NISSAN SHATAI
NISSAN SHATAI KYUSHU



Integrated Report 2026

NISSAN
GROUP OF JAPAN – ASEAN



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Editorial policy

This report is published for the purpose of enabling a wide range of stakeholders to understand the overall vision for our medium to long-term value creation process, and for explaining in an understandable manner the financial and non-financial information of Nissan Shatai, including management strategies, etc.
Going forward we will continuously endeavor to transmit information in order to gain the understanding of all of our stakeholders for the activities of Nissan Shatai.
In editing this report, we referenced the Guidance for Integrated Corporate Disclosure and Company-Investor Dialogue for Collaborative Value Creation 2.0 by the Ministry of Economy, Trade and Industry , the Global Reporting Initiative's GRI Sustainability Reporting Standards, and the TCFD Recommendations.

The period covered by the scope of this report

From April 1, 2025 to March 2026. The content of activities outside this period is partially included.

Range of report target

Nissan Shatai Co., Ltd. , Nissan Shatai Kyushu Co., Ltd. and affiliates

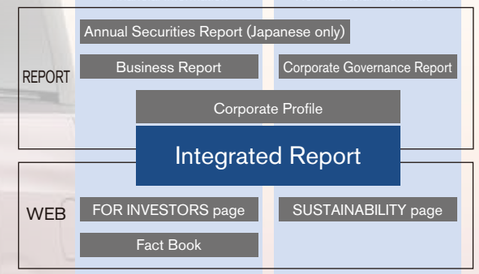
Disclaimer Regarding Forward-Looking Statements

The data and forward-looking statements contained in this integrated report are based on information currently available and contain risks and uncertainties. Please be aware that actual performance may differ materially from these statements due to the effects of economic conditions, market trends, foreign exchange fluctuations, and other factors on Nissan Shatai's business domains in the future. Nissan Shatai assumes no responsibility for any damages arising from the use of this integrated report.

Reference Guidelines

- The Ministry of Economy, Trade and Industry's Guidance for Integrated Corporate Disclosure and Company-Investor Dialogue for Collaborative Value Creation 2.0
- The Global Reporting Initiative's GRI Sustainability Reporting Standards
- The Task Force on Climate-related Financial Disclosures' TCFD Recommendations

Positioning of the Integrated Report (this report)



IR Website Awards History

Received the "Best Website" in the "Website Quality Ranking for All Listed Companies" presented by Nikko Investor Relations for 15 consecutive years.
Received the "Excellence Award" in the "Internet IR Awards" presented by Daiwa Investor Relations for 15 consecutive years.
Received the "Silver Award" in the "Gomez IR Site Ranking" from BroadBand Security, Inc., achieving the award for 9 consecutive years.







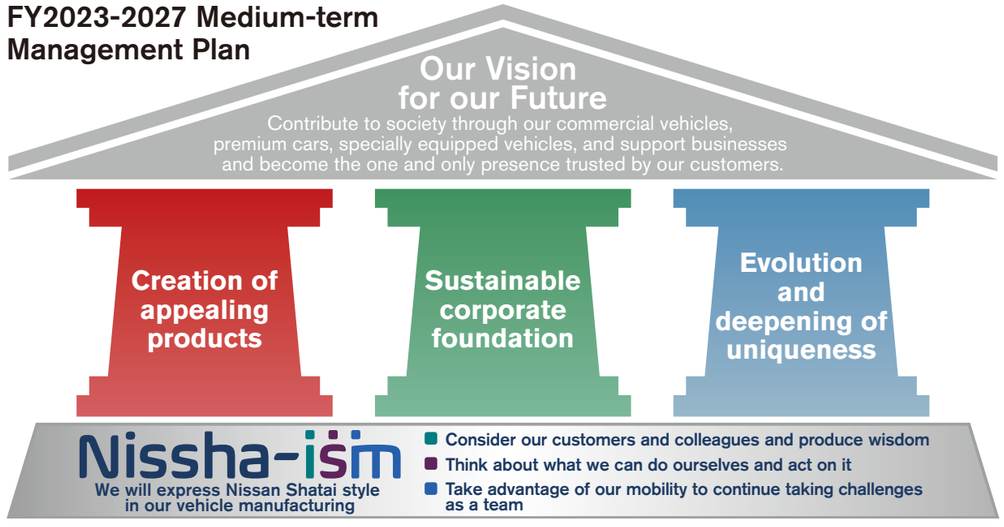
Issued August 2026

We at Nissan Shatai, as a trusted company, Nissan Shatai Group responding to provide unique and delivering attractive, high-quality vehicles and services to our customers in timely manner.

I am Takashi Tomiyama, the President of Nissan Shatai Co., Ltd.
Nissan Shatai began as a car body manufacturer for train cars and automobiles in 1949. In 1951, it became a member of the Nissan Group and has since then expanded steadily in the Shonan area in Kanagawa, as well as Uji City in Kyoto. In 2000, the company consolidated the production of its mass-produced vehicles in the Shonan area. Following that, it established Nissan Shatai Kyushu as a new company in 2007 with the aim of establishing a business foundation that can be sustained into the future. The new plant in Kyushu commenced operations in January 2010.

Nissan Shatai has two production bases - Shonan Plant and Nissan Shatai Kyushu. The Shonan Plant currently produces the NV200 Vanette, a light commercial vehicle (LCV).
Vehicle production will be concluded by the end of March 2027, and the plant will be converted into a service parts production facility.
Nissan Shatai Kyushu produces six models including the Elgrand minivan, the Armada, the Patrol full-size luxury SUV (Sport Utility Vehicle) and the Caravan LCV, etc.
Nissan Shatai and Nissan Shatai Kyushu own proprietary expertise in the development and production of LCV and frame-vehicles and is responsible for their development and production within the Nissan Group.
In April 2023, Nissan Shatai launched a Medium-term Management Plan covering fiscal years 2023 to 2027.
We have defined our Vision for our future as “Contribute to society through our commercial vehicles, premium cars, specially equipped vehicles, and support businesses, and become the one and only presence trusted by our customers,” and we are working to expand the following three major businesses.
n commercial vehicles and premium cars, we will continue to respond to diversifying customer needs and market requirements, improve quality and product added value, and increase our sales volume.
In our specially equipped vehicles business, we are working to expand sales by broadening our lineup beyond Nissan vehicles to cover a wide range, from kei cars to trucks manufactured by other manufacturers, while also strengthening our sales capabilities.
In our support businesses, we will continue to meet a wide range of customer needs by expanding the scope of our provision of experimental evaluation, design, and trial production services to include work commissioned from companies other than Nissan Motor.

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



The first pillar is a “Sustainable corporate foundation.”
Regarding initiatives for achieving carbon neutrality by 2050, we have implemented measures such as adopting LED lighting, visualizing power usage, and switching to “green power.”
Furthermore, we are actively working to utilize renewable energy, including the installation of solar panels on the roof of the headquarters’ main building.
Regarding our Diversity, Equity & Inclusion(DE&I) initiatives, we have continued to hold the “Eruboshi” certification, which can be earned by companies promoting the active participation of women, as well as the “Platinum Kurumin certification,” which is awarded to companies with particularly outstanding initiatives to support employees in balancing work and childcare.

