

Nissan Shatai Co., Ltd. Investor Presentation (June 2026)

Q&A Summary

<Respondent>

Takashi Tomiyama, President

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Q. Plan for and revenue expectation from service parts business

A. In terms of profitability, we aim to improve profitability across our businesses, including the service parts business and the specially equipped vehicle business. Specifically, we plan to optimize our business portfolio by expanding our customer base, including overseas OEMs, and strengthening our highly distinctive product lineup. In addition, by strengthening our business structure and achieving a competitive cost structure, we will aim to expand sales and improve profitability.

Q. Independence as a listed company

A. Regarding independence, as you are aware, two of our six directors are independent outside directors, and two of our three statutory auditors are independent outside statutory auditors. and we believe that they are performing a supervisory function from an objective standpoint. In addition, we have established a Nominations and Remuneration Committee as an advisory body to the Board of Directors, as well as a Business Monitoring Committee that deliberates on material transactions with related parties. Through these bodies, we believe that management supervisory and monitoring functions are being fully exercised, and that an independent and effective governance structure is functioning. Regarding Nissan Shatai Kyushu, as you pointed out, it conducts production on land and in buildings owned by Nissan Motor Co., Ltd., but it pays lease fees for their use. This is based on the policy of minimizing the holding of fixed assets to the greatest extent possible, which has been in place since the company's establishment. All of the equipment at Nissan Shatai Kyushu is owned as assets of Nissan Shatai and Nissan Shatai Kyushu. We would therefore ask for your understanding that Nissan Shatai Kyushu conducts its production activities independently.

Q. Disposition of land at the Shonan Plant

A. Regarding the sale of the land, we currently have no plans to sell it.