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103rd Ordinary General Shareholders Meeting: Notice of Convocation

Date and Time: Thursday, June 25, 2026, at 10:00 a.m.
Venue: Head Office Main Building, Nissan Shatai Co., Ltd.
2-1 Tsutsumicho, Hiratsuka, Kanagawa



NISSAN SHATAI CO., LTD.

(Code no.: 7222)
June 5, 2026

Dear shareholders:

2-1 Tsutsumicho, Hiratsuka, Kanagawa
NISSAN SHATAI CO., LTD
Takashi Tomiyama , President

103rd Ordinary General Shareholders Meeting: Notice of Convocation

Notice is hereby given that the 103rd Ordinary General Shareholders Meeting of the Company (the “Meeting”) will be held as described below. You are cordially invited to attend the Meeting.

When convoking this General Shareholders Meeting, we have taken measures for electronic provision regarding the information consisting of the Reference Materials for General Shareholders Meeting, etc. (Electronic Provision Measures Matters) and have posted the information on the Nissan Shatai website on the Internet, so please access the following website to confirm it.

Note that the paper-based documents we send out also serve as the paper-based documents stating the Electronic Provision Measures Matters stipulated in the items in the Companies Act, Article 325-3, Paragraph 1 which should be delivered to all of the shareholders who requested the delivery of paper-based documents.

Nissan Shatai website: <https://www.nissan-shatai.co.jp/EN/IR/index.html>

(Please confirm the information by accessing the above website and selecting from the menus in the order “FOR INVESTORS,” “Stocks & Bonds,” “General Shareholders Meeting,” “103rd Ordinary General Shareholders Meeting: Notice of Convocation.”)

Furthermore, the Electronic Provision Measures Matters are posted on the website of the Tokyo Stock Exchange in addition to the Nissan Shatai website, so please confirm them at the following link.

Tokyo Stock Exchange website (Listed Company Search)

<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>

(Please confirm the information by accessing the above Tokyo Stock Exchange website, entering and searching for the securities code (7222) in “Issue name (company name)” or “Code,” selecting the items in the order of “Basic information” and “Documents for public inspection/PR information,” and accessing the “Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting” field under “Filed information available for public inspection.”)

Note that when not attending the Meeting in person, you can submit votes in writing or electronically (Internet, etc.), so please study the Reference Materials for General Shareholders Meeting and submit votes no later than 5:30 p.m. on June 25, 2026 (Wednesday).

1. Date and Time

Thursday, June 25, 2026 at 10:00 a.m.

2. Venue

Head Office Main Building Nissan Shatai Co., Ltd.

2-1 Tsutsumicho, Hiratsuka, Kanagawa

3. Agenda Items

Matters to be reported:

1. 103rd fiscal Business Report (April 1, 2025 to March 31, 2026)
Consolidated Financial Statements, and Audit Reports by Accounting Auditor and Board of Statutory Auditors
2. 103rd fiscal Financial Statements (April 1, 2025 to March 31, 2026)

Matters to be resolved:

<Company Proposals (Proposal 1 to 4)

Proposal 1: Appropriation of Surplus Proposal 2: Election of Two Directors

Proposal 3: Election of One Statutory Auditor

Proposal 4: Election of One Substitute Statutory Auditor

<Shareholder Proposals (Proposal 5 and 6)

Proposal 5: Appropriation of Surplus (Reversal of General Reserve)

Proposal 6: Appropriation of Surplus (Special Dividends)

4. Information concerning voting at the General Shareholders Meeting

- (1) If voting forms are returned without any votes entered for any proposals, the shareholder will be counted as having voted yes for the company proposals.
 - (2) The content of each proposal is as stated in the Reference Materials for General Shareholders Meeting below, but the Nissan Shatai Board of Directors is opposed to the shareholder proposals (Proposal 5 and 6). Please refer to page 12 to page 14 regarding the shareholder proposals and the opinion of the Nissan Shatai Board of Directors regarding the shareholder proposals.
 - (3) If a shareholder uses the Internet, etc. to vote more than once, the last votes by the Internet, etc. received will be counted.
 - (4) If a shareholder submits votes by using both the voting form and the Internet, etc., irrespective of the time the votes were received, the votes received using the Internet, etc. will be counted.
- When attending the Meeting in person, please present the enclosed voting form at reception.
 - If any revisions are made to the Electronic Provision Measures Matters, the fact that an amendment has been made, the matters before the amendment and the matters after the amendment will be posted on the above Nissan Shatai website and the Tokyo Stock Exchange website on the Internet.

Reference Materials for General Shareholders Meeting

Proposals and Matters for Reference

<Company Proposals (Proposal 1 to 4)>

Proposal 1: Appropriation of Surplus

Taking into account business performance in this fiscal year and the Company policy of paying stable dividends on an ongoing basis, it is proposed to pay a year-end dividend as detailed below.

Including the interim dividend already paid, this will result in a total dividend for this fiscal year of 15.50 yen per share, 2.5 yen higher than dividend for the previous fiscal year.

Details of Year-End Dividend

(1) Distribution of year-end dividend to shareholders and total amount:

9.0 yen per share of common stock in the Company

Total amount: 1,219,074,102 yen

(2) Effective date of distribution of surplus:

June 26, 2026

Proposal 2: Election of Two Directors

Directors Masayuki Yabe and Takuya Nakamura will both resign at the close of the shareholders meeting. Therefore, Nissan Shatai proposes to elect two directors to take their place on the Board.

Note that under the provisions of the Nissan Shatai Articles of Incorporation, Article 22, Paragraph 2, the term of office of the director elected in the shareholders meeting shall end at the time when the terms of office of the other directors in office expire.

The candidates for directors are as follows:

Candidate Number	Name (Date of Birth)	Brief Personal Record, Positions, Responsibilities, and Important Positions at Other Companies	Number of Shares of Nissan Shatai Owned
1	Masami Homma (May 12, 1966) Male New candidate	<p>Apr 1991: Joined Nissan Motor Co., Ltd.</p> <p>Apr 2012: Deputy General Manager, Cost Engineering Dept., Nissan Motor Co., Ltd.</p> <p>Apr 2014: Deputy General Manager, Nissan (China) Investment Co., Ltd.</p> <p>Apr 2015: General Manager, Alliance R&D Planning Office, Nissan Motor Co., Ltd.</p> <p>Apr 2017: General Manager, Platform and Vehicle Component Engineering Division, Body Engineering Dept., Nissan Motor Co., Ltd.</p> <p>Apr 2019: Vice President, Nissan Technical Center North America</p> <p>Apr 2022: General Manager, Vehicle Planning and Vehicle Component Engineering Division, Interior & Exterior Engineering Dept., Nissan Motor Co., Ltd.</p> <p>Apr 2025: General Manager, R&D Engineering Management Division, R&D Resource Management Dept., Nissan Motor Co., Ltd.</p> <p>Apr 2026: Senior Vice President, Nissan Shatai Co., Ltd. (Current position)</p> <p>Responsibilities at Nissan Shatai Co., Ltd.: Overall supervision of Research and Development Div., Project Management & Vehicle Performance Engineering Dept.</p>	0 shares
<p>Reason for selection as a director candidate</p> <p>Mr. Homma has extensive knowledge and achievements as a manager involved in all aspects of development, including vehicle development, planning, and R&D, cultivated through his many years of experience in development and design at Nissan Motor Co., Ltd. In his current role as a Senior Vice President of Nissan Shatai, he oversees the Development Division, and is leading efforts to enhance the “creation of appealing products,” a priority issue in the Medium-term Management Plan. Since Mr. Homma is well suited for the achievement of the sustained growth of Nissan Shatai and the medium to long-term improvement of corporate value, he is a candidate for election as a director.</p>			

Notes:

1. There is no special interest between Nissan Shatai and Mr. Homma.
2. Within the past 10 years, Mr. Homma was an executive officer of Nissan Motor Co., Ltd., which is the parent company of Nissan Shatai. Information about Mr. Homma's titles and duties at Nissan Motor Co., Ltd. during the past 10 years is shown above in "Brief Personal Record, Positions, Responsibilities, and Important Positions at Other Companies."
3. In accordance with Article 430-3, Paragraph 1 of the Companies Act, Nissan Motor Co., Ltd. has concluded a Directors and Officers liability insurance policy that limits the liability of Mr. Homma. A summary of the terms of this policy is on page 29 of this report. If Mr. Homma is elected at the shareholders meeting as proposed, he will be covered by this insurance policy. Furthermore, Nissan Motor Co., Ltd plans to renew this policy during Mr. Homma's term of office.

Candidate Number	Name (Date of Birth)	Brief Personal Record, Positions, Responsibilities, and Important Positions at Other Companies	Number of Shares of Nissan Shatai Owned
2	<p>Kazuo Urakami (March 7, 1969) Male New candidate</p>	<p>Apr 1991: Joined Nissan Motor Co., Ltd. Apr 2013: Deputy General Manager, Body Assembly Engineering Dept., Nissan Motor Co., Ltd. Feb 2017: Vice President, Renault-Nissan Technology & Business Center India Oct 2017: Deputy Managing Director, Renault-Nissan Automotive India Sep 2020: General Manager, AMI Regional Business Division, AMI Monozukuri Dept., Nissan Motor Co., Ltd. Apr 2021: General Manager, Manufacturing Strategy Planning Division, AMI Monozukuri Dept., Nissan Motor Co., Ltd. Oct 2021: Technical Advisor, Renault-Nissan Automotive India Apr 2022: General Manager, Vehicle Production Engineering and Development Division, New Vehicle Production Management Dept., Nissan Motor Co., Ltd. Apr 2024: Division General Manager, Vehicle Production Engineering and Development Division, Nissan Motor Co., Ltd. Apr 2026: Senior Vice President, Nissan Shatai Co., Ltd. (Current position) Responsibilities at Nissan Shatai Co., Ltd.: Overall supervision of Production Div., Safety and Environment Administration Dept., Production System Innovation & Promotion Dept.; Production & Logistics Management Dept Important positions at other companies: Senior Managing Director, Nissan Shatai Kyushu Co., Ltd.</p>	0 shares
<p>Reason for selection as a director candidate Mr. Urakami has extensive knowledge and achievements as a manager involved in all aspects of production including vehicle production and engineering, manufacturing planning, and new vehicle production preparation cultivated through his many years of experience in production and engineering at Nissan Motor Co., Ltd. In his current role as a Senior Vice President of Nissan Shatai, he oversees the Production Division and is leading efforts to enhance the “evolution and deepening of uniqueness,” a priority issue in the Medium-term Management Plan. Since Mr. Urakami is well suited for the achievement of the sustained growth of Nissan Shatai and the medium to long-term improvement of corporate value, he is a candidate for election as a director.</p>			

Notes:

1. There is no special interest between Nissan Shatai and Mr. Urakami.
2. Within the past 10 years, Mr. Urakami was an executive officer of Nissan Motor Co., Ltd., which is the parent company of Nissan Shatai. Information about Mr. Urakami's titles and duties at Nissan Motor Co., Ltd. during the past 10 years is shown above in "Brief Personal Record, Positions, Responsibilities, and Important Positions at Other Companies."
3. In accordance with Article 430-3, Paragraph 1 of the Companies Act, Nissan Motor Co., Ltd. has concluded a Directors and Officers liability insurance policy that limits the liability of Mr. Urakami. A summary of the terms of this policy is on page 29 of this report. If Mr. Urakami is elected at the shareholders meeting as proposed, he will be covered by this insurance policy. Furthermore, Nissan Motor Co., Ltd. plans to renew this policy during Mr. Urakami's term of office.

Proposal 3 Election of One Statutory Auditor

Statutory Auditor Kiyoshi Aoji will resign at the close of the shareholders meeting.

Therefore, Nissan Shatai proposes to elect one new statutory auditor.

Note that under the provisions of the Nissan Shatai Articles of Incorporation, Article 34,

Paragraph 2, the term of office of the statutory auditor elected in the shareholders meeting

shall end at the time when the terms of office of the other statutory auditors in office expire.

The Board of Statutory Auditors has agreed to this proposal.

The candidate for a statutory auditor is as follows.

Name (Date of Birth)	Brief Personal Record, Positions, Responsibilities, and Important Positions at Other Companies	Number of Shares of Nissan Shatai Owned
<p style="text-align: center;">Shin Kotaki (January 12, 1963) Male</p> <p style="text-align: center;">New candidate</p>	<p>Apr 1985: Joined Nissan Shatai Co., Ltd.</p> <p>Apr 2006: Seconded to Nissan Motor Co., Ltd. Deputy General Manager, Renault-Nissan Purchasing Organization</p> <p>Apr 2009: Supplier Account Advisor, Nissan Motor Co., Ltd.</p> <p>Apr 2014: General Manager, Purchasing Dept., Nissan Shatai Co., Ltd.</p> <p>Apr 2015: Corporate Vice President, Nissan Shatai Co., Ltd.</p> <p>Jun 2018: Director and Senior Vice President, Nissan Shatai Co., Ltd.</p> <p>Apr 2025: Director, Nissan Shatai Co., Ltd.</p> <p>Jun 2025: Resigned from Nissan Shatai Co., Ltd.</p> <p>Important positions at other companies: Statutory Auditor, Nissan Shatai Kyushu Co., Ltd. Statutory Auditor, Auto Works Kyoto Co., Ltd. [Both positions will be submitted for approval at each company's annual shareholder meeting scheduled to take place in June 2026]</p>	<p>15,200 shares</p>

Reason for selection as a substitute statutory auditor candidate

Mr. Kotaki has extensive knowledge and achievements from his many years of experience at Nissan Shatai in administrative divisions and executive management. He is also well-versed in the business operations of Nissan Shatai as well as the Nissan Shatai Group. Since Mr. Kotaki is well suited to audit the execution of duties by the directors in an appropriate and fair manner, he is a candidate for election as a statutory auditor.

Notes:

1. There is no special interest between Nissan Shatai and Mr. Kotaki.
2. If Mr. Kotaki is elected at the General Shareholders Meeting as proposed, Nissan Shatai plans to conclude a limited liability contract with Mr. Kotaki that limits his liability regarding Nissan Shatai to a certain level.
3. The outline of the agreement is as follows:
4. If a statutory auditor becomes liable for damages to Nissan Shatai due to neglect of their duties, the liability will be limited to the minimum liability amount stipulated in Article 425, Paragraph 1 of the Companies Act.
5. The limit of liability in the above paragraph will apply only in cases where the statutory auditor concerned acted in good faith and there was no gross negligence concerning the duties

liable for damages.

If Mr. Kotaki is elected a substitute statutory auditor at the General Shareholders Meeting as proposed, he will be covered by the Directors and Officers liability insurance concluded by Nissan Motor Co., Ltd. with an insurance company in accordance with Article 430-3, Paragraph 1 of the Companies Act. A summary of the terms of this policy is on page 29 of this report.

Reference

<Directors and statutory auditors as well as composition of advisory committees for the Board of Directors after appointments>

The composition of the Nominations and Remuneration Committee and the Business Monitoring Committee, which are voluntary advisory committees for the Board of Directors, is as follows if shareholders approve proposals 2 and 3 with no revisions.

Name	Positions at Nissan Shatai	Outside director	Independent director	1)Nominations and Remuneration Committee	2)Business Monitoring Committee
Takashi Tomiyama	President			●	
Wataru Suzuki	Director				
Masami Homma	Director				
Kazuo Urakami	Director				
Yasuyuki Ohira	Director	●	●	●	●
Hideaki Shinada	Director	●	●	●	●
Shin Kotaki	Statutory Auditor				
Tomonori Ito	Statutory Auditor	●	●		●
Nobutaka Kanaji	Statutory Auditor	●	●		●

Roles of the committees

1) Nominations and Remuneration Committee

In response to requests from the Board of Directors or the President for advice, the members of this committee discuss the following items concerning nominations and remuneration and submit their advice to the Board of Directors.

- (1) Policies and procedures for the selection or termination of a representative director and for selections of director and statutory auditor candidates
- (2) Proposals at shareholders meetings for the election or termination of directors and statutory auditors
- (3) Succession plan for the president (chief executive officer)
- (4) Policy for determining the remuneration of directors
- (5) Remuneration for individual directors
- (6) Other items as required by the Board of Directors concerning the preceding items

2) Business Monitoring Committee

In response to requests from the Board of Directors or the President for advice, the members of this committee discuss significant transactions with related parties and submit their advice to the Board of Directors.