Next is our second pillar, “Creation of appealing products.”
The full-size luxury SUVs manufactured at Nissan Shatai Kyushu continue to enjoy strong popularity, particularly in the Middle East and North America. In March 2026, the Patrol and the Armada received the world-renowned design award, the iF Design Award.
Furthermore, the all-new Elgrand, which is undergoing its first full model change in 16 years, achieves outstanding quietness, high fuel efficiency, and a comfortable ride through its third-generation e-POWER, e-4ORCE, and next-generation Active Noise Control.
Turning to commercial vehicles, in 2025, the Caravan has been enhanced with the addition of Intelligent Cruise Control and a 9-inch navigation system to support safety, security, and comfort, while the NV200 Vanette has been equipped with door mirrors with a “door-lock-linked folding function,” among other features.
In addition, Nissan Shatai and Auto Works Kyoto, a subsidiary specializing in specially equipped vehicles, planned and developed the “tabicafe,” an accommodation vehicle, which went on sale in 2026. Based on the Caravan, it features a bright interior and a spacious bed, creating a relaxing space where two people and their pet can enjoy a café atmosphere at their leisure inside the vehicle.
In the area of EV conversion, YAMATO Mobility & Mfg. Co., Ltd. and Auto Works Kyoto. Entered into a business partnership in October 2025 and launched a business to convert highly reliable Japanese-made used trucks into EVs, contributing to the promotion of environmental initiatives.

Next is the last pillar, “Evolution and deepening of uniqueness.”
Upon end of mass production of vehicles scheduled at the end of March 2027, the Shonan Plant will be converted into a service parts production facility. We are currently increasing production to respond to last-minute demand for the NV200 Vanette, and are working to ensure that we can deliver every last vehicle to our customers.
At Nissan Shatai Kyushu, we are conducting simulation analyses of the production line with the aim of improving capacity utilization, and working to achieve early improvements at bottleneck processes. Also, we will further reduce production losses by optimizing equipment maintenance and inspection.
As we enter the fourth year of the 2023-2027 Medium-Term Management Plan, as one united company, we are determined to earn even greater confidence among all of our stakeholders, including shareholders, customers, business partners, local communities, and employees.

August 2026



President

Takashi Tomiyama

Corporate Purpose · Mission, etc.

Corporate Purpose

Driving innovation to enrich people's lives.

Mission

As a trusted company, Nissan Shatai Group responding to provide unique and delivering attractive, high-quality vehicles and services to our customers in timely manner.

DNA

Do what others don't dare to do

passionate　innovative　challenger　agile

Nissha-ism

We will express Nissan Shatai style in our vehicle manufacturing.

- Consider our customers and colleagues and produce wisdom
- Think about what we can do ourselves and act on it
- Take advantage of our mobility to continue taking on challenges as a team



Value Creation Process

External environment

The necessity of a response to climate change

Changes in the needs of the market

Increase in the societal responsibilities required of companies

Changes in the working population and the awareness of employees

Input

Intellectual resources
Frame-vehicle manufacturing know-how

Ability to develop products that precisely match increasingly diverse needs

Certified for the production of premium INFINITI automobiles

Human resources Employees
People with proven skills backed by many years of experience

A commitment to diversity

Dedicated to creating workplaces that are pleasant and productive for everyone

Natural resources
Activities based on the Nissan Green Program environmental policy

ISO14001 certification

Use of the 3WET painting method to lower VOC and CO_2 emissions

Compact, energy-efficient plant

Manufacturing resources
Three domestic production bases
Nissan Shatai Kyushu that is allowed to produce INFINITI branded vehicles by Nissan Motor Co., Ltd.

Shonan Plant, which offers optimal and flexible low-volume production

Auto Works Kyoto, which produces high-quality specially equipped vehicles with mass production manufacturing capabilities

Financial resources
Financial soundness

Strong sales and earnings

Social and relationship resources
The global power of the Nissan brand

Plant tours for elementary school science classes

Support for disaster preparedness and response measures

Hiratsuka head office building designated as a tsunami evacuation site

Open Day events that allow the public to visit plants

"Nissha-ism," which represents our values and expresses Nissan Shatai style in words

Corporate Purpose

Mission

Medium-term Management Plan



P.16 P.14 P.18

DNA

Do what others don't dare to do

passionate innovative
challenger agile

Output

Commercial vehicles·Premium cars



Specially equipped vehicles



Support businesses



Outcome

Our Vision for our Future

Our Vision for our Future, centered on the three pillars of "Sustainable corporate foundation," "Creation of appealing products," and "Evolution and deepening of uniqueness," is to "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."

Social and environmental value

Premium cars

Providing an exciting automotive life through advanced functions and performance

Commercial vehicles

Contributing to safety and security in people's work through mobility

Specially equipped vehicles

Contributing to life-saving medical treatment sites through high-spec ambulances (Paramedic)
Contributing to safety, health, and comfortable living environments for people and society through specially equipped vehicles designed for work

Support businesses

Contributing to providing a sustainable mobility space that enables customers to continue to use automobiles comfortably and safely

Climate change P.22

Contributing to carbon neutrality
FY2025 Achievements 0.32t-CO_2/ vehicle
※13% reduction compared with FY2024

Supply chain management P.41

Profitable and sustainable growth

Diversity, equity & inclusion P.38

Promoting Diversity, equity, and inclusion

Ratio of Female Managers:5.2%
Rate of paternity leave:66.7%
Number of holidays taken annually :16.9 days (company-wide average)

The trajectory of value creation
(history of Nissan Shatai)

Creating new value through our commercial vehicles, premium cars, specially equipped vehicles, and support businesses.

~1960's
Postwar reconstruction and motorization

Efforts for the establishment of a mass production system

Shin Nikkoku Kogyo Co., Ltd. was established in 1949 and the company was renamed Nissan Shatai Koki Co., Ltd. in 1962. The company subsequently gradually stopped producing bus bodies, power units, automotive parts and other products in order to focus exclusively on the fully integrated assembly of motor vehicles.





The Nissan Patrol (R2W61D), the first car to undergo integrated offline production from chassis assembly onward

1970's
The rapidly-growing automobile industry

The "Fairlady Z" built the roots of Nissan Shatai

The "Fairlady Z (S30)" was completed in 1969 as the successor to the "Fairlady". Here, "Z" symbolizes the ultimate performance of this vehicle. Despite its innovative style and high performance, it was priced at the level of passenger vehicles, making it a wildly popular vehicle in North America. Within 10 years, 520,000 units were produced—a phenomenal figure for a sports car. Nissan Shatai grew and developed significantly as a result of its involvement in the production of this vehicle.



"Fairlady Z (S30)"

1980's
The recession after the second oil shock and how it was overcome

Response to energy conservation and the rapid increase in exports

Response to energy conservation and the rapid increase in exports
Due to the orientation toward energy conservation, the economy and fuel efficiency of Japanese-made small cars attracted attention, so exports increased rapidly. In 1980 Japan became the top automobile producing country in the world. At Nissan Shatai too, export vehicles such as the Violet Wagon (WA10), Caravan (E23) and Fairlady Z (S130) performed strongly.



