Briefing for Institutional Investors

June 2026

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 103rd fiscal Business Report and Consolidated Financial Statements for the period between April 1, 2025 and March 31, 2026, which will be followed by Item Number 2, the 103rd fiscal Financial Statements for the period between April 1, 2025 and March 31, 2026.

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 2026, while the economy of Japan recovered moderately, it was necessary to pay attention to the impact of continued price rises on personal consumption, etc.

Regarding the environment surrounding the Nissan Shatai Group, a situation continued in which we needed to pay close attention not only to indirect effects on the global economy due to trade issues, mainly led by the United States, but also to the impact of developments in the Middle East that occurred in the fourth quarter.

Net sales

In this environment, the volume of vehicles from Nissan Motor Co., Ltd. amounted to 154,668 units, mainly due to increased sales of the all-new Patrol and the all-new Armada, production of which commenced in the previous consolidated fiscal year, among other factors.

Net sales amounted to 403.8 billion yen due to the impact of the increase in the number of units, among other factors.

Income and loss

Looking at income and loss, operating income was 14.1 billion yen due to improved production efficiency, among other factors, in addition to the increase in the number of units. Ordinary income was 15.0 billion yen.

In special gains and losses, an impairment loss on fixed assets of 2.6 billion yen and a provision for business restructuring of 2.1 billion yen were recorded as special losses in connection with the business conversion of the Shonan Plant to service parts production, the latter representing a reasonable estimate of costs associated with personnel measures targeting approximately 800 employees across the Group.

As a result, profit attributable to owners of the parent was 6.8 billion yen.

Regarding financing

Next, there were no funding activities to be reported during fiscal 2025.

Capital expenditure

Next, I will report on capital expenditure for fiscal 2025.

The total amount of capital expenditure was approximately 13.2 billion yen. This was for the improvement of product attractiveness through new products and minor changes to existing products, as well as for the enhancement of plant and equipment, including the streamlining of manufacturing facilities, the introduction of dedicated equipment required for the production of specially equipped vehicles and service parts, and improvements to welfare facilities and the working environment.

Consolidated financial statements

Consolidated balance sheet

Next, regarding our consolidated financial statements, First, I would like to give an overview of the consolidated balance sheet as of March 31, 2026.

Our total assets reached 277.1 billion yen.

This consisted of 178 billion yen in liquid assets and 99.1 billion yen in fixed assets for a year-on-year increase of 7.2 billion yen.

Meanwhile, our total liabilities reached 93.3 billion yen.

This consisted of 87.4 billion yen in liquid liabilities and 5.8 billion yen in fixed liabilities.

The total amount of net assets reached 183.8 billion yen.

This consisted of 174.4 billion yen in shareholders' equity, while accumulated other comprehensive income was 9.3 billion yen for a year-on-year increase of 7.2 billion yen.

Consolidated statement of income

Next, I would like to give an overview of our consolidated statement of income for our 103rd fiscal year.

As for the results of the business activities of our company and our consolidated subsidiaries that I already explained, ordinary income for the fiscal period reached 15 billion yen.

In addition, profit attributable to owners of parent amounted to 6.8 billion yen.

3. Medium-term Management Plan.

Continuing, we will report on our Medium-term Management Plan.

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, the 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 rapidly amid procurement risks for naphtha-based products due to the instability of the situation in the Middle East, soaring global energy, rare earth, and other raw material prices, and the impact of exchange rates and tariffs, making the situation one that continues to be 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.
In our specially equipped vehicle business, we are working to expand sales by broadening our lineup beyond Nissan vehicles to cover a wide range, from kei cars to trucks manufactured by other manufacturers, while also strengthening our sales capabilities.
In our support businesses, we will continue to meet a wide range of customer needs by expanding the scope of our provision of experimental evaluation, design, and trial production services to include work commissioned from companies other than Nissan Motor Co., Ltd.
The Shonan Plant will cease production of mass-production vehicles at the end of March 2027 in accordance with the Re:Nissan policy.
Against this backdrop, we have decided to convert the Shonan Plant into a service parts production facility, as this will allow us to make use of our existing equipment, technology, and skills, and is expected to provide scalability and continuity for our business by incorporating service parts from other manufacturers, including overseas manufacturers, in addition to the vehicles we produce.

Going forward, we will further expand our business by taking advantage of the strengths of the

Shonan area.

Through these initiatives across the three businesses, we will work to improve net sales and profit, and strive to maximize shareholder returns for all shareholders, including minority shareholders, as well as 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."

I 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" 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 neutrality by 2050, we have set the goal of reducing CO_2 emissions per unit by 52% compared to fiscal 2018 levels by 2030.

To date, we have implemented measures such as adopting LED lighting, reducing electricity consumption by visualizing power usage, and switching to "green power."