<Skill matrix of directors and statutory auditors after appointments>

If shareholders approve proposals 2 and 3 with no revisions, the skill matrix for major professional skills and experience of Nissan Shatai's directors will be as follows. The matrix presents the six top-priority items regarding the knowledge each director and statutory auditor possesses and is particularly expected to exercise.

The matrix does not represent all of the knowledge, experience, and abilities possessed by each person.

Name	Title	Primary Expertise / Experience								
		Corporate Management	Automotive Industry	Governance/ Internal Controls	Legal/ Risk Management	Finance /Accounting	Human Resources	Manufacturing/ Product Technology	Environment / Energy	Global
Takashi Tomiyama	President	•	•	•	•			•	•	
Wataru Suzuki	Director	•	•			•	•	•		•
Masami Homma	Director	•	•				•	•	•	•
Kazuo Urakami	Director	•	•				•	•	•	•
Yasuyuki Ohira	Director (Independent, Outside)	•		•	•		•	•	•	
Hideaki Shinada	Director (Independent, Outside)	•		•	•			•		•
Shin Kotaki	Statutory Auditor	•	•	•		•	•	•		
Tomonori Ito	Statutory Auditor (Independent, Outside)	•		•	•	•	•			
Nobutaka Kanaji	Statutory Auditor (Independent, Outside)	•	•	•	•					•

Proposal 4 Election of One Substitute Statutory Auditor

To be prepared in the event that the number of statutory auditors falls below the number designated by laws and regulations, Nissan Shatai proposes to elect one substitute statutory auditor.

This substitute statutory auditor will become a statutory auditor only if the number of statutory auditors falls below the legally designated number and the term of office will be the remainder of the term of office of the statutory auditor who is replaced.

The Board of Statutory Auditors has agreed to this proposal.

The candidate for a substitute statutory auditor is as follows.

Name (Date of Birth)	Brief Personal Record, Positions, Responsibilities, and Important Positions at Other Companies	Number of Shares of Nissan Shatai Owned
<p>Tomomi Akutagawa (Name as per family register Tomomi Sasaki) (November 30, 1962) Female</p> <p>Reappointment/ Outside Statutory Auditor/Independent Statutory Auditor</p>	Apr 1985: Joined The Nippon Credit Bank, Ltd. (currently Aozora Bank, Ltd.)	0 shares
	Jul 2010: General Manager, Financial Management Dept., Aozora Bank, Ltd.	
	Jul 2013: Deputy CFO and General Manager, Financial Management Dept., Aozora Bank, Ltd.	
	Jul 2014: Executive Officer, Deputy CFO, General Manager, Financial Management Dept., Aozora Bank, Ltd.	
	Jul 2017: Managing Executive Officer, in charge of Corporate Strategy and Corporate Secretary Office, Aozora Bank, Ltd.	
	Jun 2019: Director, Managing Executive Officer, in charge of Corporate Strategy and Corporate Secretary Office, Aozora Bank, Ltd.	
	Jul 2019: Director, Senior Managing Executive Officer, CFO, Aozora Bank, Ltd.	
	Jul 2021: Director, Senior Managing Executive Officer, in charge of SDGs Promotion, Aozora Bank, Ltd.	
	Jan 2022: Director, Senior Managing Executive Officer, in charge of Sustainability Promotion, Aozora Bank, Ltd.	
	Jun 2023: Audit & Supervisory Board Member, Aozora Securities Co., Ltd.	
Jun 2025: Substitute Statutory Auditor, Nissan Shatai Co., Ltd. (Current position)		
Apr 2026: Statutory Auditor, Aozora Investment Management Co., Ltd. (Current position)		
Important positions at other companies: Statutory Auditor, Aozora Investment Management Co., Ltd.		

Reason for selection as a substitute statutory auditor candidate

Due to her long career at a financial institution, Ms. Akutagawa has considerable experience and knowledge concerning finance and accounting as well as corporate management. As Ms. Akutagawa is well suited to perform auditing operations if the number of auditors at Nissan Shatai falls below the number required by laws and regulations, she is a candidate for election as a substitute statutory auditor.

Notes:

1. There is no special interest between Nissan Shatai and Ms. Akutagawa.
2. Ms. Akutagawa is a candidate for a substitute outside statutory auditor post.
3. If Ms. Akutagawa is re-elected as a substitute statutory auditor at the General Shareholders Meeting as proposed and subsequently becomes a statutory auditor, she will be an independent officer as stipulated by Tokyo Stock Exchange, Inc.
4. If Ms. Akutagawa is re-elected as a substitute statutory auditor at the General Shareholders Meeting as proposed and subsequently becomes a statutory auditor, Nissan Shatai plans to conclude a limited liability contract with Ms. Akutagawa that limits her liability regarding Nissan Shatai to a certain level.

The main terms of this contract are as follows.

- (1) If a statutory auditor becomes liable for damages to Nissan Shatai due to neglect of their duties, the liability will be limited to the minimum liability amount stipulated in Article 425, Paragraph 1 of the Companies Act.
- (2) The limit of liability in the above paragraph will apply only in cases where the statutory auditor concerned acted in good faith and there was no gross negligence concerning the duties liable for damages.
5. If Ms. Akutagawa is re-elected as a substitute statutory auditor at the General Shareholders Meeting as proposed and subsequently becomes a statutory auditor, she will be covered by the Directors and Officers liability insurance concluded by Nissan Motor Co., Ltd. with an insurance company in accordance with Article 430-3, Paragraph 1 of the Companies Act. A summary of the terms of this policy is on page 29 of this report.

<Shareholder Proposals (Proposal 5 to 6)>

Proposals 5 and 6 have been submitted by shareholders.

The following overviews of the proposals and the reasons for their submission are reproduced verbatim from the relevant sections of the shareholder proposal documents submitted by the proposing shareholders (the reasons for the proposals are summaries provided by the proposing shareholders).

Nissan Shatai's Board of Directors are opposed to both Proposal No. 5 and Proposal No. 6 submitted by shareholders.

Please refer to page 14 for the reasons for our opposition.

Proposal 5: Appropriation of Surplus (Reversal of General Reserve)

No.1 Proposed Agenda Item

1.Appropriation of Surplus (Reversal of General Reserve)

No.2 Content of the Proposal

Please note that all company figures presented in each shareholder proposal are based on the Consolidated Financial Statements unless "non-consolidated" is stated. In addition, net assets per share on a consolidated basis are calculated by deducting the number of treasury shares from the number of shares issued and in accordance with Accounting Standards Board of Japan Guidance No. 4, "Guidance on Accounting Standard for Earnings per Share."

(1) Details of surplus to be reduced and the amount

Line item: General reserve

Amount: 22,848 million yen

(2) Details of surplus to be increased and the amount

Line item: Retained earnings brought forward

Amount: 22,848 million yen

However, if the general reserve is reduced based on a proposal for the appropriation of surplus related to the reversal of reserves other than this proposal to be resolved at this Ordinary General Shareholders Meeting (hereinafter referred to as "the proposal for reversal of other reserves"), the amount of 22,848 million yen in (1) and (2) above shall be interpreted as the amount obtained by deducting the amount by which the general reserve is reduced pursuant to the proposal for reversal of other reserves from 22,848 million yen.

This proposal is being submitted as an additional proposal, independent of and compatible with the proposal for reversal of other reserves, should the latter be proposed at this Ordinary General Shareholders Meeting.

No.3 Reason for the proposal:

The aim of this proposal is to transfer the entire amount held in the general reserve to retained earnings brought forward.

Nissan Shatai has accumulated approximately 22.8 billion yen as a general reserve. However, the last resolution to release funds from this reserve was passed at the General Shareholders Meeting in June 2002, and for over 20 years, the funds have been left untouched without any explanation of its purpose.

The general reserve imposes certain restrictions on Nissan Shatai's ability to appropriate surplus funds and could become an impediment to enhancing shareholder value through robust shareholder returns. In fact, if this proposal is rejected and the entire general reserve is not transferred to retained

earnings brought forward, and if the next proposal is approved, it is estimated that the dividend per share would decrease by 168 yen compared to if this proposal were approved.

Therefore, the entire amount held in the general reserve should be reversed and used as a source of cash dividends to shareholders in order to enhance shareholder value.

Proposal 6: Appropriation of Surplus (Special Dividends)

No.1 Proposed Agenda Item

1. Appropriation of Surplus (Special Dividends)

No.2 Content of the Proposal

Please note that all company figures presented in each shareholder proposal are based on the Consolidated Financial Statements unless “non-consolidated” is stated. In addition, net assets per share on a consolidated basis are calculated by deducting the number of treasury shares from the number of shares issued and in accordance with Accounting Standards Board of Japan Guidance No. 4, “Guidance on Accounting Standard for Earnings per Share.”

Cash dividends from retained earnings will be paid as follows.

Details of year-end dividend

(1) Type of assets to be distributed:

Cash

(2) Details of allocation of assets to be distribution and their amount

The amount per share of common stock in Nissan Shatai that is distributable on the day following the date on which this Shareholders Meeting is held pursuant to Article 461 of the Companies Act (if the first shareholder proposal is passed and the general reserve is reversed, the amount shall be determined by adding the resulting increase in retained earnings brought forward) shall be calculated by subtracting the total amount of the surplus to be distributed pursuant to the Company’s proposal regarding the appropriation of surplus (hereinafter referred to as the “company proposal for appropriation of surplus”) at this Shareholders Meeting, and divided by the number of shares outstanding as of the record date for voting rights at this Shareholders Meeting, minus the number of treasury shares (hereinafter referred to as the “number of shares eligible for dividends under this proposal”). The resulting amount (rounded down to the nearest yen; hereinafter referred to as the “proposed dividend amount”) shall be distributed as a dividend.

The proposed dividend amount shall be the product of the number of shares eligible for dividends under this proposal multiplied by the proposed dividend amount.

Furthermore, assuming that the total amount of the non-consolidated reserve for reduction entry of replaced property, reserve for reduction entry, general reserve, and retained earnings brought forward as of the fiscal year ending March 31, 2025 can be distributed, and that the number of shares outstanding as of December 30, 2025 minus the number of treasury shares is the number of shares eligible for dividends under this proposal, the proposed dividend amount would be 1,044 yen per share.

(3) Effective date of the distribution of surplus:

The day following the date of this Ordinary General Shareholders Meeting.

Note that this proposal is being submitted as an additional proposal, independent of and compatible with any company proposal for appropriation of surplus that may be presented at this Ordinary General Shareholders Meeting.

No.3 Reason for the proposal:

The aim of this proposal is to increase the total amount of the year-end dividend from retained earnings to the maximum allowable amount.

Despite the fact that more than two-thirds of minority shareholders oppose their appointment,

the situation continues in which three out of the four executive directors, including the Representative Director and President, are former Nissan Motor employees. Furthermore, while Nissan Shatai derives over 95% of its revenue from Nissan, its ROE has exceeded 8% in only one fiscal year since the fiscal year ended March 2009, and has remained in the 1-2% range over the past five fiscal years. This raises doubts about the appropriateness of the transaction terms. Additionally, since April 27, 2018, the stock price has consistently remained below liquidation value.

Fundamentally, Nissan Shatai is merely one of Nissan's factories and should, in principle, be delisted. If the Company is to remain listed, it should utilize Nissan's credit support and the CMS to pay the maximum possible dividends without retaining any internal reserves.

Furthermore, since Nissan Shatai can easily raise cash through the CMS and its business and creditworthiness are entirely dependent on Nissan Motor Co., this proposal will have no adverse effect on Nissan Shatai's business activities.

Nissan Shatai's Board of Directors' opinion

Nissan Shatai's Board of Directors opposes Proposal 5 and Proposal 6 submitted by shareholders for the following reasons.

(Reasons for opposing)

As an independent listed company, Nissan Shatai strives for sound management from a medium- to long-term perspective, giving comprehensive consideration to appropriate shareholder return, investment for sustainable growth, and preparedness for unforeseen situations such as extended suspension of operations.

Regarding shareholder return, under our dividend policy of striving to provide stable and continuous dividends with a target dividend payout ratio of 30% or more, we are proposing a dividend increase of 2 yen 50 sen per share compared to the previous fiscal year for the 103rd fiscal year, and we will continue to consider appropriate shareholder return measures.

Regarding investment, in addition to continued investment for strengthening the competitiveness of our vehicle models and improving production capacity, we anticipate continued investment for sustainable growth, including capital expenditures aimed at expanding service parts production at the Shonan Plant following the end of mass production in response to Nissan's management restructuring plan, Re: Nissan.

Furthermore, in order to be prepared for unforeseen situations such as extended suspension of operations, and based on estimates of future fund requirements derived from projections of the potential scale of damage from risks including natural disasters such as earthquakes, geopolitical risks, which have been increasing in recent years, and cyber risks, the threat of which has been escalating in recent years, and so on, we believe it is appropriate to maintain our current level of retained earnings.

On the other hand, the subject Shareholder Proposals involve transferring the entire amount of the Company's general reserve to retained earnings brought forward and then distributing the entire distributable amount as a special dividend. These proposals give no consideration whatsoever to the necessity and importance of investment for the sustainable growth of Nissan Shatai as an independent listed company, nor to the funding requirements anticipated in the event of unforeseen circumstances. We therefore believe these proposals are not appropriate from the perspective of ensuring the Company's sustainable growth and sound management over the medium to long term.

Based on these reasons, Nissan Shatai's Board of Directors opposes the subject resolution.

(Attached Documents)

Business Report(From April 1, 2025 to March 31, 2026)

1. Current State of Corporate Group

(1) Operations and 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.

In this environment, the volume of vehicles from Nissan Motor Co., Ltd. increased by 5.6% compared to the same period last year 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 increased by 15.2% to 403.8 billion yen due to the impact of the increase in the number of units, among other factors.

Looking at income and loss, operating income increased by 175.1% to 14.1 billion yen due to improved production efficiency, among other factors, in addition to the increase in the number of units. Ordinary income increased by 157.9% to 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 increased by 127.3% to 6.8 billion yen.

Sales Breakdown

Category	Volume (Units)	Amount (Million yen)	Year-on-year change (%)
Passenger vehicles	94,205	289,825	+24.3%
Commercial vehicles	48,509	70,638	-2.2%
Microbuses	11,954	20,905	+13.7%
Vehicle parts, etc.	—	22,431	-16.3%
Total	154,668	403,800	+15.2%

(2) Funding activities

There were no funding activities to be reported during the fiscal year under review.

(3) Capital expenditures

Capital expenditures during the fiscal year under review totaled approximately 13.2 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 plants and equipment

by such means as the streamlining of manufacturing facilities, the improvement of welfare facilities, and environmental improvements.

(4) Issues and outlook for the year ahead

In fiscal year 2023, Nissan Shatai started 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.” 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 will tackle "Sustainable corporate foundation," "Creation of appealing products," and "Evolution and deepening of uniqueness" as our three priority issues.

“Sustainable corporate foundation”

As part of our efforts to become carbon neutral by 2050, Nissan Shatai has implemented measures such as adopting LED lighting, reducing electricity consumption by visualizing power usage, and promoting energy saving initiatives in all departments. In April, Nissan Shatai switched to “green power,” which emits no CO₂ when generated, at the Training Center and certain other buildings. Furthermore, we are actively working to utilize renewable energy to cover a portion of the electricity used at our headquarters, including the installation of solar panels on the headquarters roof.

As part of our DE&I initiatives, Nissan Shatai has established a new childcare support leave program to help employees balance childcare and work. The program is available for employees with children from the age of 3 until they enter elementary school. We have also launched activities to support partnerships, aiming to create a workplace where diverse values coexist and everyone can work comfortably.

In addition, to prepare for the growing threat of cyber-attacks, we conducted a company-wide drill in December simulating such an attack. During the drill, we verified specific actions to take using our emergency response manual. We will continue to reinforce our readiness to respond to various potential situations.

“Creation of appealing products”

In FY2025, the Caravan underwent minor changes. To enhance safety, security, and comfort, we introduced Intelligent Cruise Control in gasoline-powered models. Additionally, for the seats that feature the Spinal Support function, which have been rated highly for their comfort and fatigue-reducing properties, we adopted low-resilience cushioning material with superior vibration absorption properties to further improve ride comfort. The NV200 Vanette also underwent minor changes in 2025, as door mirrors with a door-lock-linked folding function and the Comfort Flasher, which assists with lane changes, were made standard equipment for all grades.

