

Briefing for Institutional Investors

June 2025

Nissan Shatai Co., Ltd.

1. Greeting

Now, we will take up the first objective of this meeting and give a report on the Items to Be Reported, that is, Item Number 1, the 102nd fiscal Business Report and Consolidated Financial Statements for the period between April 1, 2024 and March 31, 2025, which will be followed by Item Number 2, the 102nd fiscal Financial Statements for the period between April 1, 2024 and March 31, 2025.

2. The current status of the Nissan corporate group

First, out of the items pertaining to the current state of the corporate group, I will explain our operations and business results.

In the fiscal year ending in March 2025, the economy of Japan continued its trend of moderate recovery thanks to the improved employment and income environment, while on the other hand it was necessary to be aware of the risk that the downturn in overseas economic conditions would drag down the Japanese economy.

As for the environment surrounding the Nissan Shatai Group, the outlook continued to be uncertain due to the rise in raw material prices, demand fluctuations, etc.

Net sales

In this environment, the volume of orders from Nissan Motor Co., Ltd. increased by 5.3% compared to the previous fiscal year to 146,521 units. Net sales increased by 16.4% to 350.5 billion yen mainly due to the increase in sales of the all-new INFINTI QX80, the all-new Patrol, and the all-new Armada, which have higher sales prices than previous models.

Income and loss

Looking at income and loss, while operating income was lower than in the first half of the fiscal year due to additional costs incurred in the first half of the fiscal year for production of new models among other factors, it increased by 425.7% compared to the previous fiscal year to 5.1 billion yen thanks to the launch of the all-new Armada in the second half of the year combined with the resolution of component supply shortages caused by the impact of the Noto Peninsula Earthquake that occurred in the fourth quarter of the previous fiscal year. Meanwhile, ordinary income increased by 319.9% to 5.8 billion yen, and profit attributable to owners of parent for the fiscal year increased by 645.1% to 3 billion yen.

Regarding financing

Next, there were no funding activities to be reported during the fiscal 2024.

Capital expenditure

Next, I will report on capital expenditures for fiscal 2024.

The total amount of capital expenditures was approximately 16.4 billion yen. This was for the improvement of product attractiveness through the new products and minor changes of existing products, as well as for the enhancement of plant and equipment by streamlining manufacturing facilities, the improvement of welfare facilities, and environmental improvements.

Consolidated financial statements

Consolidated balance sheet

First, I would like to give an overview of the consolidated balance sheet as of March 31, 2025.

Our total assets reached 269.9 billion yen.

This consisted of 174.2 billion yen in liquid assets and 95.6 billion yen in fixed assets for a year-on-year increase of 11.5 billion yen.

Meanwhile, our total liabilities reached 93.3 billion yen.

This consisted of 88.4 billion yen in liquid liabilities and 4.8 billion yen in fixed liabilities for a year-on-year increase of 9.3 billion yen.

The total amount of net assets reached 176.5 billion yen.

This consisted of 169.3 billion yen in shareholder's equity, while accumulated other comprehensive income was 7.2 billion yen for a year-on-year increase of 2.2 billion yen.

Consolidated statement of income

Next, I would like to give an overview of our consolidated statement of income for our 102nd fiscal year.

As for the result of the business activities of our company and consolidated subsidiaries that I already explained, ordinary income for the fiscal period reached 5.8 billion yen.

In addition, profit attributable to owners of parent amounted to 3 billion yen.

3. Initiatives to address major challenges

Continuing, we will report on our initiatives to address challenges.

Status of compliance with the continued listing criteria

First, I would like to explain the status of compliance with the continued listing criteria.

On March 31, 2023, Nissan Shatai's liquid share ratio was determined to fall short of the criterion for continued listing on the TSE Prime Market, and we transitioned to the Standard Market on October 20 of the same year.

Since then, we formulated the "Plan to Realize Compliance with Standard Market Continued Listing Criteria" and have been steadily working to realize compliance, including retiring treasury shares and

requesting documentation from Effissimo Capital Management that contains sufficient information necessary to determine whether the shares qualify as liquid shares as defined by the TSE. As a result of these efforts, as of March 31, 2025, Nissan Shatai is in compliance with all Standard Market criteria for continued listing.

We will continue to closely monitor the status of compliance with each criterion and strive to enhance our corporate value.