The Fairlady Z (S130), which was shipped to the United States

1990's
Burst of the economic bubble and changes to customer preferences

Building the current foundation with the minivan

Nissan Shatai achieved dramatic business expansion through the "Fairlady Z". It captured the minivan boom in the 1990s and launched Nissan's flagship minivan, "Elgrand (E50)" into markets around the worldNissan Shatai took up the challenge by integrating its development and production divisions, giving birth to the first-class, top-level minivan, the first-generation Elgrand, which achieved record sales exceeding 230,000 units over five years.



"Elgrand (E50)"

2000's
Burst of the economic bubble and changes to customer preferences

Providing customers with attractive vehicles, from premium cars to commercial vehicles and specially equipped vehicles

To meet the needs of the thriving "camping car" market which has been booming since the COVID-19 pandemic, we have been expanding the special customization operation, for example by producing the Caravan MYROOM with outstanding livability and comfort, and we are quickly delivering the vehicles our customers want in the LCV and SUV sectors. We are working to build vehicles which can meet the various needs of the market.



CARAVAN MYROOM

2010's
Advancing technological innovation
Entering an era of upheaval in the automotive industry

New plant commences operations Meets the needs of the times with two production bases

In 2010, Nissan Shatai Kyushu commenced operations, establishing two production bases: Shonan and Kyushu. The Shonan Plant led global LCV expansion, with the NV200 that it developed becoming a global strategic LCV produced worldwide. The vehicle was also selected as the next-generation New York taxi. Nissan Shatai Kyushu produces the QX80, part of premium INFINITI brand lineup. With the latest facilities and the advanced skills of its "artisans," the plant plays the role of manufacturing the small numbers of INFINITI vehicles that go out to the world.

Nissan NV200 selected as New York city's "TAXI OF TOMORROW"

2020's~
New values and changes in lifestyle and working styles

Providing customers with attractive vehicles, from premium cars to commercial vehicles and specially equipped vehicles

We produce the new "Patrol," "Armada," and INFINITI "QX80," each incorporating technologies that are new to the world and to Nissan for the first time. These are Nissan's flagship models and enjoy strong popularity mainly in the Middle East and North America. In addition to the Caravan MYROOM and NV200 Vanette MYROOM, we have also expanded our specially equipped vehicle business to include production of the "tabicafe," an accommodation vehicle, and we are working to build vehicles that can meet the various needs of the market.

CARAVAN MYROOM



1951
Start of production of Nissan Patrol "4W60"



1962
Production Vehivles at that time



1970
Achieves cumulative production vehicles of one million units



1971
Changes the name of the company to Nissan Shatai in line with our business content



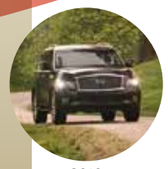
1987
Becomes a company open to the local community.
Holds the corporate festival "Yu-topia" for the first time



2004
Receives an award from the Minister of Environment for activities preventing global warming



2007
Achieves cumulative production vehicles of 15 million units



2010
Start of production of INFINITI QX80(QX56)



2024
The pinnacle of SUVs Patrol "Y63"



2026
Start of production of Elgrand(E53)

Major Businesses

Nissan Shatai is a vehicles manufacturer which has manufacturing functions from development to assembly

Nissan Shatai is a vehicle manufacturer that is engaged in the processes from development to production upon consignment from Nissan Motor Co., Ltd.
When producing a new car, based on the concept and design for the car, it carries out processes from development including design, prototyping, and testing, to preparations for production such as plant assembly line design and introduction of assembly facilities, pressing, welding of car body, painting, vehicle assembly, and quality assurance.

■ Development

Through technologies such as virtual analysis, and over repeated cycles of checks for high productivity before mass production and testing on the test courses, we carry out efficient design work aiming to “zero design changes”.

■ Production preparation

Based on the concept of the Nissan Production Way (NPW), we have established highly productive, quality plants through the introduction of cutting-edge technology and facilities.

■ Production

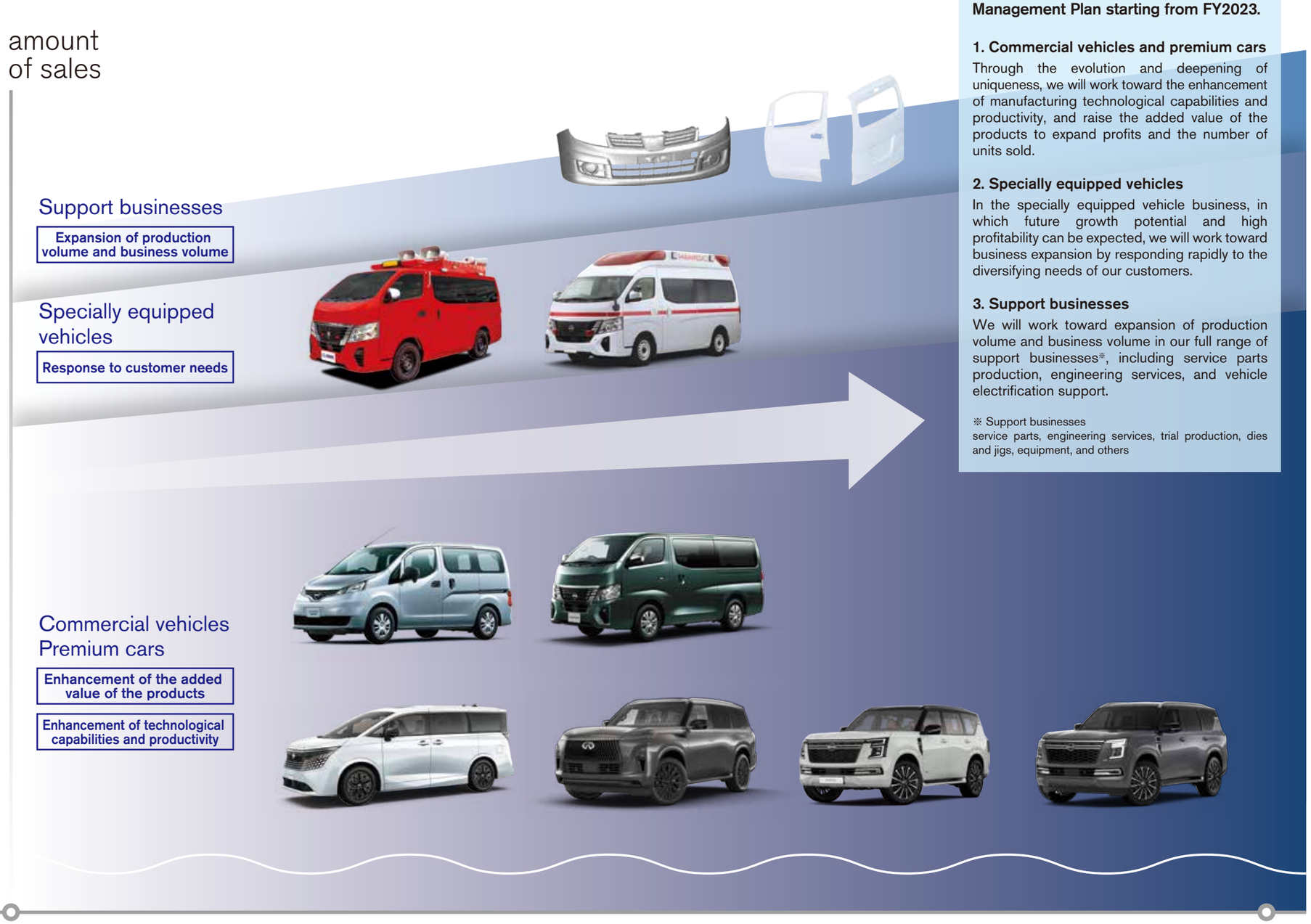
At our two production bases, the Shonan Plant and Nissan Shatai Kyushu, we are improving production efficiency and producing quality cars while remaining environmentally friendly.