As for specially equipped vehicles, we achieved our sales targets for our high-standard ambulance (Paramedic) for the third consecutive year through continued engagement with dealerships. The Nissan Shatai Group also launched a business in collaboration with Yamato Mobility & Mfg. Co., Ltd. to convert highly reliable Japanese-made trucks into EVs.

“Evolution and deepening of uniqueness”

Production of the AD at the Shonan Plant ended in October, and it was decided that production of the NV200 Vanette will also wrap up by the end of March 2027, as the plant will be repurposed as a service parts facility. We will conduct efficient production of the remaining NV200 Vanette while promoting technological development to handle ultra-low-volume, high-variety production of service parts, aiming to expand both production volume and business revenue.

Nissan Shatai Kyushu has been operating a 3-groups 3-shifts since the end of December in order to meet the high market demand. We will continue efforts to further improve productivity and increase

production capacity.

As we enter the fourth year of the 2023-2027 Medium-term Management Plan, we will continue to take full advantage of the integrated manufacturing infrastructure extending from development to production that is our greatest strength in order to establish manufacturing operations that can adapt with flexibility to market trends. We are also committed to reinforcing compliance with laws and regulations and corporate governance. By taking these actions, we are determined to earn even greater confidence among customers, shareholders, business partners, communities, employees and all other stakeholders.

(5) Financial performance highlights

Item	Fiscal term	100th Fiscal term (Ended March 31, 2023)	101st Fiscal term (Ended March 31, 2024)	102nd Fiscal term (Ended March 31, 2025)	103rd Fiscal term (Current fiscal year) (Ended March 31, 2026)
Net sales	(Million yen)	307,521	301,071	350,508	403,800
Ordinary income (loss)	(Million yen)	5,118	1,392	5,847	15,080
Profit (loss) attributable to owners of parent	(Million yen)	3,883	407	3,033	6,893
Earnings (loss) per share	(Yen)	28.67	3.01	22.39	50.90
Total assets	(Million yen)	249,149	258,376	269,913	277,139
Net assets	(Million yen)	172,987	174,333	176,561	183,821
Book value per share	(Yen)	1,277.11	1,287.05	1,303.49	1,357.09

Notes:

Earnings (loss) per share is calculated on the basis of the average number of shares outstanding during each fiscal term, after deduction of treasury stock.

(6) Principal parent company and subsidiaries

a) Parent company

Nissan Shatai's parent company Nissan Motor Co., Ltd. holds 67,726 thousands shares (50.0% of all voting rights) of the total number of Nissan Shatai's shares outstanding, and accounts for 99.9% of Nissan Shatai's net sales.

b) Transactions with the parent company

- 1) Points considered to prevent detrimental effects to Nissan Shatai's interest as a result of these transactions and reason for judgement by the Board of Directors if these transactions are detrimental to Nissan Shatai's interest or not

Transactions with the parent company are carried out according to the Master Production Service Agreement and transaction prices for automobile to the parent company are determined by negotiations that take into account the total cost of manufacturing.

In addition, the background to and details of the negotiations are deliberated by the Business Monitoring Committee, which consists of independent outside directors and independent outside statutory auditors, and are reported to the Board of Directors, and the fact that there are no detrimental effects to the interests of Nissan Shatai or the minority shareholders is confirmed by the Board of Directors.

- 2) Opinion concerning transactions with the parent company in the event that the decision of the Board of Directors differs from the opinion of the outside director
Not applicable.

c) Principal subsidiaries

Company name	Capital (Million yen)	Share of voting rights (%)	Main business
Nissan Shatai Kyushu Co., Ltd.	10	100	Vehicle manufacture
Nissan Shatai Manufacturing Co., Ltd.	432	100	Pressing and assembly of auto parts, molding and assembly of resin products
Nissan Shatai Engineering Co., Ltd.	40	100	Engineering, manufacturing, and sales of production facilities, logistics equipment, etc.
Auto Works Kyoto Co., Ltd.	480	100	Vehicle conversion
Nissan Shatai Computer Service Co., Ltd.	100	100	System and program development
Pro Staff Co., Ltd.	90	100	Temporary staff placement

Note: Shares of voting rights include those held indirectly.

(7) Principal business operations The Nissan Shatai Group's principal business is the manufacture and sale of motor vehicles and auto parts, other business activities including servicing related to the aforesaid.

Its principal products are as follows:

Passenger vehicles	NV200 Vanette, Caravan, Elgrand, Patrol (Y62/Y63), Armada, QX80
Commercial vehicles	NV200 Vanette, Caravan
Microbuses	Caravan
Vehicle parts, etc.	Vehicle parts, other items and vehicle conversion

(8) Principal offices, facilities, and plants

a) Nissan Shatai

Office / facility / plant	Location
Head Office	Hiratsuka-shi, Kanagawa Prefecture
Development Division	Hiratsuka-shi, Kanagawa Prefecture
Hadano Office	Hadano-shi, Kanagawa Prefecture
Tochigi Office	Kaminokawa-machi, Kawachi-gun, Tochigi Prefecture
Production Division	Hiratsuka-shi, Kanagawa Prefecture
Shonan Plant	Hiratsuka-shi, Kanagawa Prefecture
Quality Assurance Kyushu, Quality Administration Group	Kanda-machi, Miyako-gun, Fukuoka Prefecture
Kyoto Office	Uji-shi, Kyoto Prefecture

b) Subsidiaries

Nissan Shatai Kyushu Co., Ltd.	Head Office and plant: Kanda-machi, Miyako-gun, Fukuoka Prefecture
Nissan Shatai Manufacturing Co., Ltd.	Head Office and Plant: Hiratsuka-shi, Kanagawa Prefecture
Nissan Shatai Engineering Co., Ltd.	Head Office: Hiratsuka-shi, Kanagawa Prefecture Plants: Hiratsuka-shi, Kanagawa Prefecture; Kanda-machi, Miyako-gun, Fukuoka Prefecture
Auto Works Kyoto Co., Ltd.	Head Office: Uji-shi, Kyoto Prefecture Plants: Uji-shi, Kyoto Prefecture; Hiratsuka-shi, Kanagawa Prefecture; Kanda-machi, Miyako-gun, Fukuoka Prefecture

(9) Employee information

a) Group employees

Number of employees	Change from end of previous fiscal year
3,639	(203)

b) Nissan Shatai employees

Number of employees	Change from end of previous fiscal year
1,668	(118)

2. Share Data

(1) Total number of shares authorized to be issued	400,000,000
(2) Total number of shares issued	135,452,804 (including 126 shares of treasury stock)
(3) Number of shareholders at fiscal year-end	4,019
(4) Ten largest shareholders	

Name	Number of shares (Thousands)	Ratio of issued shares (%)
Nissan Motor Co., Ltd.	67,726	50.0
ECM MF	30,602	22.6
GOLDMAN SACHS INTERNATIONAL	6,212	4.6
INTERTRUST TRUSTEES (CAYMAN) LIMITED SOLELY IN ITS CAPACITY AS TRUSTEE OF JAPAN-UP	4,596	3.4
The Master Trust Bank of Japan, Ltd. (Trust Account)	3,386	2.5
BNY GCM CLIENT ACCOUNT JPRD ISG (FEAC)	2,902	2.1
Nissan Shatai Supplier Stock Ownership Plan	2,379	1.8
JP MORGAN CHASE BANK 385781	891	0.7
State Street Bank and Trust Company 505001	846	0.6
State Street Bank and Trust Company 505223	800	0.6

Note: The ratios of issued shares have been calculated after excluding treasury stock.

3. Directors and Statutory Auditors

(1) List of directors and statutory auditors (as of March 31, 2026)

Title	Name	Responsibilities	Important positions at other companies
President*	Takashi Tomiyama	Internal Audit Office, Division General Manager Corporate Quality Assurance Div.	President, Nissan Shatai Kyushu Co., Ltd.
Director	Masayuki Yabe	Overall supervision of Research and Development Div., Project Engineering Dept.	
Director	Takuya Nakamura	Overall supervision of Production Div., Safety & Environment Administration Dept., Production System Innovation & Promotion Dept.; Production & Logistics Management Dept.	Senior Managing Director, Nissan Shatai Kyushu Co., Ltd.
Director	Wataru Suzuki	Overall supervision of General & Administration Div.; Administration Dept.; Secretariat; Conversion Business Dept.	Director, Auto Works Kyoto Co., Ltd.
Director (Outside)	Yasuyuki Ohira		
Director (Outside)	Hideaki Shinada		Outside Director, Matsukiyo Cocokara & Co.
Statutory Auditor	Kiyoshi Aoji	Full-time	Statutory Auditor, Nissan Shatai Kyushu Co., Ltd., Statutory Auditor, Auto Works Kyoto Co., Ltd.
Statutory Auditor (Outside)	Tomonori Ito		Director, Kanagawa Association of Corporate Executives, Statutory Auditor, JATCO Ltd
Statutory Auditor (Outside)	Nobutaka Kanaji		Director (Outside), LPIXEL Inc.

Notes:

1. * indicates a representative director.
2. Mr. Ohira and Mr. Shinada are outside directors.
3. Mr. Ito and Mr. Kanaji are outside statutory auditors.
4. Directors, Mr. Ohira and Mr. Shinada, Statutory auditors, Mr. Ito and Mr. Kanaji are independent directors or statutory auditors as stipulated by Tokyo Stock Exchange, Inc.
5. Mr. Ito, who is a statutory auditor, has considerable knowledge concerning finance and accounting due to many years of experience at financial institutions.
6. Wataru Suzuki was newly elected as a director in the 102nd General Meeting that was held on June 26, 2025.
7. There are no capital ties and business relations between Nissan Shatai and Matsukiyo Cocokara & Co.
8. There are no capital ties and business relations between Nissan Shatai and Kanagawa Association of Corporate Executives.
9. JATCO Ltd is a subsidiary of Nissan Motor Co., Ltd., Nissan Shatai's parent company.
10. There are no capital ties and business relations between Nissan Shatai and LPIXEL Inc.

(2) Remuneration of directors and statutory auditors

a) Total amount of remuneration of directors and statutory auditors

Office	Total amount of remuneration (Million yen)	Total amount of remuneration (Million yen)			No. of persons
		Base salary	Remuneration linked to results of operations, etc.	Non-monetary remuneration, etc.	
Directors	126	102	23	—	7
Statutory Auditors	30	30	—	—	3
Total	156	133	23	—	10

Notes:

1. This table includes one director who resigned at the end of the 102nd General Meeting that was held on June 26, 2025.
2. The remuneration paid to two outside directors and two outside statutory auditors during the fiscal year under review totaled 32 million yen.
3. Remuneration linked to results of operations, etc. is the amount of this remuneration for FY2024 that was confirmed in June 2025. Remuneration linked to results of operations, etc. for FY2025 had not been confirmed when this publication was prepared. Consequently, the remuneration linked to results of operations for FY2025 is not included in the table shown above.
4. Outside directors and outside statutory auditors of Nissan Shatai received aggregate remuneration of 8 million yen for duties performed as directors or statutory auditors at Nissan Motor Co., Ltd. or a subsidiary of Nissan Motor Co., Ltd.

b) Remuneration linked to results of operations

Remuneration linked to results of operations ratio is calculated by multiplying the payment ratio that is established for each title of directors who are also Nissan Shatai corporate officers (40% of FY base salary for the president and 30% for other directors) by the degree to which each individual's targets concerning financial indicators and other performance were achieved in the applicable fiscal year. Financial indicators used for remuneration linked to results of operations are major indicators for the preservation of a sound foundation for business operations for many more years and include consolidated operating income, consolidated free cash flows and other items. Furthermore, these indicators are consistent with the current medium-term management plan and are reexamined as needed to reflect changes in the business climate. To evaluate personal accomplishments, targets for quality and productivity improvements and other items are established that reflect each individual's duties. These items are selected in each fiscal year upon agreement by the president and each director who is also a corporate officer.

Among the major performance indicators and results in FY2025 for remuneration linked to results of operations, etc., the confirmed operating income target and results were 6.9 billion yen and 14.16 billion yen respectively, and the same for free cash flow were (3.63) billion yen and 12.17 billion yen respectively. As the results of operations for other indicators had not been confirmed when this publication was prepared, FY2025 performance-based remuneration, etc., has not been confirmed.

c) Shareholders meeting resolutions concerning remuneration, etc. of directors and statutory auditors

At the 59th General Meeting that was held on June 30, 1982, shareholders approved resolutions to limit total monthly remuneration to 30 million yen for directors and 5 million yen for statutory auditors. At the end of this meeting, there were 15 directors and 2 statutory auditors.

d) Method for determining remuneration for individual directors

1) Policy and method for determining remuneration for individual directors

On March 22, 2022, the Board of Directors approved a resolution concerning a partial amendment of the policy for determining remuneration for individual directors. Before this resolution was approved, the Nominations and Remuneration Committee discussed the proposed policy and submitted their findings to the Board of Directors.

2) Summary of the remuneration policy

There are two components of remuneration, both monetary, for directors. One is a fixed base salary. The other is remuneration linked to results of operations that is determined in accordance with the achievement of major Nissan Shatai performance targets and the performance of each director. Outside directors receive only the base salary.

- The base salary is a fixed monthly payment that is determined by taking into consideration executive titles, duties, Nissan Shatai's results of operations, the contributions of each director and other factors.
- Remuneration linked to results of operations is monetary remuneration that reflects performance indicators for results of operations in each fiscal year. This remuneration is paid in addition to the monthly base salary.
- Remuneration linked to results of operations is determined by using companies in similar industries as benchmarks and establishing a standard ratio of the base salary for each executive title. These standard ratios are determined by the Board of Directors after taking into account the results of a discussion of this matter by the Nominations and Remuneration Committee.

3) Reason for the Board of Directors' judgment that FY2025 remuneration for individual directors is consistent with the remuneration determination policy.

The Board of Directors has concluded that FY2025 remuneration for individual directors is consistent with the remuneration determination policy because the method used to determine this remuneration and the content of this remuneration are consistent with the policy and because the Nominations and Remuneration Committee confirmed compliance with the policy.

e) Delegation by the Board of Directors of authority for determination of remuneration for individual directors

The Board of Directors has given Nissan Shatai President Takashi Tomiyama the authority to determine the base salary and remuneration linked to results of operations of individual directors. The reason is the judgment of directors that this delegation of authority is appropriate because, with the involvement of the Nominations and Remuneration Committee, the company president is able to evaluate the performance of the business units supervised by individual directors. The president prepares an initial

proposal for remuneration and submits the proposal to the Nominations and Remuneration Committee. The president then takes the results of the committee's discussions into consideration and makes final decisions concerning remuneration.

(3) Outline of limited liability contract

Under Article 423, Paragraph 1 of the Companies Act, Nissan Shatai has concluded limited liability contracts with outside directors and statutory auditors, with limits as prescribed in Article 425, Paragraph 1 of the Companies Act.

(4) Summary of terms of Directors and Officers liability insurance

a) Scope of insured

All directors, executive officers, statutory auditors, executives and managers of Nissan Shatai and all its subsidiaries are insured.

b) Summary of the terms of the insurance

The policy will compensate the insured for damages and litigation costs, etc. incurred by an insured individual who has been required to pay damages due to an activity (including neglect) associated with the performance of his or her duties as an officer, etc. of the company described in (1) above. However, the policy does not cover damages incurred by directors and officers who commit criminal acts such as bribery or intentionally commit illegal acts, so that the appropriateness of the execution of duties by directors and officers is not compromised.

Note that Nissan Motor Co., Ltd. provides limited liability insurance for all directors, executive officers, statutory auditors, executives and managers of Nissan Shatai and its subsidiaries, and Nissan Shatai pays all premiums for said policies.