Changes in our surrounding environment and the future forecasts

Now, I would like to turn to the changes in our surrounding environment and the future forecasts.

In fiscal year 2023, Nissan Shatai launched a Medium-term Management Plan covering fiscal years 2023 to 2027, with an awareness of the environmental changes of the necessity of a response to climate change, changes in the needs of the market, increase in the societal responsibilities required of companies, and changes in the working population and the awareness of employees.

In addition, in recent years, the environment surrounding the automotive industry has been changing from moment to moment amid soaring global energy and raw material prices, tariffs, and a weakening yen, making the situation unpredictable.

Nissan Shatai's vision for the future

Taking into account these environmental changes, we have defined our Vision for our Future as “Contribute to society through our commercial vehicles & premium cars, specially equipped vehicles, and support businesses and become the one and only presence trusted by our customers,” and we are working to expand these three major businesses.

Key initiatives in our major businesses

I will now outline the key initiatives in our major businesses.

First, in commercial vehicles and premium cars, we will continue to respond to diversifying customer needs and market requirements, improve quality and product added value, and increase our sales volume.

As for specially equipped vehicles, we are working to expand sales of vehicles for government offices and sales utilizing Auto Works Kyoto 's unique commercial distribution.

In our support businesses, we will continue to meet a wide range of customer needs by expanding the scope of our provision of development services and undertaking of trial production for companies other than Nissan Motor Co., Ltd.

We will also further expand our service parts business, which we have been engaging in for a long time, by taking advantage of the Shonan area to make it one of our main businesses, and at the same time, we will strive to enhance our corporate value.

2023-2027 Medium-term Management Plan

In order to realize the aforementioned goals for our major businesses, the 2023-2027 Medium-term Management Plan focuses on three priority issues: “Sustainable corporate foundation”, “Creation of appealing products”, and “Evolution and deepening of uniqueness”.

We will now explain each of the three pillars.

Sustainable corporate foundation

The first pillar is a “Sustainable corporate foundation.”

In this Medium-term Management Plan, we advocate a “Sustainable corporate foundation” in as the central pillar of our activities, and we are tackling ESG issues, namely “environmental,” “social” and “governance” issues to promote business activities centered on sustainability.

Firstly, regarding initiatives for achieving carbon neutral by 2050, we have set the goal of reducing CO₂ emissions per unit by 52% by 2030. Our energy-saving activities include advancing the visualization of our electricity use with electrical surveillance monitors and advancing specific measures based on the results of data analysis.

Regarding lighting, we are planning to convert all of our lighting to LEDs, and by the end of fiscal year 2024, 68% of the lighting at Nissan Shatai and 80% at Nissan Shatai Kyushu have been converted to LEDs.

In addition, we replaced gasoline-powered company vehicles with the Sakura EV, and also began using EV for the microbus used for plant tours.

As for the introduction of renewable energy, we have been installing outdoor lights generated by solar power, and going forward, we plan to install solar panels and switch to a power company that supplies electricity with zero CO₂ emissions, among other specific applications.

Next are our initiatives for DE&I, diversity, equity and inclusion.

With regard to the Eruboshi certification, which can be earned by companies which are promoting active participation of women, we have satisfied the five criteria for certification and obtained the highest rating of 3 stars.

In addition, in our efforts for raising understanding and awareness of a diverse society, we solicited an original logo within the company to establish a symbol for our activities.

As for the certification system for organizations with outstanding health management jointly promoted by the Japan’s Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi, we have been recognized as a “Health and Productivity Management Corporation - White 500” continuously since 2019.

In order to foster a corporate culture in which all employees can fully demonstrate their abilities, we are engaged in health maintenance and promotion activities, and are working to create a workplace environment in which all employees can be highly motivated and enthusiastic about their work.

Next, I would like to turn to our cybersecurity initiatives.

The bar graph on the left shows the number of victims of cyber-attacks in Japan.

The number has increased six-fold over the past few years, with a sharp increase in ransomware attacks that infiltrate networks via the internet.

We consider this to be a priority issue and are strengthening our countermeasures from two perspectives.

First, to strengthen prevention, we conduct a comprehensive inspection of all digital information assets to ensure that there are no security concerns, and conduct information security assessments.

Next, for our response to any actual attacks, we plan to conduct simulation drills.

Creation of appealing products

Next is the second pillar, “Creation of appealing products.”