Specially equipped vehicles

Nissan Shatai is also injecting effort into built-to-order manufacturing for specially equipped vehicles, which serve different purposes from one vehicle to the next. Specially equipped vehicles are produced by a group company, Auto Works Kyoto, which delivers specially equipped vehicles that meet the needs of customers through an integrated system from development to production.

Development and production support that leverages the know-how we have cultivated

Nissan Shatai not only engages in the manufacturing of our own vehicles, but also responds to the diverse needs of our customers by undertaking vehicle prototyping and testing for vehicles developed by Nissan Motor Co., Ltd., as well as accepting consignments from entities outside the Nissan Group. In addition, we leverage our know-how in high-mix, low-volume production to provide support for the production and supply of service parts.



Nissan Shatai Group will work toward expansion of the following major businesses in the Medium-term Management Plan starting from FY2023.

1. Commercial vehicles and premium cars

Through the evolution and deepening of uniqueness, we will work toward the enhancement of manufacturing technological capabilities and productivity, and raise the added value of the products to expand profits and the number of units sold.

2. Specially equipped vehicles

In the specially equipped vehicle business, in which future growth potential and high profitability can be expected, we will work toward business expansion by responding rapidly to the diversifying needs of our customers.

3. Support businesses

We will work toward expansion of production volume and business volume in our full range of support businesses※, including service parts production, engineering services, and vehicle electrification support.

※ Support businesses
service parts, engineering services, trial production, dies and jigs, equipment, and others

Sustainable corporate foundation



Nissan Shatai will realize carbon neutral by 2050. Through the efforts of all of our employees we will realize a company climate in which anyone can work with motivation and peace of mind.

Whilst pursuing growth in earnings, Nissan Shatai, as a member of the Nissan Group, also aims to be a company that can co-exist harmoniously with society, nature and the environment.
Regarding our environmental response, we have stipulated an Environmental Policy in accordance with Nissan Shatai's Environmental Principle based on the Environmental Principle of the Nissan Group and are endeavoring to promote initiatives from all perspectives.
In particular, we actively advance the manufacturing of environmentally responsible vehicles as a vital mission of the automobile industry, and going forward we will continue to work on the utilization of renewable energy, the electrification of equipment, and energy-saving.
Furthermore, for the coexistence of diverse values and the building of workplaces in which anyone can work comfortably, we will promote activities for diversity, equity & inclusion(DE&I), workplace environment development, safety, and health. Moreover, we think of our employees as "human resources" rather than "personnel," consider the training of our employees to be one of our important management strategies, and will actively work on the development of our human resources.
In addition, we will work toward harmonious coexistence with local communities through a variety of initiatives by the company.
We will continue to actively interact with communities and conduct community welfare activities and volunteer activities for disaster recovery, as well as learning support activities for elementary school students.
Meanwhile, recognizing that defense against rapidly increasing cyber-attacks in recent years is a priority issue, we are implementing strengthened cybersecurity measures while accelerating our digital transformation initiatives.

We are engaged in community contribution activities as an open company.



Plant Tours for elementary school students



Open Day

Nissan Shatai interacts with communities in many ways. Every year, the Shonan Plant welcomes approximately 20,000 students from nearby elementary schools for tours in conjunction with social studies lessons. The Shonan Plant also holds corporate events featuring vehicle displays and promotions that are open to local residents and their families, and supports and participates in various community events as part of its ongoing community-based activities.

Category	Expense Items	Goals
Environment	CO_2 emissions per unit	Reducing CO_2 emissions per unit by 52% by FY2030(Compared to FY 2018) ※FY2025 Achievements 0.32t-CO_2/ vehicle(FY2018 0.28t-CO_2/ vehicle)
Social	Improvement of DE&I Survey Score	FY2026 71%(affirmative response rate) ※FY2025 Achievements 71.0%
	Ratio of Female Managers	Over 8% by the end of FY2030 ※FY2025 Achievements 5.2%
	Rate of paternity leave	FY2026 Nissan Shatai 60%, Nissan Shatai Kyushu 30% ※FY2025 Achievements Nissan Shatai 66.7%, Nissan Shatai Kyushu 54.5%
	Ratio of employees with disabilities (Consolidated)	FY2026 2.90% ※FY2025 Achievements 2.68%



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



We are working on DE&I for the building of workplaces in which anyone can work comfortably



Training to master painting skills which uses a large screen instead of an actual vehicle. We are introducing education and training which are adapted to the current era

We are promoting working style reforms that recognize the needs of our people. We have received Platinum Kurumin*1 certification, White 500 Company*2 certification, and have been recognized and honored with Eruboshi*3 certification , Food and Nutrition Education Practice Excellent Corporation*4 as well.

※1 : Certification based on Article 13 of the Act on Advancement of Measures to Support Raising Next-Generation Children
※2 : Certification under the Certified Health and Productivity Management Organization Recognition Program promoted jointly by Japan's Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi
※3 : Recognition by the Minister of Health, Labour and Welfare for companies with excellent initiatives for the active engagement of women in the workplace, among companies that have formulated and submitted action plans based on the Act on the Promotion of Women's Active Engagement in Professional Life
※4 : The program was established by the Ministry of Agriculture, Forestry and Fisheries, and recognizes companies that, among those applying for the "Certified Health & Productivity Management Organization" certification, are actively engaged in providing healthy meals to employees and implementing and evaluating initiatives to improve their dietary habits.

Creation of appealing products



Nissan Shatai will meet the diversifying needs of our customers in a timely manner and create products and value which excite our customers.