(5) Matters related to outside directors and outside statutory auditors

a) Outside directors and outside statutory auditors' material concurrent employments and relationships between Nissan Shatai and such concurrent counterparties
As stated in "(1) List of directors and statutory auditors"

b) Principal activities in the term under review

Category	Name	Summary of attendance, participation and expected roles
Director	Yasuyuki Ohira	<p>Mr. Ohira has attended all 20 meetings of the Board of Directors during the fiscal year. He adequately performed the role required of an outside director with activities including stating many opinions that used his extensive knowledge of all aspects of management acquired through long experience in the engineering division at a company in a different industry and serving as the head of the production technology division and research and development division and the president of a group company.</p> <p>In addition, he attended all 6 meetings of the Nominations and Remuneration Committee and the 2 meetings of the Business Monitoring Committee during the fiscal year, and was chairman of both committees, which are voluntary advisory committees for the Board of Directors. Mr. Ohira used his independent and objective perspective to play a central role in the oversight function concerning the selection of director and statutory auditor candidates and the determination of terms for business transactions with Nissan Motor Co., Ltd.</p>
Director	Hideaki Shinada	<p>Mr. Shinada attended all 20 meetings of the Board of Directors during the fiscal year. He adequately performed the role required of an outside director with activities including stating many opinions that used his extensive knowledge concerning corporate management and corporate governance through his many years of experience at a company in a different industry.</p> <p>In addition, he attended all 6 meetings of the Nominations and Remuneration Committee and the 2 meetings of the Business Monitoring Committee during the fiscal year as a member of these committees, which are voluntary advisory committees for the Board of Directors. Mr. Shinada used his independent and objective perspective to perform the oversight function concerning the selection of director and statutory auditor candidates and the determination of terms for business transactions with Nissan Motor Co., Ltd.</p>
Statutory Auditor	Tomonori Ito	<p>Mr. Ito attended all 20 meetings of the Board of Directors and all 12 meetings of the Board of Statutory Auditors during the fiscal year. He performed the role required of an outside statutory auditor by using his many years of financial institution management experience and extensive knowledge of finance and accounting to provide advice.</p>

		<p>In addition, Mr. Ito attended the 2 meetings of the Business Monitoring Committee during the fiscal year as a member of this committee, which is a voluntary advisory committee for the Board of Directors. At this committee, he performed the functions of an outside statutory auditor by making statements from an independent and objective perspective concerning the determination of terms for business transactions with Nissan Motor Co., Ltd.</p>
Statutory Auditor	Nobutaka Kanaji	<p>Mr. Kanaji attended all 20 meetings of the Board of Directors and all 12 meetings of the Board of Statutory Auditors during the fiscal year. He has extensive knowledge of all aspects of corporate management because he was involved in the information and communications field over many years at a company in a different industry, and subsequently oversaw a variety of business divisions, including each of the sales divisions and the corporate division, etc. He performed the role required of an outside statutory auditor by using this extensive knowledge to provide advice.</p> <p>In addition, Mr. Kanaji attended the 2 meetings of the Business Monitoring Committee during the fiscal year as a member of this committee, which is a voluntary advisory committee for the Board of Directors. At this committee, he performed the functions of an outside statutory auditor by making statements from an independent and objective perspective concerning the determination of terms for business transactions with Nissan Motor Co., Ltd.</p>

4. Accounting Auditor

(1) Name of accounting auditor

Ernst & Young ShinNihon LLC

(2) Amount of remuneration, etc., of accounting auditor for the fiscal year under review

- a) Amount of remuneration as accounting auditor for the fiscal year under review: 42 million yen
- b) Total amount of monetary or other property benefits to be paid by Nissan Shatai or its subsidiaries: 42 million yen

Note: In the audit agreement between Nissan Shatai and the accounting auditor, there is no demarcation of the remuneration for audits based on the Companies Act and the remuneration for audits based on the Financial Instruments and Exchange Act, and since in essence it is not possible to demarcate them, the amount in a) above represents the combined sum of the two.

(3) Policy regarding decisions on the dismissal or non-reappointment of the Accounting Auditor

When accounting auditors are recognized as meeting the conditions of Article 340, Paragraph 1 of the Companies Act, the accounting auditors are dismissed by the Board of Statutory Auditors with the concurrence of all statutory auditors.

Further, if in addition it is adjudged that there are obstacles to execution of proper audits by the accounting auditors from the standpoints of independence and professionalism, the decision may be made by the Board of Statutory Auditors to dismiss or deny reappointment, and based on a Board of Directors resolution the relevant proposal is presented by the Board of Directors to the General Shareholders Meeting.

(4) Reason that Board of Statutory Auditors consent for remuneration, etc. for the accounting auditor

The Board of Statutory Auditors used documents and reports obtained as needed from associated Company departments and the accounting auditor to perform an examination of the auditing plan, the services provided in the previous fiscal year, the basis for calculating estimated remuneration and other items concerning the accounting auditor. This examination resulted in the decision that the remuneration, etc. for the accounting auditor was suitable and consent was given as stated in Article 399, Paragraph 1 of the Companies Act.

5. Outline of the contents of the resolution on the establishment of a system to ensure the appropriateness of business

(1) Systems to ensure that directors and employees comply with laws, ordinances, and the Articles of Incorporation in the execution of their duties

Recognizing the importance of directors and employees of Nissan Shatai acting with sound judgment as members of society, Nissan Shatai has developed the Nissan Global Code of Conduct in the aim of ensuring legal compliance and proper execution of duties. In-house training and other courses promote dissemination of the Code of Conduct, and all directors and employees submit written oaths of compliance with the Code of Conduct. Furthermore, each Nissan Shatai group company also promotes dissemination of the Nissan Global Code of Conduct. The Internal Control Department performs all activities involving internal controls in order to ensure that these controls are used and to make improvements. The Internal Audit Office also conducts audits of Nissan Shatai and its group companies, primarily to check compliance with laws, ordinances, and the Articles of Incorporation.

Nissan Shatai and its group companies introduce an internal reporting system (internal and external) so that employees of Nissan Shatai and its group companies can freely and directly submit opinions, questions or requests and provide information about suspected actions of none compliance, and such issues are promptly identified and rectified. If a matter that could contravene the Code of Conduct is reported, a solution is immediately discussed at meeting of the Nissan Shatai Compliance Committee or its group companies' Compliance Committees and implemented. Nissan Shatai and its group companies are resolute in its opposition to anti-social forces. In the event that directors or employees are approached in any way by members of antisocial groups, they quickly report the matter to their superiors and relevant divisions and follow their instructions. Directors and employees shall not, directly or indirectly, engage in dishonest or criminal conduct such as fraud or blackmail in the course of their business activities. If they encounter such situation, they shall act resolutely against it and they quickly report such matter to their superiors and relevant divisions, and follow their instructions.

Furthermore, Nissan Shatai and its group companies strive to enhance internal control mechanisms to ensure the reliability of financial reporting in accordance with the Financial Instruments and Exchange Law together with its related rules and standards.

(2) Systems for storage and management of information relating to the exercise of directors' duties

Nissan Shatai and its group companies' minutes of General Shareholders Meetings and of Board of Directors meetings, together with records of decisions made pursuant to the authority criteria and documentation on other decisions, are stored and managed in accordance with laws and internal regulations at Nissan Shatai and its group companies respectively. Directors, statutory auditors and some others have access to such documentation for the purpose of performing their business activities.

Nissan Shatai and its group companies implement Information Security Policy respectively to enhance proper and strict retention and management of information and to prevent improper use of information and unintended disclosure of such information. Furthermore, Nissan Shatai and its group companies have Information Security Committee respectively, which is engaged in overall management of information security and make decisions with respect to information security matters.

(3) Risk management regulations and systems

Nissan Shatai and its group companies prevent the occurrence of risks that could hinder business continuity or threaten stakeholder safety or security and, if they occur, mitigate the magnitude of losses and prevent recurrence by discovering and identifying such risks early and implementing appropriate countermeasures.

The Risk Management Committee chaired by Nissan Shatai's president is responsible for the management of Nissan Shatai and its group companies' risk, and which implements necessary measures and monitors the progress of such measures on an ongoing basis.

Key risks for Nissan Shatai and its group companies include environmental, quality, and safety issues. Nissan Shatai regularly convenes meetings of specialist committees including Environmental Committee, Quality Committee, and Safety Council, and develops regulations, standards, manuals and other rules and conduct rigorous training programs in order to prevent the occurrence and, if they occur, mitigate the magnitude of losses and prevent recurrence.

(4) Systems to ensure efficient execution of duties by directors

Nissan Shatai has Board of Directors, which decides material business activities of Nissan Shatai and monitors the activities of individual directors. In addition, statutory auditors who comprise Board of Auditors audit the activities of the directors.

Nissan Shatai's Board of Directors is relatively small, so it is structured with a transparent and logical system of delegation, by which the authority to perform business activities is properly delegated to corporate officers and other employees.

The Executive Committee consisting of corporate officers and other key managers meets once a week in principle to discuss specific management issues.

Nissan Shatai enacts Responsibilities of Each Department for the purpose of defining the responsibilities of each department and enacts Delegation of Authority for the purpose of clarifying the deciders and decision making processes, and speeding up the execution of business activities. Likewise, its group companies enact objective and transparent Responsibilities of Each Department and Delegation of Authority. Nissan Shatai and its group companies periodically review those Responsibilities of Each Department and Delegation of Authority to assure prompt and efficient decision making.

Nissan Shatai ensures the efficient and effective management of its business by determining and sharing management policy and business direction in Nissan Shatai and its group companies through establishment of the mid-term management plan and the annual business plan.

(5) Systems to ensure proper conduct of work in the corporate group consisting of Nissan Shatai and its parent company and subsidiaries

1) Systems to ensure efficient execution of duties by subsidiaries' directors and the like

To achieve consistency and efficiency in group management, Nissan Shatai holds regular meetings with the parent company and Nissan Shatai group companies respectively and shares with management policies and other important information. Each department of Nissan Shatai enhances cooperation with corresponding function of the group companies and achieves consistency and efficiency in group management.

2) Systems to ensure that directors and the like and employees comply with laws, ordinances, and the Articles of Incorporation in the execution of their duties

To ensure that directors and employees of Nissan Shatai group companies' comply with laws, ordinances, and the Articles of Incorporation, Nissan Shatai implements the measures described in "(1) Systems to ensure that directors and employees comply with laws, ordinances, and the Articles of Incorporation in the execution of their duties". Nissan shatai operates the Nissan Group's unified the Nissan Global Code of Conduct as a code of conduct for us and our group and sets out consistent philosophies on matters such as compliance and information security.

In addition to our group internal reporting system, Nissan Shatai also have an internal reporting system by which employees of Nissan Shatai group companies are able to submit information to our parent company.

When necessary, directors and employees of Nissan Shatai are appointed concurrently as directors or auditors in its group companies and supervise execution of duties and accounting practices on an ongoing basis.

Furthermore, statutory auditors of Nissan Shatai and its group companies periodically have Group Statutory Auditors Meeting for the purpose of ensuring effective auditing of group companies and share information and exchange opinions from the viewpoint of consolidated management.

3) Risk management regulations and systems of the subsidiaries

To manage risk of Nissan Shatai group companies, Nissan Shatai implements the measures described in "(3) Risk management regulations and systems".

4) Systems for reporting from directors and the like to Nissan Shatai about the execution of their duties

Nissan Shatai requests its group companies to report about important information of their duty executions through multiple routes described in 1) to 3) above.

(6)Matters relating to employees appointed to assist Nissan Shatai's statutory auditors in their duties and the independence of such employees from directors, and systems to ensure the effectiveness of instruction by statutory auditors

To improve the effectiveness of audits by Nissan Shatai's statutory auditors and enable the statutory auditors to perform audits smoothly, the Secretariat has been staffed with managers and other employees to assist the statutory auditors in their duties, and they perform their duties under the instruction and supervision of statutory auditors. To ensure the independence of these employees from the directors, their appointment, dismissal, appraisal, transfer to another department and disciplinary action require prior consent from the statutory auditors.

(7) Systems for reporting to Nissan Shatai's statutory auditors and systems to ensure that a person who reported to the statutory auditors is not unfairly treated because of making such report

1) Systems for reporting to Nissan Shatai's statutory auditors from its directors and employees

When Nissan Shatai's directors or employees find any issues that had or may have a material impact on the management of Nissan Shatai or its group companies, and caused or may cause material violation of code of conduct, they promptly report such issues to the Nissan Shatai's statutory auditors. In addition, Nissan Shatai's directors and employees are required to make an ad-hoc report to the statutory auditors regarding the situation of business activities when so requested.

In accordance with annual audit plan, Nissan Shatai's statutory auditors attend meetings of the Board of Directors and representative of statutory auditors attends Executive Committee meetings to identify important decisions made by Nissan Shatai and its group companies and to ascertain the execution status of such decisions. Progress with implementation and issues under consideration are also reported to statutory auditors during regular business hearings of divisions.

Moreover, the Internal Audit Office provides reports regularly about audit plan and audit result to the Board of Statutory Auditors.

2) Systems for reporting to Nissan Shatai's statutory auditors from directors, statutory auditors, the like, and employees of subsidiaries or a person who received information from them

Directors and statutory auditors, other executives, and employees of Nissan Shatai group companies report promptly to directors and employees of Nissan Shatai when any issues that should be reported to Nissan Shatai's statutory auditors occur. And then directors and employees who are reported about such issues report them to Nissan Shatai's statutory auditors.

In addition, directors and statutory auditors, other executives, and employees of Nissan Shatai group companies are required to make an ad-hoc report to Nissan Shatai's statutory auditors regarding the situation of business activities and any other issues when so requested.

3) Systems to ensure to prevent disadvantageous treatment of those who made a report as stated in 1) and 2) above on the basis of making such report

Nissan Shatai prohibits disadvantageous treatment of those who made a report as stated in 1) and 2) above on the basis of making such report. Nissan Shatai takes

necessary measures to protect those who made such report and takes strict actions, including disciplinary actions, against directors and employees of Nissan Shatai and its group companies who gave disadvantageous treatment to those who made such report.

(8) System for advance payment or settlement of expenses arising from the execution of the duties of Nissan Shatai's statutory auditors and the policy for settlement of expenses arising from the execution of their duties

Nissan Shatai promptly processes advance payment or settlement of expenses and liabilities arising from the execution of their duties when statutory auditors so requests. In accordance with Companies Act, except when it is proven that the expenses and liabilities are unnecessary. Appropriate amount of budget for audit activities is secured.

(9) Other systems to ensure effective audits by statutory auditors

At least 50% of the statutory auditors are outside statutory auditors. The statutory auditors hold meetings of the Board of Statutory Auditors and Statutory Auditors Meeting periodically in order to share tasks by exchanging information and opinions. Ad-hoc meetings are also held whenever necessary. Nissan Shatai's statutory auditors and president periodically hold meetings to exchange information and views about the financial condition, tasks to be tackled and risks associated with Nissan Shatai's business activities. Statutory auditors receive periodic audit reports from the accounting auditor.

6. Overview of Operations of Internal Control System

This section presents an overview of the status of the operations in the current fiscal year of the systems to ensure appropriate business conduct (hereinafter “Internal Control System”) of Nissan Shatai and its group companies.

The Internal Control Department confirms the status and operations of the Internal Control System on a regular basis and submits reports to the Board of Directors.

(1) Compliance

The Code of Conduct for directors and employees is in accordance with the Nissan Group's unified the Nissan Global Code of Conduct. The Compliance Committee was established as a body to oversee matters pertaining to compliance and meetings are convened regularly (12 times in the current fiscal year). In order to improve compliance in Nissan Shatai and its group companies, the Compliance Committee has developed and implemented action plans, including provision of regular compliance education for employees of Nissan Shatai and its group companies. Furthermore, group companies of Nissan Shatai also hold similar committee meetings regularly and engage in activities to improve compliance.

The discovery of the final vehicle inspection issue showed that there is a need to expand compliance activities throughout the Nissan Shatai Group. A comprehensive inspection of compliance programs was continued in the current fiscal year as well and the suitable functioning of all systems that have been established has been confirmed. Similar inspections of compliance programs were implemented in the Nissan Shatai group companies, and the suitable functioning of all systems that have been established has been confirmed.

Nissan Shatai and its group companies have an internal reporting system for submitting reports to the Nissan Shatai Human Resources Dept. or to a designated third party.

Furthermore, the Code of Conduct states that individuals who submit reports will be protected and this provision is strictly enforced.

(2) Risk management

The Risk Management Committee was established as a body to oversee matters pertaining to risk and meetings are convened regularly (3 times in the current fiscal year). The Risk Management Committee has specified major risks concerning Nissan Shatai and its group companies and implemented activities to prevent the occurrence and minimize the impact of risk. Furthermore, group companies of Nissan Shatai also hold similar committee meetings regularly and engage in risk management activities. The Information Security Committee was established to oversee matters pertaining to information security and meetings are held regularly (12 times in the current fiscal year). The committee creates and implements action plans that include activities such as regular education programs about the Information Security Policy at Nissan Shatai and its group companies, the strict handling of information according to its classification, and periodic self-assessments. Furthermore, group companies of Nissan Shatai also hold similar committee meetings regularly and engage in activities to improve information security.

