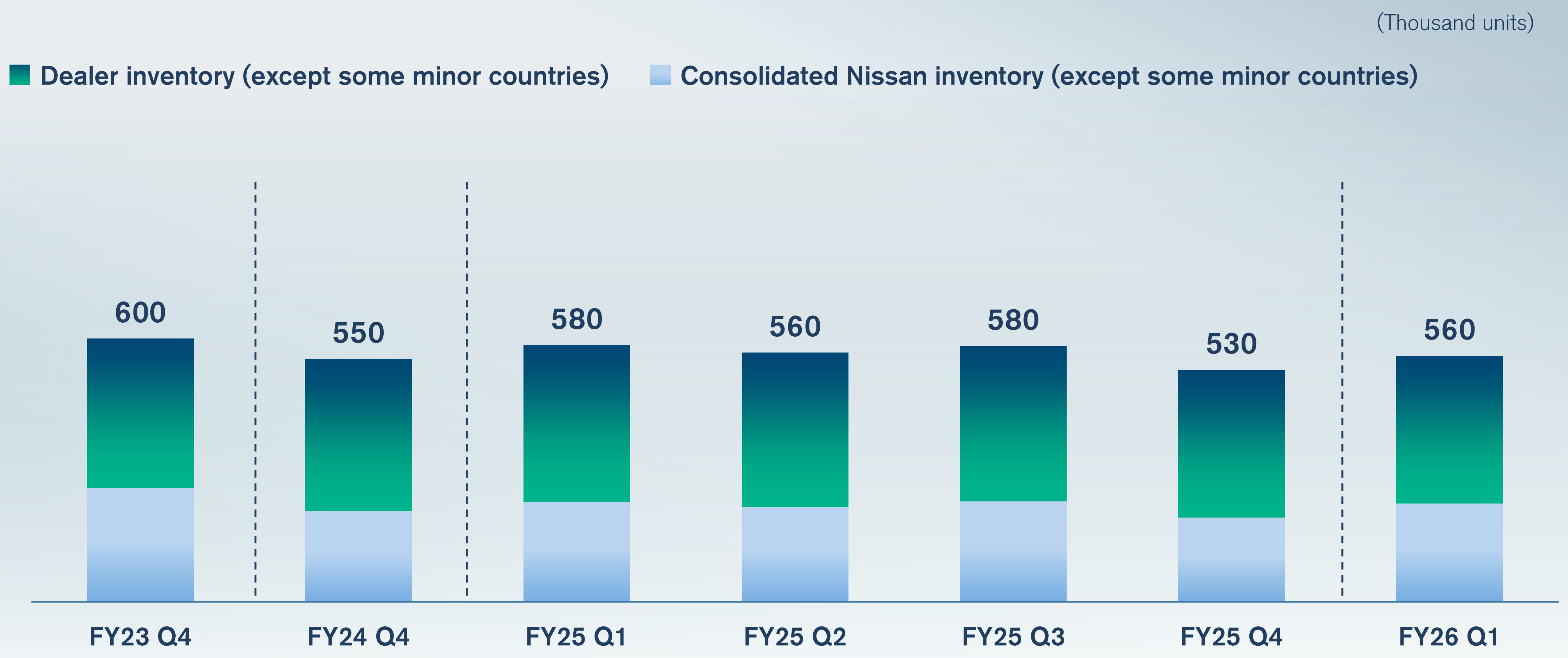
	Volume*1	Mix	Incentives*2	Total
Japan	-3.2	-1.7	-0.1	-5.0
US	+40.3	+27.9	-22.4	+45.8
Europe	-5.9	-4.8	+6.3	-4.5
MEX/CAN	-5.9	+8.1	-5.6	-3.5
Others	-44.9	+7.6	+8.5	-28.7
Total	-19.6	+37.0	-13.3	+4.1