As commercial vehicle and premium car professionals, Nissan Shatai will provide products which are praised by our customers. We will enhance our specially equipped vehicles and propose new products which meet diversifying needs in a timely manner to our customers.
Our Caravan (export name: URVAN) features a wide variety of variations. Since their introduction, we' ve continued to strengthen the line' s appeal through adding advanced safety equipment, increasing grades, improving fuel efficiency, and enhancing designs, etc. This has led to a line of vehicles that have an excellent reputation in both the domestic and overseas markets.
In addition, the full-size luxury SUVs manufactured at Nissan Shatai Kyushu, which underwent their full model change in 2024, continues to receive high acclaim particularly in Middle Eastern and North American markets even now, approximately two years after its launch.
In 2026, we began mass production of the all-new Elgrand, marking its first full model change in 16 years. It incorporates numerous advanced technologies that achieve quietness, excellent fuel efficiency, and a comfortable ride, with the aim of further enhancing customer satisfaction. In addition, for the commercial vehicle NV200 Vanette, we are strengthening product competitiveness by making door mirrors with a “door-lock-linked folding function” and “3 flash pass feature” standard equipment across all grades.
Going forward, we will continue to aim for rapid vehicle planning based upon market surveys, swift vehicle commercialization and pro-active sales support, production of service parts and also aim to expand the CASE* businesses including electrification, and we will further strengthen the unique initiatives of our companies that allow us to meet a wide variety of customer needs.

※CASE : Connected, Autonomous, Shared & Services, Electric

The Caravan specially equipped vehicles which ensure that our customers' needs have been met swiftly and accurately



The specially equipped Caravan has many variations of the Caravan all feature leading-edge safety, functionality, and convenience, while ensuring that our customers' needs have been met swiftly and accurately. The customization of these vans is performed by Auto Works Kyoto, a Nissan Shatai group company. The lineup includes a high-spec ambulance "NISSAN PARAMEDIC", fire-fighting vehicles, police vehicles, and preschool buses.



An accommodation vehicle “tabicafe”
A cozy tabicafe space, just for two.
Based on the Caravan, it features a bright interior and a spacious bed, creating a relaxing space where two people and their pet can enjoy a café atmosphere at their leisure inside the vehicle.





The Patrol has a history of more than 70 years as a vehicle produced by our company. While inheriting its legacy, it achieves advanced design and functionality along with robust performance, and enjoys tremendous popularity in the Middle East region.



The Armada is a sister model that shares basic components with the Patrol. We also have a lineup that includes the off-road “PRO-4X” trim, which is available for Nissan's full-size SUV and pickup truck models.

Evolution and deepening of uniqueness

Nissan Shatai will continue to explore innovation, efficiency and flexibility through technologies and ideas brimming with uniqueness.

Nissan Shatai has two vehicle production plants including our Shonan Plant and Nissan Shatai Kyushu. The two plants have incorporated the Nissan Production Way (NPW) . At the Shonan Plant, we conduct efficient, high-quality production of LCV. Nissan Shatai Kyusyu is carrying out high-mix, low-volume production, where vehicles with structural differences are produced on the same line.※1

Our plants are supported by one of the strengths of our company: integrated manufacturing. Nissan Shatai has development divisions that focus on design and production of test vehicles, as well as and tool & machinery engineering divisions that focus on designing and producing equipment for production facilities. There are also test divisions to check every aspect of our vehicles, with development, production and quality control all being part of the same integrated process. Both the Shonan Plant and Nissan Shatai Kyushu are leveraging this integrated manufacturing system to pursue an efficient production system in line with the number of units produced. Moreover, they build the optimal production technologies and methods for high-mix low-volume products.

In the development division, we are strengthening technologies related to advanced driver assistance systems, for which demand is expected to increase further, and advancing the application of advanced ITS※2 technologies. In the production division, while aiming to realize a ” Production lines that are kind to humans, ” we are working to further develop our own flexible manufacturing processes, including dieless hemming technology. Dieless hemming is a forming technology that enables highly precise hemming produced in extremely small volumes without the use of dedicated dies or jigs, making it possible to efficiently produce a wide variety of parts.

We will further hone these technologies together with the comprehensive manufacturing capabilities we have cultivated as a complete vehicle manufacturer, continuing to be a trusted presence in the manufacturing of commercial vehicles, premium cars, and specialty equipped vehicles. Starting in fiscal year 2027, we will also leverage these technologies in our service parts production business to provide new value that supports car manufacturing.

※1 Producing multiple vehicle models on the same line, such as monocoque vehicles (a production method for passenger vehicles and commercial vans where the framework and body are produced as one part) and Frame-vehicles (vehicles where the body is installed on a strong frame such as SUVs, trucks etc.)
※2 Intelligent Transport Systems.



Dieless hemming technology



The characteristic of the Shonan Plant is flexible manufacturing on a compact line. It continues to pursue the optimal methods



A CAE analysis image used to consider frame designs. We will further deepen the manufacturing technologies unique to Nissan Shatai, such as next generation frame-vehicles, etc.



Advanced Active Noise Control of the all-new Elgrandis a Nissan world-first: it simultaneously reduces both engine noise and road noise, delivering outstanding cabin quietness



The instrument panel of the all-new Elgrand integrates seamless capacitive switches, and the center and meter displays use a 14.3-inch integrated interface display – a Nissan first in Japan

Sustainability

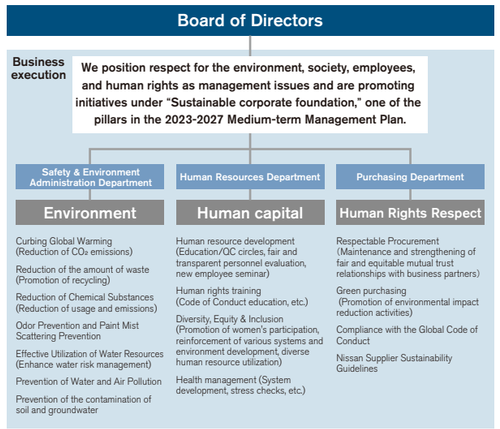
Sustainability at Nissan Shatai

View of sustainability

Nissan Shatai and Nissan Shatai Kyushu approach the environment, society, employees, and respect for human rights as management issues from the standpoint of sust ainability, and one of the pillars of our 2023-2027 Medium-term Management Plan advocates establishment of a “sustainable corporate foundation.” Under the pillar of “Sustainable corporate foundation,” we will pursue sustainable growth and enhance corporate value over the medium to long term by promoting initiatives to achieve carbon neutrality by 2050 and to build a corporate culture in which diverse human resources can work with a sense of fulfillment and peace of mind.

Sustainability Strategy Promotion Structure

We report initiatives related to sustainability to the Board of Directors at appropriate times.



Nissan Shatai’s Commitment to Sustainable Development Goals

Risk management

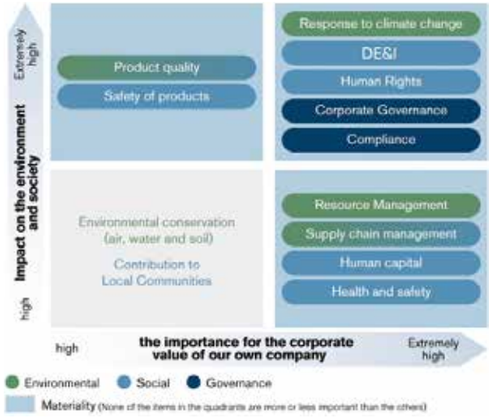
We establish a Risk Management Committee with the Director & President as the Committee Chair to promote risk management, discover and identify matters that interfere with business continuity and risks that threaten stakeholder safety and reassurance, and review and implement necessary measures. These processes aim to prevent risks ahead of time and minimize damages and prevent reoccurrence if they occur. We identify and assess risks based on the frequency of occurrence and scale of damages and manage serious risks via the Risk Management Committee.