Furthermore, we are actively working to utilize renewable energy, including the installation of solar panels on the headquarters roof.

Next, regarding our DE&I initiatives, we have continued to hold the "Eruboshi" certification, which can be earned by companies promoting the active participation of women, as well as the "Platinum Kurumin certification," which is awarded to companies with particularly outstanding.

initiatives to support employees in balancing work and childcare.

In fiscal 2025, we established a new leave program to help employees balance childcare and work, and launched activities to support partnerships, aiming to create a workplace where diverse values coexist.

Creation of appealing products

Next is our second pillar, "Creation of appealing products."

Approximately two years have passed since the luxury SUVs manufactured at Nissan Shatai Kyushu underwent their full model change, and they continue to enjoy strong popularity, particularly in the Middle East. In March 2026, the Patrol and the Armada received the iF Design Award.
In addition, we have commenced production of a high-performance NISMO model, which went on sale in July 2025.

Furthermore, the all-new Elgrand, which is undergoing its first full model change in 16 years, achieves outstanding quietness, high fuel efficiency, and a comfortable ride through its third-generation e-POWER, e-4ORCE, and next-generation Active Noise Control.

Turning to commercial vehicles, the Caravan and the NV200 Vanette have each undergone minor changes. The Caravan has been enhanced with the addition of Intelligent Cruise Control and a 9-inch navigation system to support safety, security, and comfort, while the NV200 Vanette has been equipped with door mirrors with a “door-lock-linked folding function,” among other features.
Our specially equipped vehicle, the high-standard ambulance Paramedic, is a highly capable ambulance equipped with ventilators, defibrillators, and other life-saving equipment.
It is also fitted with functions that support medical care, including a motorized stretcher to reduce the burden of patient transport and an electronic shade to protect patient privacy.

In addition, Nissan Shatai and Auto Works Kyoto have jointly planned and developed a compact accommodation vehicle called the “tabicafe,” which went on sale in 2026.

Based on the Caravan, it features a bright interior and a spacious bed, creating a relaxing space where two people and their pet can enjoy a café atmosphere at their leisure inside the vehicle.

The last topic under the heading of creation of appealing products is EV conversion. In October 2025, we entered into a business partnership with Yamato Mobility and launched a business to convert highly reliable Japanese-made used trucks into EVs, contributing to the promotion of environmental initiatives. Going forward, we will continue to meet a wide range of specially equipped vehicle needs, including those of government offices, and strive to strengthen our product appeal.

Evolution and deepening of uniqueness
Next is the last pillar, “Evolution and deepening of uniqueness.”
As I mentioned earlier, the Shonan Plant will be converted into a service parts production facility.
We are currently increasing production to respond to last-minute demand for the NV200 Vanette, and are working to ensure that we can deliver every last vehicle to our customers.

We are also engaged in technological development of dieless hemming, incremental forming, and 3D laser cutting machines, which enable part forming, hemming, trimming, and hole-cutting for ultra-low-volume production without the use of dedicated dies or jigs, and some of these technologies have already been put to practical use in the service parts production process.
We will advance the development of these manufacturing processes specialized for service parts production to expand our business and improve profitability.
At Nissan Shatai Kyushu, all three frame vehicle models are performing strongly, and we commenced a 3-groups 3-shifts from the end of December 2025.

For the mixed production of monocoque body and frame body vehicles, we are conducting simulation analyses of the production line with the aim of improving capacity utilization, and working to achieve early improvements at bottleneck processes.
We will also verify equipment capacity in line with the capacity utilization rate of each process to optimize equipment maintenance and inspection, and further reduce production losses.
We will continue to improve the first pass yield and capacity utilization ratio, while closely monitoring changes in the external environment, including international geopolitical risks such as instability in the Middle East and continuing inflation, and will take the necessary measures to deliver as many vehicles as possible to our customers as quickly as possible.

In the fourth year 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 in Item 1 and the contents of the financial statements in Item 2 of the Items to be reported.

4. Business Outlook for fiscal 2026
Now, I will explain our business outlook for fiscal 2026.
First, we expect net sales of 448 billion yen.
Additionally, we expect operating income and ordinary income of 21 billion yen and 21.5 billion yen, respectively, and we expect profit attributable to owners of parent of 14 billion yen.
Please note that the environment surrounding our business operations is expected to remain opaque, given procurement risks for naphtha-derived products due to the instability of the situation in the

Middle East, soaring global energy, rare earth, and other raw material prices, and the impact of exchange rates and tariffs, among other factors.
Should any of these factors have an impact on our performance, we will promptly disclose this in accordance with disclosure standards.
That concludes the business outlook for fiscal 2026.

5. Closing Speech

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