The Environmental Committee, Quality Committee, and Safety Council were established as bodies to oversee matters pertaining to environment, quality and safety,

respectively, and meetings have been convened regularly, in which the status of progress on risk management promotion activities was reviewed. Furthermore, group companies of Nissan Shatai also hold similar committee meetings regularly and engage in related activities.

(3) Execution of duties by Directors

With the objective of strengthening the monitoring functions of the Board of Directors and incorporating an external perspective on management, two outside directors are elected. In the current fiscal year, the Board of Directors met 20 times, where important company matters were reported, deliberated and decided.

Nissan Shatai established a Nominations and Remuneration Committee for the purpose of increasing the transparency and objectivity of the procedure used for decisions concerning nominations of director and statutory auditor candidates and remuneration for directors. This committee met 6 times during the fiscal year. Nissan Shatai also established a Business Monitoring Committee for the purpose of increasing the transparency and objectivity of the procedure used for decisions concerning significant transactions between Nissan Shatai and a related party in order to prevent these transactions from harming Nissan Shatai and the interests of its shareholders. This committee held 2 meetings during the fiscal year.

In the current fiscal year, the Executive Committee met weekly in principle and engaged in discussions on specific individual management-related matters arising from the conduction of business.

To ensure the efficient execution of the duties of the Directors, reviews of the delegation of authority and responsibilities of each department were conducted and necessary revisions were implemented. In addition, similar revisions were made as necessary at Nissan Shatai group companies.

(4) Execution of duties by Statutory Auditors

Nissan Shatai has two outside statutory auditors for the purposes of strengthening the auditing function of the Board of Statutory Auditors and incorporating an external perspective in audits. In the current fiscal year, this board held 12 meetings where the statutory auditors discussed the performance of the directors, the reliability of financial reports and other subjects.

The statutory auditors, including outside statutory auditors, audit the performance of the directors and confirm the existence and implementation of internal control systems by participating in meetings of the Board of Directors, Corporate Officers meetings and other important meetings, periodically sharing opinions with the directors, and periodically receiving reports from the accounting auditor, Internal Control Department and Internal Audit Office.

Employees who perform their duties exclusively under the instruction and supervision of statutory auditors have been deployed to the Secretariat and, in order to ensure independence from Directors, personnel matters such as appraisal, etc. are implemented with the consent of the Board of Statutory Auditors.

(5) Internal audit

Based on the Internal Audit Plan, an internal audit of the entire operations of Nissan Shatai and its group companies was conducted.

Consolidated Balance Sheet (As of March 31, 2026)

Account	Amount	Account	Amount
	(Million yen)		(Million yen)
Assets		Liabilities	
Current assets		Current liabilities	
Cash on hand and in banks	74,708	Accounts payable	48,333
Notes and accounts receivable-trade, and contract assets	83,677	Electronically recorded obligations-operating	12,551
Work in process	888	Lease obligations	3,292
Raw materials and supplies	5,050	Accounts payable-other	2,232
Accounts receivable-other	1,202	Accrued expenses	10,721
Deposits paid	12,288	Income taxes payable	4,832
Other	183	Deposits received	211
Total current assets	178,000	Deposits received from employees	2,150
Fixed assets		Accrued warranty costs	172
Property, plant and equipment		Other	2,944
Buildings and structures	11,921	Total current liabilities	87,440
Machinery, equipment and vehicles	15,626	Long-term liabilities	
Tools, furniture and fixtures	32,843	Lease obligations	737
Land	14,126	Accrued warranty costs	401
Construction in progress	11,437	Provision for business restructuring	2,129
Intangible fixed assets	1,639	Net defined benefit liabilities	1,231
Investments and other assets		Asset retirement obligations	1,095
Investment securities	324	Other	282
Net defined benefit assets	9,373	Total long-term liabilities	5,877
Deferred tax assets	1,564	Total liabilities	93,318
Other	283	Net assets	
Total investments and other assets	11,545	Shareholders' equity	
Total fixed assets	99,139	Common stock	7,904
		Capital surplus	8,317
		Retained earnings	158,254
		Treasury stock	(0)
		Total shareholders' equity	174,477
		Accumulated other comprehensive income	
		Remeasurements of defined benefit plans	9,343
		Total accumulated other comprehensive income	9,343
		Total net assets	183,821
Total assets	277,139	Total liabilities and net assets	277,139

Consolidated Statement of Income (From April 1, 2025 to March 31, 2026)

Account	Amount
	(Million yen)
Net sales	403,800
Cost of sales	382,061
Gross profit	21,738
Selling, general and administrative expenses	7,576
Operating income	14,161
Non-operating income	
Interest income	408
Dividends income	3
Rent income on fixed assets	340
Gains on sale of scraps	258
Other	54
Total non-operating income	1,065
Non-operating expenses	
Interest expense	43
Rent expenses on fixed assets	32
Depreciation and amortization	53
Other	18
Total non-operating expenses	147
Ordinary income	15,080
Special gains	
Gain on sales of fixed assets	346
Compensation income	280
Other	48
Total special gains	674
Special losses	
Loss on retirement of fixed assets	864
Impairment loss	2,855
Provision for business restructuring	2,129
Other	0
Total special losses	5,850
Income before income taxes	9,904
Income taxes-current	4,796
Income taxes-deferred	(1,785)
Total income taxes	3,010
Net income	6,893
Profit attributable to owners of parent	6,893

Consolidated Statement of Changes in Net Assets (From April 1, 2025 to March 31, 2026)
(Million yen)

	Shareholders' equity				
	Common stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity
Balance at the beginning of current period	7,904	8,317	153,121	(0)	169,344
Changes of items during the period					
Cash dividends paid			(1,760)		(1,760)
Profit attributable to owners of parent			6,893		6,893
Purchase of treasury stock				(0)	(0)
Net changes of items other than those in shareholders' equity					
Total changes of items during the period	-	—	5,133	(0)	5,132
Balance at the end of current period	7,904	8,317	158,254	(0)	174,477

(Million yen)

	Accumulated other comprehensive income	Total net assets
	Remeasurements of defined benefit plans	
Balance at the beginning of current period	7,217	176,561
Changes of items during the period		
Cash dividends paid		(1,760)
Profit attributable to owners of parent		6,893
Purchase of treasury stock		(0)
Net changes of items other than those in shareholders' equity	2,126	2,126
Total changes of items during the period	2,126	7,259
Balance at the end of current period	9,343	183,821

Notes to Consolidated Financial Statements

1. Basis of Consolidated Financial Statements

(1) Scope of consolidation

Consolidated subsidiaries: 6

Nissan Shatai Kyushu Co., Ltd., Nissan Shatai Manufacturing Co., Ltd., Nissan Shatai Engineering Co., Ltd., Auto Works Kyoto Co., Ltd., Nissan Shatai Computer Service Co., Ltd., Pro Staff Co., Ltd.

(2) Significant Accounting Policies

a) Valuation methods for assets

- Securities
 - Other securities
 - Non-marketable stocks and others
 - Cost calculated by the moving average method
- Inventories
 - Work in process, raw materials and supplies
 - Primarily stated at cost determined by the first-in and first-out method (cost of inventories is written-down when their carrying amounts become unrecoverable).

b) Depreciation

- Property, plant and equipment (excluding leased assets)
 - Primarily the straight-line method using the estimated life as the useful life and an effective residual value for the residual value
 - The main useful lives are as follows.
 - Buildings and structures: ten years to 50 years
 - Machinery, equipment and vehicles; five years to ten years
- Intangible fixed assets (excluding leased assets)
 - Straight-line method, but software for internal use is depreciated using the straight-line method over a 5-year period, which is the time that software can be used internally.
- Leased assets
 - Straight-line method using the estimated life as the useful life and an effective residual value for the residual value

c) Basis for reserves and allowances

- Allowance for doubtful accounts
 - Allowance for doubtful accounts is provided based on past experience for normal receivables and on an estimate of the collectability of receivables from companies in financial difficulty.
- Accrued warranty costs
 - Accrued warranty costs are provided to cover the cost of all complaints about products anticipated to be incurred during the period based on past experience.
- Provision for business restructuring
 - At the meeting of our Board of Directors held on October 2025, we resolved to position the Shonan Plant as a facility dedicated to the production of service parts. In connection with this resolution, we recorded a reasonably estimated amount as a reserve to cover future transfer bonuses and one-time relocation expenses arising from the relocation assistance and transfer program.

d) Standard for recognition of revenue and expenses

For revenue in major businesses from contracts between Nissan Shatai and its consolidated subsidiaries and their customers, the primary performance obligations and normal time when these obligations are fulfilled (normal time for revenue recognition) are as follows.

i. Revenue from the sale of products

For revenue from the manufacture of vehicles and automotive parts by Nissan Shatai and its consolidated subsidiaries, the fulfillment of performance obligations is recognized primarily when products are delivered to customers, resulting in the transfer of the control of these products to customers. Payment for the fulfillment of performance obligations is generally received within four months of the fulfillment of these obligations in accordance with separately specified payment terms and there is no significant financing component. For transactions where the supplier is obligated to buy back products that were sold (chargeable subcontracting), in cases where Nissan Shatai and its consolidated subsidiaries are purchasers, net revenue is recognized because Nissan Shatai and its consolidated subsidiaries do not have control of the supplied products.

Basic contracts for outsourcing manufacturing with customers concerning the sale of automobiles and automotive parts include a product quality assurance obligation provision. This obligation requires a warranty that products will comply with the specifications in the contract with the customer. As a result, accrued warranty costs for expenses associated with this guarantee are recognized.

ii. Subcontracting revenue

For performance obligations for subcontracting activities involving automobiles and system development services that require a specific length of time for fulfillment, Nissan Shatai and its consolidated subsidiaries recognize revenue over this period based on estimates of the degree of progress with fulfilling the obligation. In cases where it is not possible to determine a reasonable estimate of this progress and expenses for the project are expected to be recovered, revenue is recognized by using the cost recovery method. Payments for these transactions are generally received based on progress with fulfilling the obligation, such as by using contractual milestones. The payment is usually received within two months of completion of the fulfillment of the obligation and also there is no significant financing component.

e) Accounting for retirement benefits

• Method for calculating the retirement benefit obligation

For calculating the retirement benefit obligation, the benefit formula basis has been adopted for attributing projected benefits to periods up to the end of the current consolidated fiscal year.

• Actuarial gains and losses and past service cost

Our policy is for actuarial gain and loss to be amortized, from the consolidated fiscal year following the year in which actuarial gain and loss are recognized by the straight-line method over periods which are shorter than the average remaining years of service of the eligible employees (Principally 10 to 15 years).

Past service cost is being amortized as incurred by the straight-line method over periods which are shorter than the average remaining years of service of the eligible employees (15 years).

f) Adoption of group tax sharing system

Nissan Shatai and its consolidated subsidiaries have adopted the group tax sharing system and in accordance with the provisions of Practical Solution on the Accounting and Disclosure Under the Group Tax Sharing System (Practical Solution No. 42, August 12, 2021), Nissan Shatai is carrying out the accounting processing for income tax and local income taxes, the accounting processing for the tax effect accounting related to these taxes, and disclosures.

2. Notes on changes in presentation method

(Consolidated Balance Sheet)

Until the previous consolidated fiscal year, “trade notes and accounts payable” was disclosed under current liabilities; however, as no balance was recorded for trade notes in the current consolidated fiscal year, the line item was renamed “accounts payable” in this year’s balance sheet.

(Consolidated Statement of Income)

The “gain on sale of scraps” was included in “other” under “non-operating income” in previous fiscal years but is a separate item beginning with the current consolidated fiscal year due to an increase in its monetary importance.

The “gain on sale of scraps” for the previous consolidated fiscal year is 27 million yen.

3. Note concerning accounting estimates

(1) Impairment of fixed assets

a) Amount in consolidated financial statements for the current consolidated fiscal year: 2,855 million yen

b) Other information useful for enabling users of the consolidated financial statements to understand accounting estimates

i. Calculation method for amounts in the consolidated financial statements for the current consolidated fiscal year

The Nissan Shatai uses business segments (motor vehicles, equipment maintenance, information processing, temporary staffing) for grouping assets. For assets expected to be disposed of because there is no plan for use in the future and idle assets, decisions about the need for impairment are made for assets individually.

Additionally, the breakdown of amounts recorded in the consolidated financial statements for this consolidated fiscal year is disclosed in "11. Notes to impairment loss."

ii. Major assumptions used for calculating figures in the consolidated financial statements for the current consolidated fiscal year

When assessing indicators of impairment and determining the amount of assets that can be recovered, certain assumptions are applied to the estimation of future cash flows. The primary assumption, with relatively greater uncertainty in the estimation of future cash flows, is the number of units sold, based on the premise that fluctuations in demand and similar factors will affect this.

iii. Effects on consolidated financial statements for the following consolidated fiscal year

Regarding potential risk factors and uncertainties, there may be a need for an impairment loss due to a reduction in future cash flows and the amount of assets that can be recovered in the case that the volume of orders declines greatly caused by unforeseeable events such as but not limited to a change in the policy of parent

company Nissan Motor Co., Ltd. concerning its sales strategy and production system. An impairment loss may have a significant effect on the consolidated financial statements in the following consolidated fiscal year.

(2) Recoverability of deferred tax assets

a) Total deferred tax assets in the consolidated financial statements for the current consolidated fiscal year 1,564 million yen

b) Other information to better enable users of the consolidated financial statements to understand accounting estimates

i. Calculation method for amounts in the consolidated financial statements for the current consolidated fiscal year. Deferred tax assets are recognized by using reasonable estimates of the timing and amounts of taxable income in the future based on business plans. Nissan Shatai, which accounts for a significant share of deferred tax assets, represents 3,424 million yen of the deferred tax assets in the consolidated financial statements for the current consolidated fiscal year. Nissan Shatai believes that all future deductible temporary differences that can be scheduled and tax loss carryforward, in comparison with estimated future taxable income, can be used.

ii. Major assumptions used for calculating amounts in the consolidated financial statements for the current consolidated fiscal year

Deferred tax assets at the end of the current consolidated fiscal year are calculated by using certain assumptions concerning the timing and amounts of future taxable income. The major assumption for which uncertainty is relatively large in estimates of future taxable income is the volume of orders, but it is assumed that fluctuations in demand and other factors will affect this. Note that deferred tax assets include no future deductible temporary differences that cannot be scheduled for which the timing of the elimination of these differences is uncertain.

iii. Effects on the consolidated financial statements for the following consolidated fiscal year

Estimates of future taxable income calculated by using the figures determined in item ii sufficiently exceed the amount of future deductible temporary differences and tax deductible losses brought forward based on amounts that can be scheduled. However, risk factors and uncertainties include but are not limited to a change in the policy of parent company Nissan Motor Co., Ltd. concerning its sales strategy and production system. If unforeseeable events significantly reduce the number of vehicles sold, the timing and amounts of actual taxable income may differ from estimates because of a decline in profitability. This may have a significant effect on the amount of deferred tax assets recognized in the consolidated financial statements in the following fiscal years.

As a result, although the primary assumptions in item ii are based on premises using the best possible estimates, there may be a difference between estimates and future results of operations because of change in the economy or other events.

- (3) Provision for business restructuring associated with the Shonan Plant's transition to service parts production
- 1) Amount recorded in consolidated financial statements for the fiscal year: 2,129 million yen
 - 2) Other information useful for enabling users of the consolidated financial statements to understand accounting estimates
 - i. Method for calculating the amount recorded in the consolidated financial statements for the current consolidated fiscal year

In accordance with the Shonan Plant's transition to service parts production we anticipate incurring personnel-related expenses beginning in the following consolidated fiscal year. A reasonable estimate of the amount of these expenses based on the options for transfer that Nissan Shatai will present was recorded in the current consolidated fiscal year.
 - ii. Major assumptions used for calculating the amount recorded in the consolidated financial statements for the current consolidated fiscal year

In calculating these expenses, we took into account approximately 800 employees of Nissan Shatai and its consolidated subsidiaries who are engaged in the relevant business operations. Certain assumptions have been made regarding which the options for transfer destinations, etc. will be selected by the employees in question, as well as the various conditions and amounts associated with those options.
 - iii. Impact on the consolidated financial statements for the following consolidated fiscal year

If revision of the reserve amount becomes necessary due to the transfer destinations selected by employees or other factors, it could have a material impact on the consolidated financial statements in the following consolidated fiscal year and beyond.