Values and activities like this at the Nissan Shatai Group are making a contribution to accomplishing the sustainable development goals.

Materiality (Key issues)

Of the 13 items extracted with the purposes of the sustainable growth of the company and the realization of a sustainable society through ESG initiatives and contribution to the SDGs for global environmental and social issues, we specified 11 items as Materiality (Key issues) which Nissan Shatai should give top priority to tackling.

Based on the concept of double materiality, we organized a matrix on the two axes of “the impact on the environment and society” and “the importance for the corporate value of our own company.”



The process for determining Materiality (Key issues)

STEP 1	Identification of issues for consideration	Extract the issues which should be considered from the guidelines, social trends, the SDGs, etc.
STEP 2	Specification of the key issues	Classify and organized the identified issues from the perspective of sustainability (environment, society, and governance)
STEP 3	Prioritization of the materiality	Prepare the matrix on the two axes of the impact on the environment and society and the importance for the corporate value of Nissan Shatai
STEP 4	Determination of materiality items	Discussion and approval at the executive committee and then report to the board of directors

Initiatives for materiality (key issues) and SDGs goals, and risks and opportunities

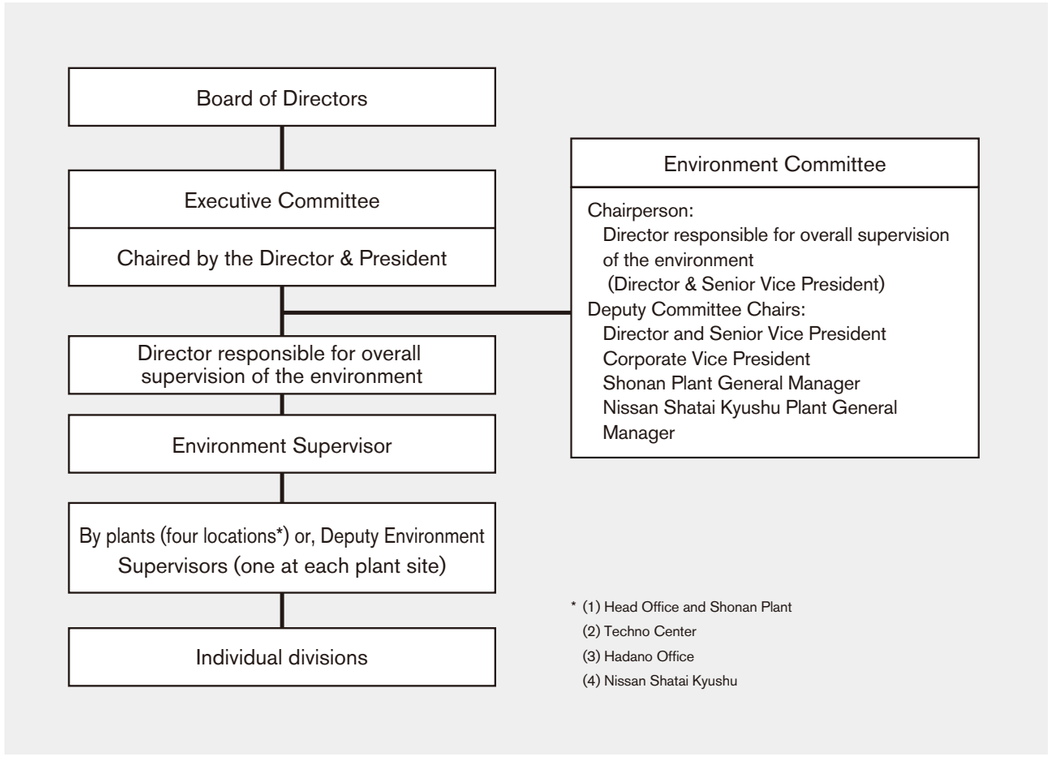
category	Materiality	Action items	Initiatives	Goals of contributing SDGs	Main risks	Main opportunities	Reasons for selection
E) Environmental	Response to climate change	Carbon neutral Clean exhaust gas Electrification of cars Renewable energy utilization Pursuit of energy efficiency	In addition to the steady execution of existing items, such as renewals to energy-saving facilities, etc., we will promote various activities for realization of carbon neutral by 2050, including the deployment of clean energy, promotion of technology development to respond to CASE, etc. Nissan Shatai has set a target of reducing CO_2 emissions per unit by 52% by 2030, compared to FY2018, and is advancing initiatives such as switching to LED lighting, visualizing electricity usage, and transitioning to “green power.” As part of this, in 2025, we installed solar panels on the roof of the headquarters’ main building.	7, 11, 13, 15, 17	Plant disaster accompanying abnormal weather related to hotter temperatures, increased natural disasters due to climate change, cost increases due to regulatory strengthening, increase in energy costs due to deployment and expansion of a carbon tax	Introduction of renewable energy, development of low-carbon technology	As natural disasters caused by climate change intensify and international calls for the transition to a decarbonized society grow, the automotive industry is also required to reduce CO_2 emissions.
	Resources management	Promotion of 3Rs (reduce,reuse, recycle) approach Effective utilization of water resources	Promotion of vehicle development based on the 3Rs. Reduction of water utilization for manufacturing based on the Nissan Green Program To reduce environmental impact across the entire supply chain, we share Nissan’s procurement policy and environmental philosophy with our suppliers of automotive parts and materials, and work together on activities including quality control and material management.	6, 12, 14, 15, 17	Rise in raw material prices, supply anxiety due to resource depletion, strengthening of environmental regulations	Promotion of resource efficiency, development of recycling technology, sustainable resource procurement	Amid growing calls to address resource constraints and waste issues, it is necessary to reduce environmental impact through the effective utilization of resources and contribution to a circular economy.
E) Environmental S) Social	Supply chain management		With the aim of resolving and preventing social and environmental issues in business, the Nissan Group has established the Nissan Supplier Sustainability Guidelines and has been exchanging confirmation documents with suppliers.	8, 9, 12	Severing of the supply chain by abnormal weather, issues with suppliers’ working environments	Improvement in supply chain transparency, sustainable procurement, strengthening of cooperative relationships with suppliers	The risk of supply chain disruption due to geopolitical risks, natural disasters, and material shortages is increasing, making it essential to achieve both stable and responsible procurement.
	Product quality		Development and production divisions are working together in order to construct a “high quality guarantee process.”	9, 12	Recalls due to quality issues, decline in brand image, customer attrition	Improvement in brand value through quality enhancement, improvement in customer satisfaction, increase in repeat customers	To earn customer trust and maintain brand value, it is necessary to continuously provide high-quality products and minimize risks related to market quality.
S) Social	Diversity・Equity & Inclusion		With a basic policy of “being a company where all workers can fully utilize their tarent,” we promote diversity, fairness, and acceptability With a target of raising the ratio of women in managerial positions to 10%, we are working to build a supportive corporate culture and design the necessary systems to achieve this goal. We continue to maintain our “Platinum Kurumin” and “Eruboshi” certifications.	5, 8, 10	Human resource outflow due to lack of diversity, legal issues, social criticism	Innovation through utilization of diverse human resources, improvement in corporate culture, improvement in brand image	Developing a workplace environment in which diverse human resources can demonstrate their abilities, and linking this to securing human resources, revitalizing the organization, and creating innovation, is an important factor in enhancing corporate competitiveness.
	Human Rights		We respect the human rights of all stakeholders and do not condone any discrimination. We prevent forced labor and child labor in the supply chain	5, 8, 10	Legal issues due to human rights violations, decline in brand image, social criticism	Improvement in corporate evaluation through respect for human rights, strengthening of competitiveness in global markets, improvement in brand image	As international calls for respect for human rights grow, it is necessary to prevent human rights violations not only within the company but across the entire supply chain, and to promote responsible business activities.
	Human capital	Human Resource Development Workplace environment improvements Promotion of work-life balance	We have developed a personnel evaluation system and training operations aimed at our employees and company growing together Enhancement of employee satisfaction through the improvement of problem solutions To promote flexible working styles, we have introduced a flextime system and remote working (working from home).	4, 8	Human resource outflow, resource shortage, skill gaps, decline in employee morale	Improvement in employee skills through education and training, enhanced employee engagement, increased employee motivation	To respond to technological innovation and changes in the business environment, it is necessary to support employees’ capability development and career formation, and to continuously improve organizational capabilities.
	Health and safety	Health management Occupational Safety and Health	Promotion of health maintenance and enhancement activities based on the corporate policy that “Only people with sound mind and body are able to work with vigor, peace of mind, and integrity” Promotion of improvement of both hard and soft aspects of the workplace environment aimed at a “safe and people-friendly workplace”	3	Industrial accidents, productivity decline due to health issues, legal issues	Enhancement of productivity through provision of healthy workplace environment, improved employee satisfaction, enhanced corporate evaluation	The safety and health of employees form the foundation of business activities. By preventing occupational accidents and promoting health management, we aim to enhance job satisfaction and productivity.
	Safety of products		Safety enhancement of commercial vehicles, premium cars, specially equipped vehicles, and the support business through the application of cutting-edge technologies and responses to social requirements	3, 9, 11	Legal issues, decline in brand image, decline in social credibility	Gaining of customer trust through provision of highly safe products, enhanced brand value, increase in repeat customers	As an automobile manufacturer providing products that are directly related to human life, we make ensuring safety performance as our top priority and provide products that customers can use with peace of mind.
G) Governance	Corporate Governance	Strengthen corporate governance Strengthen Risk Management	Effective implementation of the Corporate Governance Code and establishment of internal control systems Enhancement of security measures based on the business continuity plan (BCP)s	8, 11, 13, 16	Management instability due to governance dysfunction, decline in investor confidence, decline in corporate value	Stable management through transparent and efficient governance, gained investor trust, enhanced corporate value	By ensuring transparency and fairness in management, and by making prompt and appropriate decisions, we aim to enhance corporate value over the medium to long term.
	Compliance		Development and dissemination of a Code of Conduct, quick identification and rectification of problems using an internal and external hotline system, determination of solutions in the Compliance Committee and implementation of the solutions	16	Penalties due to legal violations and their responses, decline in corporate value, social criticism	Enhancement of corporate value through legal compliance, strengthened legal compliance functions, maintained and gained social trust	Violations of laws and regulations or misconduct can lead to a loss of corporate trust and risks to business continuity; therefore, it is necessary to thoroughly conduct business activities based on high ethical standards.