Selling Expenses/ Pricing

	Incentives*3/ Pricing	Others	Total
Japan	+1.8	+0.4	+2.1
US	+23.9	+6.0	+29.9
Europe	-8.1	+1.2	-6.9
MEX/CAN	-3.3	-0.9	-4.3
Others	+6.3	+1.1	+7.4
Total	+20.6	+7.8	+28.3

*1 Includes country mix *2 Volume/mix impact on incentives *3 Impact of change in incentive/unit

Inventory Status (Excluding China JV)



Automotive Free Cash Flow

(Billion Yen)

FY26	Q1
Net Cash Inflow from P&L Items	+74.8
Working Capital	-168.1
AP/AR	-45.8
Inventory	-122.3
Tax/Other Operating Activities	-174.2
Cash Flow from Operating Activities	-267.5
CAPEX*	-75.2
Others	+18.8
Automotive Free Cash Flow	-323.9
FY25	**Q1**
Automotive Free Cash Flow	-390.5

* CAPEX does not include finance lease-related investments

Net Cash by Business Segment

(Billion Yen)

	As of March 31, 2026			As of June 30, 2026		
	Automobile & Eliminations	Sales Financing	Total	Automobile & Eliminations	Sales Financing	Total
Borrowings from Third Parties	2,376.7	6,543.4	8,920.1	2,427.8	6,759.5	9,187.4
Internal Loan to Sales Financing (Net)	-1,375.0	1,375.0	0.0	-1,272.6	1,272.6	0.0
Cash and Cash Equivalent	2,172.1	92.7	2,264.8	2,124.4	96.9	2,221.2
Net Cash	1,170.4	-7,825.7	-6,655.3	969.2	-7,935.3	-6,966.1