The NV200 Vanette, currently produced at the Shonan Plant, has been rated highly by customers for its ease of handling and usability.

In minor changes undertaken in 2024, in addition to conventional driving support systems, the NV200 Vanette has been equipped with Emergency Assist for Pedal Misapplication, a safety function that prevents pedal misapplication, and features a 7-inch display meter with improved visibility and functionality that makes it easy to see a wide variety of vehicle data.

Going forward, we will continue to implement minor changes in order to ensure that each vehicle complies with all regulations and to enhance product appeal.

In the area of specially equipped vehicles, following the Caravan MYROOM, we launched the NV200 Vanette MYROOM as part of the in-car accommodation series for which Auto Works Kyoto takes charge of customization.

Like the Caravan MYROOM, the interior is richly decorated with wood grain to create a natural and refined space where one person can relax comfortably and two people can feel right at home.

The model is designed to meet needs for in-car accommodation. For example, it employs seats that can change from drive mode to use as a bed or sofa with a simple operation.

With the full model change in 2018, the high-spec ambulance Paramedic has evolved into a vehicle with interior space that enables advanced first aid measures and offers a functional layout. The number of units sold has increased steadily, and we achieved a record number of orders in FY2024.

As one of the few manufacturers of high-spec ambulances, we will continue to contribute to society

through manufacturing so that we can save as many lives as possible with vehicles that can work side-by-side with medical professionals and play a key role in emergency settings.

In addition to the Paramedic, we will expand our business by enhancing various products sold through Auto Works Kyoto's unique commercial distribution.

The last products I would like to discuss under the heading of “Creation of appealing products” are the luxury SUVs manufactured at Nissan Shatai Kyushu.

Starting with the all-new Infiniti QX80 for North America, three models underwent a full model change, the others being the Patrol for the Middle East and the ARMADA for North America.

For its full model change, the all-new Infiniti QX80 has been equipped with the latest driver assistance technologies such as head-up display and ProPILOT, and 12 premium speakers that provide a sophisticated and powerful acoustic space.

We have adopted a number of world-first and segment-first technologies, including invisible hood view, a transparent hood that allows the driver to confirm what is in front of the vehicle, and flush door handles that electrically retract to store away the door handles.

Evolution and deepening of uniqueness

Next is the last pillar, “Evolution and deepening of uniqueness.”

As we have already announced, AD production at the Shonan Plant will be terminated at the end of this year, after which the plant will only produce the NV200 Vanette.

Due to last-minute demand before the end of AD production, we are currently increasing production to ensure that we can deliver every last vehicle to our customers.

In addition, since the NV200 Vanette will be solely produced from November onward, Nissan Shatai will strive to expand business and improve profitability through the establishment of optimal processes that thoroughly eliminate waste and the promotion of technological development in service parts production, such as processes for low-volume production.

At Nissan Shatai Kyushu, the three vehicles which underwent a full model change have been well received, especially the Patrol for the Middle Eastern market, and high-load production operations are continuing.

In order to deliver as many high-quality vehicles as possible to our customers, we will further improve the first pass yield and capacity utilization ratio by stabilizing quality and enhancing the organization, and plan to operate full production with three teams in three shifts to meet the high market demand.

Initiatives to address challenges.

In the halfway point of the 2023-2027 Medium-term Management Plan, we will continue to utilize the most of our integrated manufacturing system from development to production, which is one of our

strengths, to establish production operations that can flexibly adapt to market trends, and to strengthen legal compliance and corporate governance, making company-wide efforts to enhance the trust we have earned from all of our stakeholders, including shareholders, customers, business partners, local communities, and employees.

I have reported on the contents of the business report and the consolidated financial statements.

4. Business Outlook for fiscal 2025

Now, I will explain our business outlook for fiscal 2025.

First, we expect net sales of 398.1 billion yen.

Additionally, we expect operating income and ordinary income of 6.9 billion yen and 7.0 billion yen, respectively, and we expect profit attributable to owners of parent of 4.4 billion yen.

That concludes the business outlook for fiscal 2025.

5.Dividends

Regarding dividends, based on our dividend policy of continuously paying stable dividends, then the annual dividend for fiscal 2024 will be 13 yen.

For fiscal 2025, we plan to continue paying a dividend of 13 yen.

6. Closing Speech

We would like to ask you, to give us even more support and advice going forward.