4. Notes to consolidated balance sheet

- (1) Receivables and contract assets from contracts with customers are included in notes and accounts receivable and contract assets. Contract liabilities are included in other current liabilities. The amounts of receivables, contract assets and contract liabilities associated with contracts with customers are in "8. Note concerning revenue recognition (3) Information for understanding the amount of revenue in the current consolidated fiscal year and following fiscal years."
- (2) Accumulated depreciation of property, plant and equipment: 209,563 million yen
- (3) Contingent liabilities
As guarantor of employees' housing loans from banks and others: 210 million yen

5. Notes to consolidated statement of income

In sales, revenue from contracts with customers and from other sources are not shown separately. Revenue from contracts with customers is in "8. Note concerning revenue recognition (1) Separate information about income from contracts with customers."

6. Notes to consolidated statement of changes in net assets

(1) Shares issued and outstanding (the end of current consolidated fiscal year)

Common stock: 135,452 thousand shares

(2) Dividend from retained earnings

a) Cash dividends paid

Resolution	Type of shares	Total dividends (million yen)	Dividends per share (yen)	Record date	Effective date
Ordinary General Shareholders Meeting on June 26, 2025	Common stock	880	6.50	March 31, 2025	June 27, 2025
Meeting of the Board of Directors on November 6, 2025	Common stock	880	6.50	September 30, 2025	December 1, 2025
Total	-	1,760	-	-	-

b) Dividend with a record date in the end of current consolidated fiscal year and a payment date after the end of the current consolidated fiscal year

Nissan Shatai plans to submit the following resolution for approval at the 103rd Ordinary General Shareholders Meeting to be held on June 25, 2026.

- Total dividends: 1,219 million yen
- Source of dividends: Retained earnings
- Dividend per share: 9.00 yen
- Record date: March 31, 2026
- Effective date: June 26, 2026

7. Notes to financial instruments

(1) Overview of financial instruments

a) Initiatives and policies with respect to financial instruments

The Nissan Shatai Group places cash only in short-term deposits, etc. Internal resources are used to fund working capital and capital expenditures; no funds are procured from external sources for these requirements.

b) The content and risks of financial instruments

Notes and accounts receivable are receivables associated with business operations which are generated as a consequence of normal business activities, and deposits paid are funds placed with a Nissan group finance company for the purpose of funds in the cash management system. Investment securities are stocks of companies that are not listed.

Accounts payable and electronically recorded debt, which are obligations involving business operations, are all due within one year. In addition, lease obligations associated with finance leases are mainly the balance due to suppliers for metal dies.

Notes and accounts receivable, which are receivables associated with business operations, are vulnerable to credit risk involving customers.

c) The risk management structure for financial instruments

i. Management of credit risk (risks pertaining to the non-performance of contracts, etc. by counterparties)

In accordance with the accounting regulations, Nissan Shatai periodically monitors the situation of its major counterparties regarding receivables associated with business operations, etc., manages the payment deadlines and balances for each transaction partner, and works to quickly ascertain and alleviate concerns about debt recovery caused by a worsening financial position, etc. It also carries out the same management of the consolidated subsidiaries in compliance with the regulations of Nissan Shatai.

ii. Management of market risk (risks of fluctuation in exchange rates, interest rates, etc.)

Stocks, which are investment securities in Nissan Shatai, are unlisted stocks and non-marketable stocks, etc., but periodically Nissan Shatai obtains information from the company which issues those stocks to endeavor to ascertain the financial position, etc.

iii. Management of liquidity risk pertaining to funds procurement (the risk of being unable to make payment on the payment date)

Nissan Shatai does not carry out external funds procurement, so it believes that this risk is minor.

d) Supplementary explanation of matters concerning the fair value, etc. of financial instruments

Fluctuation factors are incorporated in the measurement of the fair value of financial instruments, so said value may fluctuate due to the adoption of differing preconditions, etc.

e) Concentration of credit risk

96.8% of the receivables associated with business operations as of the consolidated account closing day for the fiscal year that ended in March 2024 were receivables with respect to Nissan Motor Co., Ltd.

(2) Fair value of financial instruments

The following table indicates the carrying value in the consolidated balance sheet, the fair value and the unrealized gain (loss) on March 31, 2026 (the consolidated account closing day for the fiscal year that ended in March 2026). Cash on hand and in banks, notes and accounts receivable - trade, deposits paid, accounts payable, electronically recorded obligations-operating, and accrued expenses are all items that are either cash or that will be settled within a short time. These items are omitted because their book values are very similar to their fair values.

	Carrying value (million yen)	Estimated fair value (million yen)	Unrealized gain (loss) (million yen)
Lease obligations (Current liabilities)	3,292	3,168	(123)
Lease obligations (Long-term liabilities)	737	642	(94)
Total liabilities	4,029	3,811	(218)

* Non-listed stocks (324 million yen in the consolidated balance sheet) are not included in this table because these stocks do not have market prices.

(3) Item concerning fair values of financial instruments grouped into different levels Fair values of financial instruments are grouped into the following three levels that are based on the observability and importance of input used to calculate fair values.

Level 1 fair value: Of the inputs used for calculating observable fair values, fair values calculated by using market prices for assets and liabilities used for the calculation of fair values determined by markets with a high trading volume

Level 2 fair value: Of the inputs used for calculating observable fair values, fair values calculated by using fair value calculation inputs other than the inputs used in level 1

Level 3 fair value: Fair values calculated by using inputs for calculating fair values that are not observable

When more than one input that has a significant impact on the calculation of fair value is used, the fair value is classified by using the input with the lowest level of priority for determining fair value.

a) Financial instruments shown at fair value on the consolidated balance sheet: Not applicable

b) Financial instruments other than those shown at fair value on the consolidated balance sheet:

	Level 1 (million yen)	Level 2 (million yen)	Level 3 (million yen)	Total (million yen)
Lease obligations	—	3,811	—	3,811
Total liabilities	—	3,811	—	3,811

Note: Explanation of valuation methods used to calculate fair value and inputs used to calculate fair value

Lease obligations

Fair values of lease obligations are categorized as level 2. Fair value is calculated by using the total of principal and interest and the current value method using a discount rate that has been adjusted to reflect the remaining time and credit risk of individual leases.

8. Note concerning revenue recognition

(1) Separate information about income from contracts with customers

	Motor vehicles (million yen)	Equipment maintenance (million yen)	Information processing (million yen)	Temporary staffing (million yen)	Total (million yen)
Passenger vehicles	289,825	—	—	—	289,825
Commercial vehicles	70,638	—	—	—	70,638
Microbuses	20,905	—	—	—	20,905
Vehicle parts, etc.	16,221	872	3,169	2,167	22,431
Sales to external Customers	397,590	872	3,169	2,167	403,800

Notes 1. When the revenue of Nissan Shatai and its consolidated subsidiaries is divided by region, Japan is the only source of revenue.

1. Revenue shown here for product and service categories is sales to external customers after eliminating intersegment sales and transfers.

2. Sales to external customers are derived from revenue from contracts with customers.

(2) Information for understanding revenue from contracts with customers

This information is omitted because it is the same as the information in “1. Notes to Consolidated Financial Statements (2) Significant Accounting Policies 4) Standard for recognition of revenue and expenses.”

(3) Information for understanding revenue in the current consolidated fiscal year and following fiscal years

a) Contract assets and contract liabilities

Balances of receivables, contract assets and contract liabilities from contracts with customers are as follows.

	Beginning of the current consolidated fiscal year (million yen)	End of the current consolidated fiscal year (million yen)
Receivables from contracts with customers	71,261	81,042
Contract assets	3,932	2,634

On the consolidated balance sheet, receivables and contract assets resulting from contracts with customers are included in “Notes and accounts receivable and contract assets.” The amount of contract liabilities at Nissan Shatai and its consolidated subsidiaries is negligible.

Contract assets are primarily the portion of payments due for outsourced automotive development activities for which invoices have not been issued and are primarily related to the rights of Nissan Shatai and its consolidated subsidiaries.

The significant changes in contract assets during the current consolidated fiscal year were mainly due to a decrease in projects contracted from Nissan Motorsports & Customizing Co., Ltd. In addition, during this fiscal year, there was no significant revenue recognized due to the fulfillment (or partial fulfillment) in prior fiscal years of performance obligations.

b) Transaction prices allocated to residual performance obligations

At Nissan Shatai and its consolidated subsidiaries, the note about the allocation of transaction prices to residual performance obligations does not include contracts where the contract period is initially expected to be not more than one year to simplify business processes. The total amount of transaction prices allocated to residual performance obligations and expected period for the recognition of revenue are as follows.

	Current consolidated fiscal year (million yen)
Up to one year	1,505
More than one year to two years	419
More than two years to three years	147
Total	2,072

9. Notes to per share information

(1) Net assets per share: 1,357.09 yen

(2) Net income per share: 50.90 yen

10. Notes to significant subsequent events

Not applicable

11. Notes to impairment loss

In the current consolidated fiscal year, the Nissan Shatai Group recorded an impairment loss for the following asset groups.

Use	Types	Place	Amount (million yen)
Assets expected to be disposed of in the future	Buildings and structures	Hiratsuka City, Kanagawa Prefecture	616
	Machinery, equipment and vehicles		1,631
	Tools, furniture and fixtures		329
	Construction in progress		129
	Intangible fixed assets		148

The Nissan Shatai Group uses business segments (motor vehicles, equipment maintenance, information processing, temporary staffing) for grouping assets. For idle assets which there is no plan to use in the future and assets expected to be disposed of, etc. decisions about the need for impairment are made for assets individually.

Nissan Shatai and some of its consolidated subsidiaries reduced the book values of assets they expect to dispose of in the future to the amount that can be recovered, and recorded said reduced amount in special losses as an impairment loss (2,855 million yen). The breakdown of this is 616 million yen for buildings and structures, 1,631 million yen for machinery, equipment and vehicles, 329 million yen for tools, furniture and fixtures, 129 million yen for construction in progress, and 148 million yen for intangible fixed assets.

Note that for assets expected to be disposed of in the future, the amount that can be recovered is measured using the value in use, and the value in use is calculated as zero because future cash flows are estimated to be negative.

12. Other

Amounts less than one million yen are rounded down.

Nonconsolidated Balance Sheet (As of March 31, 2026)

Account	Amount	Account	Amount
	(Million yen)		(Million yen)
Assets		Liabilities	
Current assets		Current liabilities	
Cash on hand and in banks	74,038	Electronically recorded obligations-operating	12,551
Accounts receivable- trade, and contract assets	80,401	Trade accounts payable	104,447
Work in process	118	Short-term borrowings payable to subsidiaries and affiliates	7,800
Raw materials and supplies	438	Lease obligations	3,324
Accounts receivable-other	56,039	Accounts payable-other	2,555
Deposits paid	12,288	Accrued expenses	5,468
Other	175	Income taxes payable	4,040
Total current assets	223,499	Consumption taxes payable	976
Fixed assets		Deposits received	102
Property, plant and equipment		Deposits received from employees	2,150
Buildings	10,034	Accrued warranty costs	15
Structures	1,303	Other	632
Machinery and equipment	15,302	Total current liabilities	144,064
Vehicles	151	Long-term liabilities	
Tools, furniture and fixtures	32,790	Lease obligations	740
Land	13,039	Accrued warranty costs	24
Construction in progress	11,395	Reserve for business restructuring	1,736
Total property, plant and equipment	84,017	Accrued retirement benefits	3,272
Intangible fixed assets		Asset retirement obligations	1,095
Software	1,667	Other	257
Other	10	Total long-term liabilities	7,127
Total intangible fixed assets	1,678	Total liabilities	151,192
Investments and other assets		Net assets	
Investment securities	323	Shareholders' equity	
Investments in subsidiaries and affiliates	1,282	Common stock	7,904
Deferred tax assets	3,424	Capital surplus	
Other	147	Legal capital surplus	8,317
Total investments and other assets	5,178	Total capital surplus	8,317
Total fixed assets	90,873	Retained earnings	
		Legal reserve	1,976
		Other retained earnings	
		Reserve for reduction entry of replaced property	2,800
		Reserve for reduction entry	21
		General reserve	22,848
		Retained earnings brought forward	119,312
		Total retained earnings	146,958
		Treasury stock	(0)
		Total shareholders' equity	163,181
		Total net assets	163,181
Total assets	314,373	Total liabilities and net assets	314,373

Nonconsolidated Statement of Income (From April 1, 2025 to March 31, 2026)

Account	Amount
	(Million yen)
Net sales	394,262
Cost of sales	376,453
Gross profit	17,808
Selling, general and administrative expenses	6,222
Operating income	11,586
Non-operating income	
Interest income and dividend income	445
Rent income on fixed assets	464
Gain on sales of scraps	241
Other	31
Total non-operating income	1,183
Non-operating expenses	
Interest expense	121
Depreciation and amortization	53
Rent expenses on fixed assets	339
Other	17
Total non-operating expenses	531
Ordinary income	12,238
Special income	
Gain on sales of fixed assets	345
Compensation income	280
Other	48
Total special income	673
Special losses	
Loss on retirement of fixed assets	858
Impairment loss	2,846
Provision for business restructuring	1,736
Other	0
Total special losses	5,441
Income before income taxes	7,470
Income taxes-current	4,128
Income taxes-deferred	(1,872)
Total income taxes	2,256
Net income	5,213

Nonconsolidated Statement of Changes in Net Assets (From April 1, 2025 to March 31, 2026)
(Million yen)

	Shareholders' equity				
	Common stock	Capital surplus	Retained earnings		
		Legal capital surplus	Legal reserve	Other retained earnings	
				Reserve for reduction entry of replaced property	Reserve for reduction entry
Balance at the beginning of current period	7,904	8,317	1,976	2,858	22
Changes of items during the period					
Reversal of reserve for reduction entry of replaced properties				(58)	
Reversal of reserve for reduction entry					(0)
Cash dividends paid					
Net income					
Purchase of treasury stock					
Total changes of items during the period	-	-	-	(58)	(0)
Balance at the end of current period	7,904	8,317	1,976	2,800	21

	Shareholders' equity				Total net assets
	Retained earnings		Treasury stock	Total shareholders' equity	
	Other retained earnings				
	General reserve	Retained earnings brought forward			
Balance at the beginning of current period	22,848	115,800	(0)	159,728	159,728
Changes of items during the period					
Reversal of reserve for reduction entry of replaced properties		58		-	-
Reversal of reserve for reduction entry		0		-	-
Cash dividends paid		(1,760)		(1,760)	(1,760)
Net income		5,213		5,213	5,213
Purchase of treasury stock			(0)	(0)	(0)
Total changes of items during the period	—	3,511	(0)	3,452	3,452
Balance at the end of current period	22,848	119,312	(0)	163,181	163,181

Notes to Nonconsolidated Financial Statements

1. Significant Accounting Policies

- (1) Valuation method for assets
 - a) Securities
 - Equity securities issued by subsidiaries: Cost calculated by the moving average method
 - Other securities
 - Non-marketable stock and others: Cost calculated by the moving average method
 - b) Inventories
 - Work in process, raw materials and supplies: Primarily stated at cost determined by the first-in and first-out method (cost of inventories is written-down when their carrying amounts become unrecoverable).
- (2) Depreciation
 - a) Property, plant and equipment (excluding leased assets)
 - Straight-line method using the estimated life as the useful life and an effective residual value for the residual value
 - The main useful lives are as follows.
 - Buildings: ten years to 50 years
 - Machinery and equipment; ten years
 - b) Intangible fixed assets (excluding leased assets)
 - Straight-line method, but software for internal use is depreciated using the straight-line method over a 5-year period, which is the time that software can be used internally.
 - c) Leased assets
 - Straight-line method using the estimated life as the useful life and an effective residual value for the residual value
- (3) Basis for reserves and allowances
 - a) Allowance for doubtful accounts
 - Allowance for doubtful accounts is provided based on past experience for normal receivables and on an estimate of the collectability of receivables from companies in financial difficulty.
 - b) Accrued warranty costs
 - Accrued warranty costs are provided to cover the cost of all complaints about products anticipated to be incurred during the period based on past experience.
 - c) Provision for business restructuring
 - Following a resolution by the Nissan Shatai Board of Directors in October 2025 to utilize the Shonan Plant as a service parts production facility, a reasonable estimated of the amount was recorded as a reserve to cover future transfer bonuses and one-time relocation expenses arising from the relocation assistance and transfer program.
 - d) Accrued retirement benefits
 - Accrued retirement benefits or prepaid pension costs are recorded at an amount calculated based on the retirement benefit obligation and the fair value of pension plan assets at the end of current fiscal year.
 - Method for calculating the retirement benefit obligation
 - For calculating the retirement benefit obligation, the benefit formula basis has been adopted for attributing projected benefits to periods up to the end of the current fiscal year.
 - Actuarial gains and losses and past service cost
 - Actuarial gain and loss are amortized in the year following the year in which actuarial gain and loss are recognized by the straight-line method over periods which are shorter than the average remaining years of service of the eligible

employees (12 to 15 years).