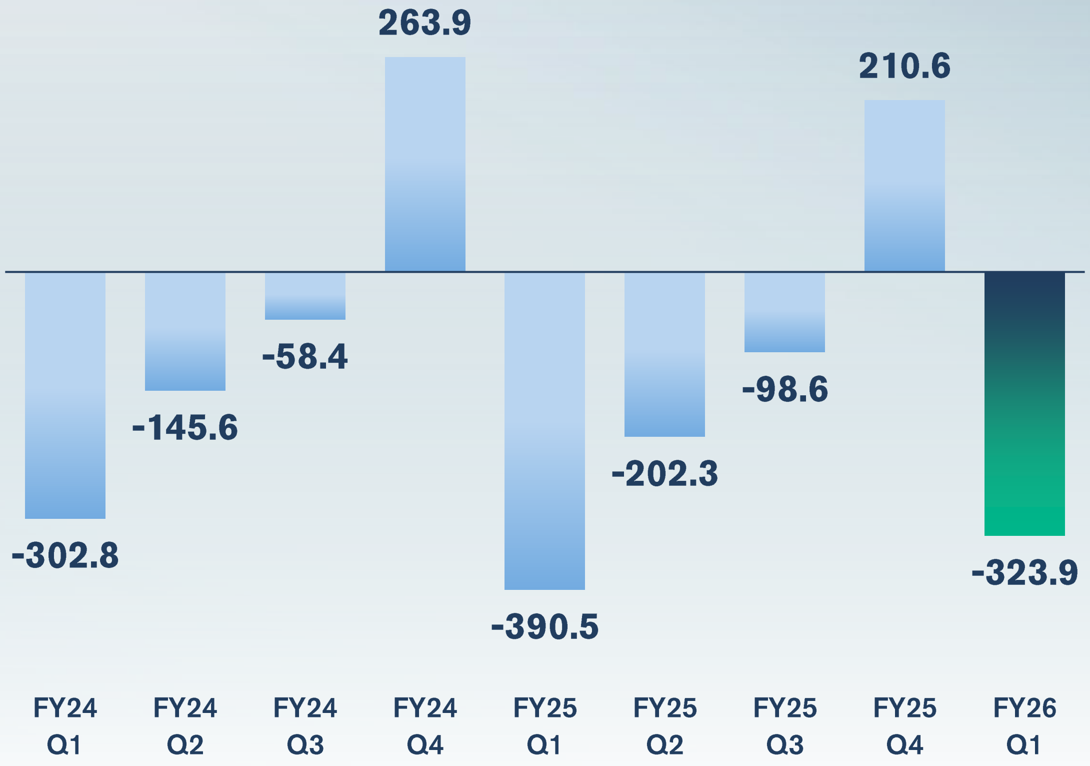
Auto Net Cash & FCF

Auto Net Cash

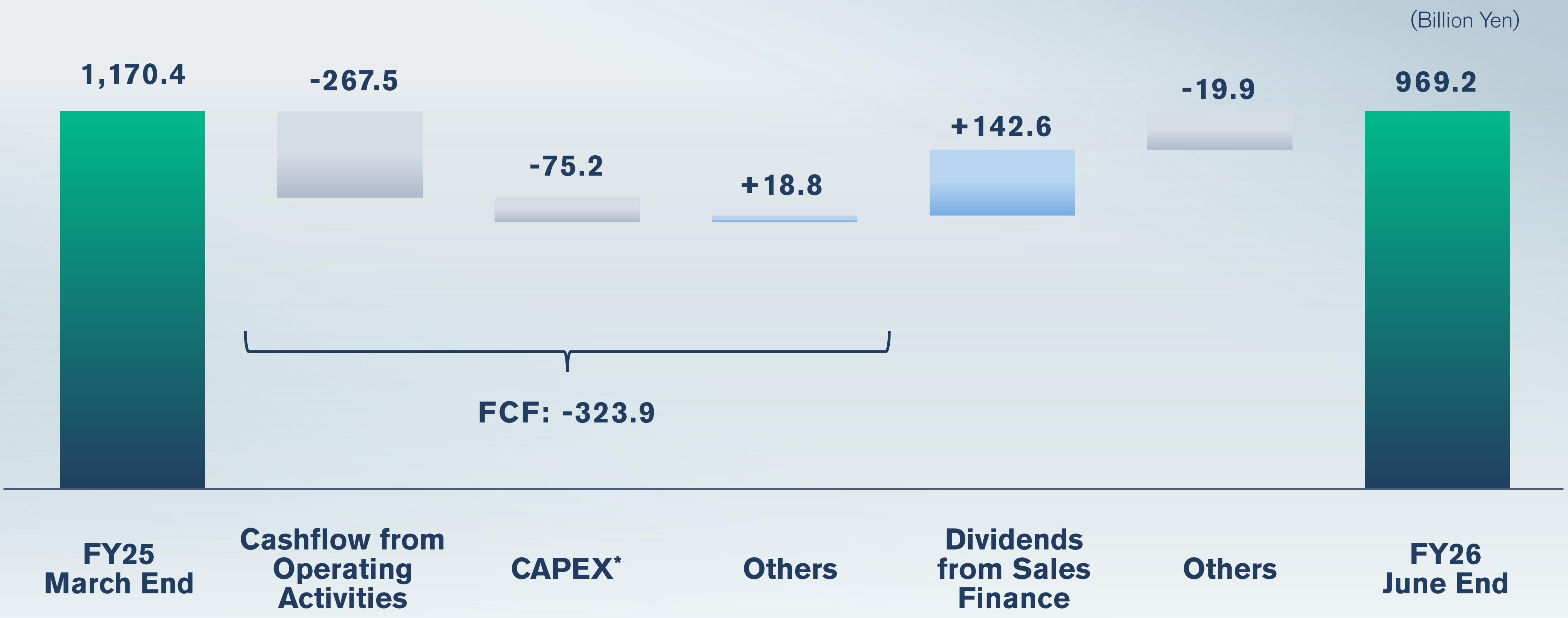
(Billion Yen)

Auto Free Cash Flow

(Billion Yen)



Auto Net Cash Change Analysis



* CAPEX does not include finance lease-related investments

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.