Realization of carbon free society

In environment-related initiatives, based on recommendations by the Task Force on Climate-Related Financial Disclosures (TCFD), we intend to build governance and risk management that address climate change and review risks and opportunities as well as responses in accordance with the climate change scenario. We plan to advance responses recognized risks and opportunities and promote initiatives to realize a "sustainable corporate foundation."

Governance

We formed an Environment Committee and are promoting organizational activities to reduce the environmental burden by formulating environment-related policies, targets, and goals, confirming progress with the environmental management plans of each department, and discussing revisions to the environment management system. The Director & Senior Vice President, who is responsible for the overall supervision of environment-related activities, chairs the Environment Committee and periodically reports content from the Environment Committee at the Executive Committee chaired by the Director & President. The Director & Senior Vice President reports discussions and decision items from the Environment Committee at the Board of Directors.



Environmental audits

In order to confirm whether or not the system is being operated appropriately, we regularly implement internal environmental audits, which adopt an auditor system comprised of in-house certified auditors, and external environmental examinations conducted by third-party organizations.

Internal environmental audits

In the internal environmental audits, in-house auditors who have received auditor education check the operating status and effectiveness of the environmental management systems, and confirm whether the environmental management systems are being operated properly in each division.



ISO14001 internal auditor training education

External environmental examinations

We implement external environmental examinations in order to confirm that the environmental management systems conform with the requirements of IS014001, are being operated appropriately, and are being improved continuously. These include renewal examinations carried out once every three years and maintenance examinations carried out every year, In December 2025, we underwent a maintenance examination. As a result, we were evaluated as satisfying the requirements of ISO14001 and operating appropriately, and the continuation of our certification was approved.

Strategies, risks and opportunities

For our review of climate change risks and opportunities that affect business, we envisioned a society based on the IEA's 4℃ and 2℃ scenarios and the IPCC's 1.5℃ special report. The following table presents recognized risks and opportunities. We also intend to cautiously review impact on the company's financial conditions.

Category		Risks and opportunities
Risks	Policy and legal regulations	Impact of technology development and production costs to comply with even stricter car fuel economy and emission regulations
		Increase in energy costs due to deployment and expansion of a carbon tax
	Market change	Decline in new vehicle sales volume due to change in consumer sentiment such as increased use of public transportation, bicycles, and mobility services
	Price upturn	Upturn in raw material prices accompanying increase in demand related environmental responses
	Abnormal weather	Plant disaster accompanying abnormal weather related to hotter temperatures (suspended operations, restoration investments, etc.)
		Severing of the supply chain by abnormal weather related to hotter temperatures
Opportunities		Increase in demand driven by development of CASE-related products
		Reduction of energy costs through expansion of investments in

* IEA: International Energy Agency
IPCC: Intergovernmental Panel on Climate Change
CASE: Connected, Autonomous, Shared & Services, Electric

Responses to risks and opportunities

In the 2023-2027 Medium-term Management Plan, Nissan Shatai Group intends to implement the following activities aimed at minimizing recognized climate change risks and maximizing opportunities.