Past service cost is being amortized as incurred by the straight-line method over periods which are shorter than the average remaining years of service of the eligible employees (15 years).

(4) Standard for recognition of revenue and expenses

For revenue in major businesses from contracts between Nissan Shatai and its customers, the primary performance obligations and normal time when these obligations are fulfilled (normal time for revenue recognition) are as follows.

i. Revenue from the sale of products

For revenue from the manufacture of vehicles and automotive parts by Nissan Shatai, the fulfillment of performance obligations is recognized primarily when products are delivered to customers, resulting in the transfer of the control of these products to customers. Payment for the fulfillment of performance obligations is generally received within four months of the fulfillment of these obligations in accordance with separately specified payment terms and there is no significant financing component. For transactions where the supplier is obligated to buy back products that were sold (chargeable subcontracting), in cases where Nissan Shatai and its consolidated subsidiaries are purchasers, net revenue is recognized because Nissan do not have control of the supplied products.

Basic contracts for outsourcing manufacturing with customers concerning the sale of automobiles and automotive parts include a product quality assurance obligation provision. This obligation requires a warranty that products will comply with the specifications in the contract with the customer. As a result, accrued warranty costs for expenses associated with this guarantee are recognized.

ii. Subcontracting revenue

For performance obligations for subcontracting activities involving automobiles services that require a specific length of time for fulfillment, Nissan Shatai

recognize revenue over this period based on estimates of the degree of progress with fulfilling the obligation. In cases where it is not possible to determine a reasonable estimate of this progress and expenses for the project are expected to be recovered, revenue is recognized by using the cost recovery method. Payments for these transactions are generally received based on progress with fulfilling the obligation, such as by using contractual milestones. The payment is usually received within two months of completion of the fulfillment of the obligation and also there is no significant financing component.

(5) Accounting for retirement benefits

The accounting method used for unrecognized actuarial gains and losses and unrecognized past service cost is not the same as the accounting method used for these items in the consolidated financial statements.

2. Notes on changes in presentation method

(Nonconsolidated balance sheet)

Until the previous fiscal year, “notes and accounts receivable – trade, and contract assets” was disclosed under current assets; however, as no balance was recorded for notes in the current fiscal year, the line item was renamed “accounts receivable – trade, and contract assets” in this year’s balance sheet.

(Nonconsolidated statement of income)

The “gain on sale of scraps” was included in “other” under “non-operating income” in previous fiscal years but is a separate item beginning with the current fiscal year due to an increase in its monetary importance.

The “gain on sale of scraps” for the previous fiscal year is 8 million yen.

The “depreciation and amortization” was included in “other” under “non-operating expenses” in previous fiscal years but is a separate item beginning with the current fiscal year due to an increase in its monetary importance.

The “depreciation and amortization” for the previous fiscal year is 44 million yen.

3. Note concerning accounting estimates

The following is a list of items based on accounting estimates that are included in the nonconsolidated financial statements for the fiscal year and that may have a significant effect on the nonconsolidated financial statements for the following fiscal year.

(1) Impairment of fixed assets

a) Amount in nonconsolidated statement of income for the fiscal year: 2,846 million yen

b) Information concerning the reasons for this estimate

Information concerning the reasons for this estimate is the same as the information provided in “Notes to Consolidated Financial Statements, 3. Note concerning accounting estimates.”

(2) Recoverability of deferred tax assets

a) Amount in nonconsolidated statement of income for the fiscal year: 3,424 million yen

b) Information concerning the reasons for this estimate

Information concerning the reasons for this estimate is the same as the information provided in “Notes to Consolidated Financial Statements, 3. Note concerning accounting estimates.”

(3) Provision for business restructuring associated with the conversion of the Shonan Plant to a service parts production facility

a) Amount in nonconsolidated statement of income for the fiscal year: 1,736 million yen

b) Information concerning the reasons for this estimate

Information concerning the reasons for this estimate is the same as the information provided in “Notes to Consolidated Financial Statements, 3. Note concerning accounting estimates.”

4. Notes to nonconsolidated balance sheet

- (1) Accumulated depreciation of property, plant and equipment: 184,250 million yen
- (2) Contingent liabilities
 - As guarantor of employees' housing loans from banks and others: 210 million yen
- (3) Monetary receivables from and payables to subsidiaries and affiliates
 - Short-term monetary receivables: 133,385 million yen
 - Long-term monetary receivables: 119 million yen
 - Short-term monetary payables: 62,637 million yen
 - Long-term monetary payables: 2 million yen

5. Notes to nonconsolidated statement of income

- Transactions with subsidiaries and affiliates
 - Net sales: 393,774 million yen
 - Purchase: 530,408 million yen
 - Transactions other than operating transactions: 4,442 million yen

6. Notes to nonconsolidated statement of changes in net assets

- The types and the total number of treasury shares at the end of current period
 - Common stock: 0 thousand shares

7. Note to deferred tax assets and liabilities

(1) Major components of deferred tax assets and deferred tax liabilities

(Million yen)

Deferred tax assets	
Accrued bonuses	621
Warranty costs	44
Securities valuation losses	298
Excess depreciation (including impairment losses)	1,740
Reserve for business restructuring	546
Allowance for retirement benefits	1,030
Asset retirement obligations	343
Loss on valuation of inventories	302
Other	<u>477</u>
Sub-total	5,405
Valuation allowance	<u>(683)</u>
Total	4,721
Deferred tax liabilities	
Reserve for reduction of replacement cost of specified properties	(1,286)
Other	<u>(11)</u>
Total	<u>(1,297)</u>
Net deferred assets	<u>3,424</u>

(2) Accounting processing of income tax and local income taxes and accounting processing for the tax effect accounting related to these taxes

Nissan Shatai has adopted the group tax sharing system and in accordance with the provisions of Practical Solution on the Accounting and Disclosure Under the Group Tax Sharing System (Practical Solution No. 42, August 12, 2021), Nissan Shatai is carrying out the accounting processing for income tax and local income taxes, the accounting processing for the tax effect accounting related to these taxes, and disclosures.

8. Note to related party transactions

(1) Parent company and major corporate shareholders

Category	Name	Address	Capital	Activities	Voting rights held by the parent company	Relationship		
						Shared directors, etc.	Business relation	
Parent company	Nissan Motor Co., Ltd.	Kanagawa-ku, Yokohama, Kanagawa	(Million yen)	Manufacture and sale of automobiles and others	Direct 50.0 Indirect 0.0	Transferred	(Persons) 3	Nissan Shatai purchases engine and other components from Nissan Motor and sells automobiles to Nissan Motor.
			605,813					
		Description of transactions			Amount	Item	FY-end balance	
		Business transactions			(Million yen)	Accounts receivable - trade, and contract assets	(Million yen)	
		Sale of automobiles, etc.			393,755		80,197	
		Purchase of parts, etc.			8,333	Payables	2,907	

Terms and conditions of transactions and policies on deciding terms and conditions
Prices of automobiles sold to Nissan Motor Co., Ltd. are determined by negotiations while taking into account the total cost. The Nissan Shatai board of directors confirms the progress and contents of these negotiations.

(2) Subsidiaries

Category	Name	Address	Capital	Activities	Voting rights held by Nissan Shatai	Relationship		
						Shared directors, etc.	Business relation	
Subsidiary	Nissan Shatai Kyushu Co., Ltd.	Miyakogun, Fukuoka	(Million yen)	Manufacture of automobile chassis	Direct 100.0	Concurrent	(Persons) 7	Sale of parts and purchase of chassis
			10					
		Description of transactions			Amount	Item	FY-end balance	
		Business transactions			(Million yen)	Accounts receivable-other	(Million yen)	
		Sale of parts, etc.			470,624		50,636	
		Purchase of parts, etc.			514,835	Payables	55,814	
		Non-business transactions			4,360	Short-term borrowings receivable	650	
		Group financing loans and borrowings receivable						

Terms and conditions of transactions and policies on deciding terms and conditions

- For prices of parts purchased from subsidiaries, Nissan Shatai submits a requested price based on the market price and, after negotiations, a price is determined that is the same as for ordinary transactions.
- Reasonable interest rates for borrowings receivable are determined taking market rates into account.
- Figures for group financing loans and borrowings receivable are the differences from the end of the previous fiscal year.

(3) Other companies with affiliations

Category	Name	Address	Capital	Activities	Voting rights held by Nissan Shatai	Relationship	
						Shared directors, etc.	Business relation
Subsidiary of parent company	Nissan Group Finance Co., Ltd.	Nishi-ku, Yokohama, Kanagawa	(Million yen) 90	Finance business	(%) -	(Persons) -	Manages funds of the Nissan Shatai Group
		Description of transactions		Amount	Item	FY-end balance	
		Fund management		(Million yen) (9,884)	Deposits paid	(Million yen) 12,288	
Interest income		150	Accounts receivable-other	12			

Terms and conditions of transactions and policies on deciding terms and conditions.

- a) For terms for the management of funds, Nissan Group Finance submits terms (interest rate and other items) and the final terms are determined after taking into account ordinary short-term market interest rates.
- b) Figures for fund management are the differences from the end of the previous fiscal year.

9. Note concerning revenue recognition

Information for understanding revenue from contracts with customers is the same as the information in “Notes to Consolidated Financial Statements 8. Note concerning revenue recognition.”

10. Notes to amounts per share

- (1) Net assets per share: 1,204.71 yen
- (2) Net income per share: 38.49 yen

11. Notes to significant subsequent events

Not applicable.

12. Notes to impairment loss

In the fiscal year, Nissan Shatai recorded an impairment loss for the following asset groups.

Use	Types	Place	Amount (million yen)
Assets expected to be disposed of in the future	Buildings	Hiratsuka City, Kanagawa Prefecture	512
	Structures		104
	Machinery and equipment		1,613
	Vehicles		10
	Tools, furniture and fixtures		327
	Construction in progress		129
	Software		148

The details are stated in “Notes to Consolidated Financial Statements 11. Notes to impairment loss.”

13. Other

Amounts less than one million yen are rounded down.

Copy of Independent Auditors' Report on Consolidated Financial Statements

Report of Independent Auditors

May 15, 2026

The Board of Directors
Nissan Shatai Co., Ltd.

Ernst & Young ShinNihon LLC
Designated and Engagement Partner
Certified Public Accountant Masayuki Nakamura
Designated and Engagement Partner
Certified Public Accountant Hiroshi Minagawa

Auditors' opinion

Pursuant to Article 444, Section 4 of the Companies Act, we have audited the accompanying consolidated financial statements, which comprise the consolidated balance sheet, the consolidated statement of income, the consolidated statement of changes in net assets and the notes to consolidated financial statements of Nissan Shatai Co., Ltd applicable to the 102nd fiscal year from April 1, 2025 through March 31, 2026.

In our opinion, these consolidated financial statements present fairly, in all material respects, the financial position and results of operations of the Nissan Shatai Group, which consisted of Nissan Shatai and consolidated subsidiaries, applicable to the fiscal term in conformity with accounting principles generally accepted in Japan.

Basis for this opinion

We performed this audit in conformity with auditing standards generally accepted in Japan. Our responsibility concerning the audit standards is prescribed in "Responsibilities of Auditors for Audits of Consolidated Financial Statements." We are independent of Nissan Shatai and its consolidated subsidiaries in accordance with rules in Japan concerning business ethics (including rules applicable to audits of financial statements of entities with significant public interest). In addition, we fulfilled other ethical responsibilities in our role as an auditor. We believe that we received sufficient and suitable audit evidence for the basis of our opinion.

Other information

Other information is in the business report and related supplementary information. Management is responsible for the preparation and disclosure of other information. The statutory auditors and Board of Statutory Auditors are responsible for establishing a reporting process for other information and supervising the performance of the directors concerning the use of this process.

Other information is not included in our auditing opinion concerning the consolidated financial statements.

Our responsibility concerning the audit of the consolidated financial statements is to read over the other information and determine if there are any significant discrepancies between this information and the consolidated financial statements or knowledge acquired by us during the auditing process. In addition, we look for indications of any significant errors in other information other than the significant discrepancies.

If we conclude that there are no significant errors in other information, based on our auditing activities, we are required to report this conclusion.

There are no items that we should report concerning other information.

Responsibility of Management, Statutory Auditors and the Board of Statutory Auditors for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in Japan. This responsibility includes the design and operation of internal controls that management determines necessary to enable the preparation and fair presentation of consolidated financial statements that are free from material misstatements, whether due to fraud or error.

Whether due to fraud or error

When preparing the consolidated financial statements, management must determine if it is appropriate to prepare the statements based on the going concern assumption. Management has a responsibility to disclose information regarding this assumption if there is a need for this disclosure based on accounting principles generally accepted in Japan.

The statutory auditors and Board of Statutory Auditors are responsible for supervising the performance of the directors regarding the design and operation of the financial reporting process.

Auditors' Responsibility

Our responsibility is to express an opinion in the audit report, from an independent standpoint, on the consolidated financial statements based on our audit. This opinion is based on a reasonable assurance about if the consolidated financial statements are free from material misstatements, whether due to fraud or error. Misstatements can occur due to fraud or error. We judge these misstatements to be material if they, either singularly or collectively, can be reasonably expected to influence decisions by users of the consolidated financial statements.

For this audit, we used an audit process in conformity with auditing standards generally accepted in Japan. We used this process to make judgments as business ethics professionals and to perform the following tasks while retaining professional skepticism.

- We identify and evaluate the risk of material misstatements due to fraud or errors and create proposals for audit procedures to deal with the risk of material misstatements and implement those procedures. The procedures selected and implemented depend on the auditor's judgment. Furthermore, we obtain sufficient and appropriate audit evidence for use as the basis of our opinion.
- The purpose of the audit of the consolidated financial statements is not to express an opinion about the effectiveness of internal controls. For making these risk assessments, we consider internal controls relevant to the audit in order to design audit procedures that are appropriate for current circumstances.
- We evaluate the suitability of accounting policies used by management and how those policies are applied. We also evaluate the rationality of accounting estimates made by management as well as the validity of the associated notes.
- We reached conclusions about whether it is appropriate for management to prepare the consolidated financial statements based on the going concern assumption and whether there are any material uncertainties regarding events or conditions that create significant doubt about the going concern assumption. If we believed there were material uncertainties about the going concern assumption, we would ask management in the audit report to include a precautionary statement in the notes to the consolidated financial statements. If the inclusion of this note about the material uncertainty would not be appropriate, we would be obligated to submit a modified opinion. Our conclusions are based on audit evidence obtained by the date of the audit report. Future events or conditions may prevent the company from remaining a going concern.
- We evaluated whether the presentation and notes of the consolidated financial statements conform with accounting principles generally accepted in Japan and whether the presentation, composition and contents of the consolidated financial statements, including the associated notes, and the transactions and accounting activities that are the basis for the consolidated financial statements are presented properly.
- We plan and perform audits of the consolidated financial statements in order to obtain sufficient and appropriate audit evidence concerning the financial information of Nissan Shatai and its consolidated subsidiaries to provide a basis for our opinion concerning the consolidated financial statements. We are responsible for instructions, supervision and review of audits of the consolidated financial statements. Our responsibility is to submit an audit opinion of our own.

We report to the statutory auditors and the Board of Statutory Auditors the scope of the audit we have planned, when the audits will be performed, significant items discovered during audits, including significant problems involving internal controls that were identified during an audit, and other items required by the audit standards.

We report to the statutory auditors and the Board of Statutory Auditors that we are complying with rules concerning business ethics in Japan regarding our independence. If there are any items that could reasonably have an effect on our independence, we are taking any response measures to eliminate obstacles concerning our independence, or we are applying any safeguards for reducing obstacles concerning our independence to an acceptable level, we report this information as well to the statutory auditors and the Board of Statutory Auditors.

Conflicts of Interest

We have no interest in Nissan Shatai and its consolidated subsidiaries which should be disclosed in compliance with the Certified Public Accountants Act

Copy of Independent Auditors' Report on Financial Statements

Report of Independent Auditors

May 15, 2026

The Board of Directors
Nissan Shatai Co., Ltd.

Ernst & Young ShinNihon LLC
Designated and Engagement Partner
Certified Public Accountant Masayuki
Nakamura
Designated and Engagement Partner
Certified Public Accountant Hiroshi Minagawa

Pursuant to Article 436, Section 2, Paragraph 1 of the Companies Act, we have audited the accompanying financial statements, which comprise the balance sheet, the statement of income, the statement of changes in net assets, the notes to financial statements and the related supplementary schedules of Nissan Shatai Co., Ltd. applicable to the 103rd fiscal year from April 1, 2025 through March 31, 2026.

In our opinion, these financial statements present fairly, in all material respects, the financial position and results of operations of the Nissan Shatai applicable to the fiscal term in conformity with accounting principles generally accepted in Japan.

Basis for this opinion

We performed this audit in conformity with auditing standards generally accepted in Japan. Our responsibility concerning the audit standards is prescribed in "Responsibilities of Auditors for Audits of the Financial Statements." We are independent of Nissan Shatai in accordance with rules in Japan concerning business ethics (including rules applicable to audits of financial statements of entities with significant public interest). In addition, we fulfilled other ethical responsibilities in our role as an auditor. We believe that we received sufficient and suitable audit evidence for the basis of our opinion.

Other information

Other information is in the business report and related supplementary information. Management is responsible for the preparation and disclosure of other information. The statutory auditors and Board of Statutory Auditors are responsible for establishing a reporting process for other information and supervising the performance of the directors concerning the use of this process.

Other information is not included in our auditing opinion concerning the consolidated financial statements. Our responsibility concerning the audit of the nonconsolidated financial statements is to read over the other information and determine if there are any significant discrepancies between this information and the nonconsolidated financial statements or knowledge acquired by us during the auditing process. In addition, we look for indications of any significant errors in other information other than the significant discrepancies. If we conclude that there are no significant errors in other information, based on our auditing activities, we are required to report this conclusion.

There are no items that we should report concerning other information.

Responsibility of Management, Statutory Auditors and the Board of Statutory Auditors for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in Japan. This responsibility includes the design and operation of internal controls that management determines are necessary to enable the preparation and fair presentation of financial statements that are free from material misstatements, whether due to fraud or error.

When preparing the financial statements, management must determine if it is appropriate to prepare the statements based on the going concern assumption. Management has a responsibility to disclose information regarding this assumption if there is a need for this disclosure based on accounting principles generally accepted in Japan.

The statutory auditors and Board of Statutory Auditors are responsible for supervising the performance of the directors regarding the design and operation of the financial reporting process.

Auditors' Responsibility

Our responsibility is to express an opinion in the audit report, from an independent standpoint, on the financial statements based on our audit. This opinion is based on a reasonable assurance about if the financial statements are free from material misstatements, whether due to fraud or error. Misstatements can occur due to fraud or error. We judge these misstatements to be material if they, either singularly or collectively, can be reasonably expected to influence decisions by users of the financial statements.

For this audit, we used an audit process in conformity with auditing standards generally accepted in Japan. We used this process to make judgments as business ethics professionals and to perform the following tasks while retaining professional skepticism.

- We identify and evaluate the risk of material misstatements due to fraud or errors and create proposals for audit procedures to deal with the risk of material misstatements and implement those procedures. The procedures selected and implemented depend on the auditor's judgment. Furthermore, we obtain sufficient and appropriate audit evidence for use as the basis of our opinion.
- The purpose of the audit of the financial statements is not to express an opinion about the effectiveness of internal controls. For making these risk assessments, we consider internal controls relevant to the audit in order to design audit procedures that are appropriate for current circumstances.
- We evaluate the suitability of accounting policies used by management and how those policies are applied. We also evaluate the rationality of accounting estimates made by management as well as the validity of the associated notes.
- We reached conclusions about whether it is appropriate for management to prepare the financial statements based on the going concern assumption and whether there are any material uncertainties regarding events or conditions that create significant doubt about the going concern assumption. If we believed there were material uncertainties about the going concern assumption, we would ask management in the audit report to include a precautionary statement in the notes to the financial statements. If the inclusion of this note about the material uncertainty would not be appropriate, we would be obligated to submit a modified opinion. Our conclusions are based on audit evidence obtained by the date of the audit report. Future events or conditions may prevent the company from remaining a going concern.
- We evaluated whether the presentation and notes of the financial statements conform with accounting principles generally accepted in Japan and whether the presentation, composition and contents of the financial statements, including the associated notes, and the transactions and accounting activities that are the basis for the financial statements are presented properly.

We report to the statutory auditors and the Board of Statutory Auditors the scope of the audit we have planned, when the audits will be performed, significant items discovered during audits, including significant problems involving internal controls that were identified during an audit, and other items required by the audit standards.

We report to the statutory auditors and the Board of Statutory Auditors that we are complying with rules concerning business ethics in Japan regarding our independence. If there are any items that could reasonably have an effect on our independence, we are taking any response measures to eliminate obstacles concerning our independence, or we are applying any safeguards for reducing obstacles concerning our independence to an acceptable level, we report this information as well to the statutory auditors and the Board of Statutory Auditors.

Conflicts of Interest

We have no interest in Nissan Shatai which should be disclosed in compliance with the Certified Public Accountants Act.

Copy of Audit Report of Board of Statutory Auditors

Audit Report

Regarding the performance of duties by directors for the 103rd business year beginning April 1, 2025, and ending March 31, 2026, the Board of Statutory Auditors hereby submits its audit report, which has been prepared through discussions based on the audit reports prepared by the respective statutory auditors, as follows:

1. Methods and Contents of Audit by the Statutory Auditors and the Board of Statutory Auditors

- 1) The Board of Statutory Auditors determined, among other things, the auditing policies and plan, the division of responsibilities and other matters for the fiscal year that ended on March 31, 2026. The board received reports from individual statutory auditors concerning the performance of audits and results. In addition, the board received reports from directors, employees and the independent auditors concerning the performance of their duties and, when necessary, asked them to provide explanations.
- 2) In accordance with the statutory auditors' auditing standards specified by the Board of Statutory Auditors, and in conformity with the auditing policies and plan and the division of responsibilities for the fiscal year that ended on March 31, 2026, the statutory auditors communicated effectively, including through online channels, with the directors, employees in the internal audit division and other relevant employees for the purposes of collecting information and maintaining a proper auditing environment. The statutory auditors also used the following methods to conduct audits.
 - a) To examine business operations and assets of the head office and other major business sites, the statutory auditors attended meetings of the Board of Directors and other important meetings; received reports from the directors and relevant employees regarding the performance of their duties; asked them to provide explanations when necessary; and examined important decision documents and associated information. For subsidiaries, the statutory auditors communicated effectively with directors, statutory auditors and other individuals at subsidiaries and exchanged information with these individuals. When necessary, the statutory auditors received business reports from subsidiaries.
 - b) The statutory auditors expressed an opinion concerning the framework needed to ensure that the performance of duties by the directors, as listed in the business report, comply with laws, regulations and the Articles of Incorporation. This opinion also covered resolutions by the Board of Directors and the establishment of frameworks (internal control system) based on these resolutions concerning the maintenance of systems prescribed in Article 100, Paragraphs 1 and 3 of the Enforcement Regulations of the Companies Act to ensure that the Nissan Shatai Group (Nissan Shatai Co., Ltd. and its subsidiaries) operates properly. For this purpose, statutory auditors regularly received regular reports from directors, employees and others regarding the status and implementation of these systems and asked them to provide explanations when necessary.
 - c) The statutory auditors used the status of the Board of Directors and other meetings to examine the precautionary items of Companies Act Ordinance of Enforcement Article 118 5-a that are listed in the business report as well as the judgments and reasons for item 5-b of this article.
 - d) The statutory auditors monitored and verified whether the independent auditors were maintaining their independence and properly performing audits; received reports from the independent auditors about the performance of their duties and asked them for explanations when necessary. The statutory auditors also received a notice from the independent auditors confirming the establishment of a "system to ensure proper performance of duties" (items stipulated in all paragraphs of Article 131 of Corporate Accounting Rules) in accordance with Standards on Quality Control for Audit (November 16, 2021, Business Accounting Deliberation Council) and other relevant standards.

By using these methods, the statutory auditors examined the business report and supplementary schedules, the nonconsolidated financial statements (nonconsolidated balance sheet, income statement, statement of changes in net assets and notes to these statements) and supplementary schedules, and the consolidated financial statements (consolidated balance sheet, income statement, statement of changes in net assets and notes to consolidated financial statements).

2. Audit results

- 1) Audit results concerning business reports, etc.
 - a) In our opinion, the business reports and supplementary schedules fairly represent the condition of Nissan Shatai in accordance with the related laws and regulations and the Articles of Incorporation.
 - b) With regard to the performance of duties by the directors, we found no evidence of wrongful actions or material violations of related laws and regulations or the Articles of Incorporation.
 - c) We acknowledge that the resolutions of the Board of Directors regarding the internal control system are appropriate. We found no matters requiring attention concerning the execution of duties by the directors regarding the internal control system.
 - d) For business report information about parent company, etc. transactions, there were no items requiring attention concerning precautions to prevent negative effects on Nissan Shatai's interests from these transactions or concerning judgments by the Board of Directors, and reasons for those judgments, about whether or not these transactions had a negative effect on Nissan Shatai's interests.
- 2) Results of audits of nonconsolidated financial statements and supplementary schedules
In our opinion, the auditing methods and results of the independent auditors, Ernst & Young ShinNihon LLC, are fair and reasonable.
- 3) Audit results concerning consolidated financial statements
In our opinion, the auditing methods and results of the independent auditors, Ernst & Young ShinNihon LLC, are fair and reasonable.

May 22, 2026

The Board of Statutory Auditors Nissan Shatai Co., Ltd.

Full-time Statutory Auditor
Statutory Auditor (Outside Statutory Auditor)
Statutory Auditor (Outside Statutory Auditor)

Kiyoshi Aoji
Tomonori Ito
Nobutaka Kanaji

Memorandum to Shareholders

Fiscal year	From April 1 to March 31 of the following year
Ordinary General Shareholders Meeting	June of each year
Ordinary General Shareholders Meeting	March 31 each year
Record Date	Meeting Year-end dividends March 31 each year Interim dividends September 30 each year
Administrator of shareholder register and special account	Sumitomo Mitsui Trust Bank, Limited
Administrator of shareholder register management office	Stock Transfer Agency Business Planning Dept., Sumitomo Mitsui Trust Bank, Limited 1-4-1 Marunouchi, Chiyoda-ku, Tokyo
(Postal address)	Stock Transfer Agency Business Planning Dept., Sumitomo Mitsui Trust Bank, Limited 2-8-4 Izumi, Suginami-ku, Tokyo 168-0063
(Telephone inquiries)	Tel: 0120-782-031 (free dial) Reception hours: 9:00 to 17:00 (excluding Saturdays, Sundays, public holidays, and December 31 to January 3)
Internet home page URL	https://www.smtb.jp/personal/procedure/agency/
(Frequently asked questions (FAQ))	https://faq-agency.smtb.jp/?site_domain=personal
<u>Notices</u>	
<i>Change of address, request for purchase of shares fewer than one unit and other procedures</i>	
Shareholders who have an account at a securities company should ask the securities company to perform the procedure. Sumitomo Mitsui Trust Bank, Limited is unable to perform these procedures if shares are held in a securities company account. Shareholders who do not have a securities company account should contact Sumitomo Mitsui Trust Bank by using the above telephone number. Information about performing shareholder procedures and answers to frequently asked questions are available on the Sumitomo Mitsui Trust Bank frequently asked questions website above.	
<i>Payment of unpaid dividends</i>	
Please contact Sumitomo Mitsui Trust Bank, Limited, the administrator of the shareholder register.	

Trade name	<i>Nissan Shatai Kabushikikaisha</i>
English version of name	Nissan Shatai Co., Ltd.

Principal Products



ELGRAND

Scheduled for release in summer 2026



QX80



PATROL Y63



ARMADA



PATROL Y62



CARAVAN



**NV200
VANETTE**

Direction for the Meeting

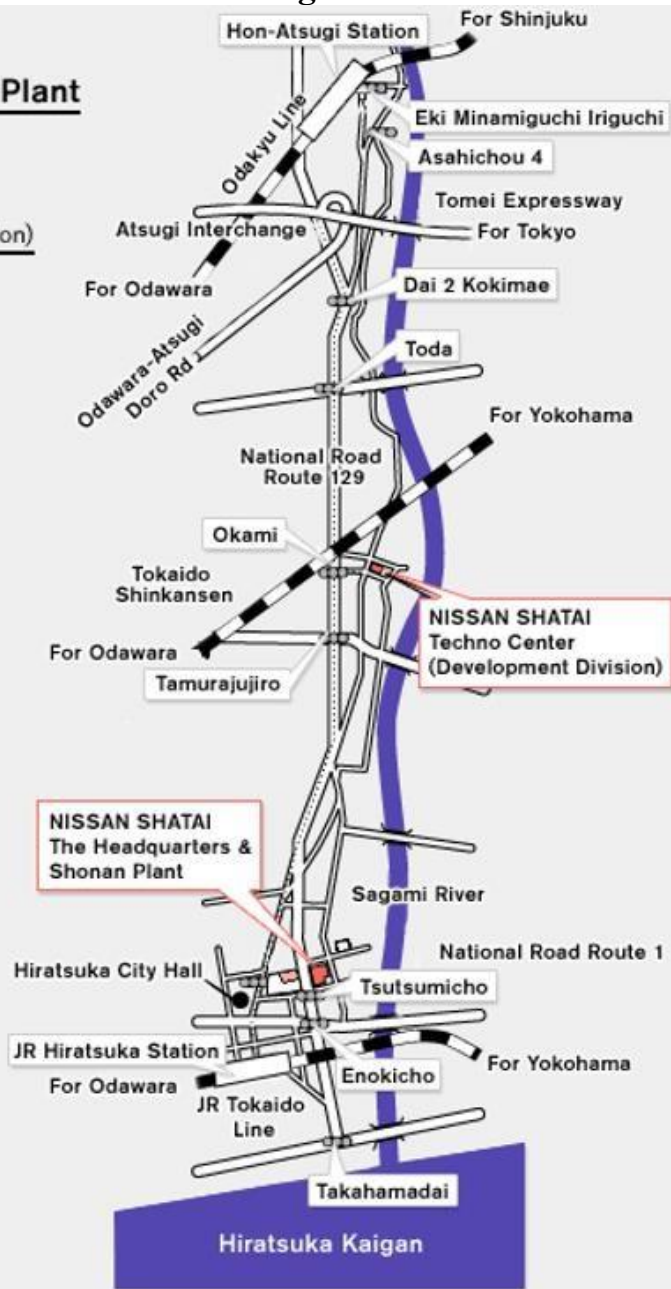
NISSAN SHATAI

The Headquarters & Shonan Plant

2-1, Tsutsumicho, Hiratsuka,
Kanagawa, 254-8610

Techno Center (Development Division)

2909, Okami, Hiratsuka,
Kanagawa, 254-0012



The Headquarters & Shonan Plant

Public transportation:

JR Hiratsuka Station (JR Tokaido Line) $\xrightarrow{\text{on foot}}$ NISSAN SHATAI The Headquarters & Shonan Plant
about 30 min.

JR Hiratsuka Station (JR Tokaido Line) $\xrightarrow{\text{Kanachu Bus for Hiratsuka Eki Kitaguchi Iki Junkan}}$ Kogyo Danchi Iriguchi Bus Stop $\xrightarrow{\text{on foot}}$ NISSAN SHATAI The Headquarters & Shonan Plant
about 5 min. about 1 min.

By car:

About 30 min. from Tomei Expressway "Atsugi Interchange".

NISSAN SHATAI CO., LTD.