Realization of technology that improves the global environment via carbon neutrality and responds to customer needs

◇ Rigorous utilization of existing technology items
- Promotion of LEDs for all lighting, renewals to energy-saving facilities, further visualization of energy consumption, and promotion of eco-friendly offices, use of electric vehicles for company vehicles

◇ Deployment of clean energy
- Deployment of solar power and other renewable energy

◇ Development of technologies needed for responses to CASE and other trends

◇ Realization of quality that exceeds customer expectations

◇ Response to legal and social requirements

Preparation for disasters and a business continuity plan (BCP)

◇ Preparation for serious disasters
◇ Response to parts supply issues

Risk management

Nissan Shatai Group intends to review issues and responses and proceed with actions in addressing risks related to climate change by operating the Risk Management Committee, Environment Committee, and Environment Management System.

GHG emissions long-term reduction targets

Nissan Shatai will realize carbon neutral by 2050.

Metrics and targets

Nissan Shatai Group set a goal pertaining to climate change of reducing CO_2 emissions per unit by 52% by 2030, premised on attaining carbon neutrality in 2050.

The scope 1 and 2 CO_2 emissions of Nissan shatai and Nissan shatai kyushu are shown on p.57.

We will continue to promote measures such as switching to renewable energy and changing to energy-saving equipment while assigning levels of prioritization.



Environmental Management

Environmental Policy and Environmental Principle

Nissan Group's Environmental Principle

Symbiosis of People, Vehicles and Nature

Nissan Shatai's Environmental Principle

Nissan Shatai recognizes the importance of protecting the environment, strives to produce vehicles that are kind to nature, to people and society and contributes to protecting the environment and to the development of a prosperous society.

Nissan Shatai &
Nissan Shatai Kyusyu Environmental Policy

Each and every one of our employees must have environmental awareness and work toward improvements aimed at achieving carbon neutral by 2050.

1. We must comply with all environmental requirements, including prefectural and local government ordinances as well as national laws and regulations.
2. To protect the environment, we are committed to the following:
   1) Efficient use of energy in production facilities and offices with the objective of reducing CO_2 emissions.
   2) Appropriate management and reduction of waste materials and increase in the recycling of resources.
   3) Prevention of events that could lead to environmental pollution.
3. In designing and developing vehicles, we must consider their environmental impact in terms of factors including fuel consumption, emissions, and recycling.
4. As well as nurturing a corporate climate that values harmonious community relations, we must strive to communicate effectivy with local residents by proactively sharing information.
5. To achieve even higher levels of environmental performance, we must continually improve our environmental management systems.

Chief Environmental Officer
Director and Senior Vice President
Kazuo Urakami

ISO14001

Nissan Shatai is aiming to be a company which can co-exist in harmony with society, and we are actively tackling environmental activities. We are aware of the importance of our social responsibility as a company with respect to the environment, and we have acquired accreditation for ISO14001, which is the international standard for environmental management.

Acquisition of accreditation

ISO14001 accreditation has been acquired for Nissan Shatai companywide. Initially, accreditation was acquired individually in the production division and the product development division, but in FY2010 we acquired accreditation in a form that integrated these two accreditations and in FY2011 the integration was expanded to Nissan Shatai Kyushu as well.
In this way, we are building consistent environmental management systems for the entire group and organizationally promoting sustained environmental impact reduction activities, rather than building individual systems with respect to the production bases and the product development process.

Acquisition of accreditation by the production division
· December 26, 1997
Acquisition of accreditation by the product development division (Techno Center Development Division)
· December 14, 1999
Acquisition of integrated accreditation by the production division and the product development division
· January 21, 2011
Acquisition of expanded accreditation by Nissan Shatai Kyushu
· January 20, 2012



Nissan Shatai Co., Ltd. ISO14001 accreditation registration certificate

Environmental Education

As presented in our environmental policies, we believe that "fostering a mindset of valuing the environment in each and every employee" is most important in order to continue being an environmentally-friendly company. For that reason, Nissan Shatai is carrying out the following kinds of initiatives.

Education and training

Nissan Shatai and Nissan Shatai Kyushu conduct environmental education for all of their employees every year.

Environmental management systems education

We conduct education every year in order for our employees to understand the content of our environmental management systems and perceive their importance. Regarding the environmental policies of the company, the environmental work plan and the role of each division, etc., at the beginning of the fiscal year the Environmental Management Administrator implements manager education, and each manager implements education for the section employees in his/her own division.

Special environmental education

With respect to employees carrying out operations in facilities which could have a marked impact on the environment through air pollution and water contamination, etc., we conduct education to make them perceive the importance of environmental management in their work, in order to raise their awareness.

Environmental accident response training

Departments that use facilities that have the potential to significantly impact the environment conduct training more than 1 times a year in the event of an accident or emergency. This training is designed to minimize damage and prevent spills outside the company in the event of an accident.



Environmental accident response training

Product Development

Improving Fuel Efficiency

Improving fuel efficiency constitutes the competitiveness of the products, which are vehicles, and at the same time is the social demand imposed on us from the perspective of the conservation of limited global resources. A wide range of technological innovations are necessary for these improvement activities, including alternative energy compatibility and combustion technology development, as well as development of the materials for making cars lighter, making drive-trains highly efficient, reducing air resistance, etc.

Outcomes of the activities

◆ Product Initiatives for improving fuel efficiency

With the goal of improving the environmental performance of development vehicles, Nissan Shatai is complying with strict CO_2 emissions regulations while continuously advancing the development of products with outstanding fuel efficiency performance.

The Caravan is a diesel vehicle which, depending on the grade, has achieved the "fiscal 2022 fuel efficiency standard," "95% of the fiscal 2022 fuel efficiency standard" or "90% of the fiscal 2022 fuel efficiency standard."

The NV200 Vanette Van 2WD has achieved "105% of the fiscal2022 fuel efficiency standard."



CARAVAN DX



NV200 VANETTE 2WD

Exhaust gas cleaning

We are aiming to deliver as many environmentally-friendly clean exhaust gas vehicles as possible to our customers. For that reason, we are collaborating with Nissan Motor to stipulate voluntary target values, and are actively tackling technology development and commercialization.

Promotion of product development for realization of an environmentally-friendly vehicle society

Nissan Shatai, which consistently manages development, manufacturing, and product guarantees, has set the environmental goal of "promotion of commercialization conforming with voluntary standard values stricter than the exhaust gas regulatory values stipulated in the law" and is constantly advancing product development based on the Nissan Green Program, which considers the four issues of "climate change," "air quality," "resource dependency" and "water resources" to be the important issues.

Initiative to expand commercialization of low exhaust gas vehicles

In order to provide more environmentally-friendly vehicles at more affordable prices and to introduce exhaust gas cleaning technology to as many of our vehicles as possible in order to meet the demands of society, we are working toward the goal of acquiring low exhaust gas vehicle certification for the vehicles we sell domestically.

Regarding production vehicles in Nissan Shatai, in the WLTC mode* the NV200 Vanette Van 2WD, and Elgrand vehicles have all achieved the 2018 standard exhaust gas 50% reduction level. The NV200 Vanette Van 4WD, and Caravan vehicles have all conformed with the 2018 standard exhaust gas regulations.

* WLTC mode is an international driving mode comprised of the average use time allocation for each driving mode: "city," "suburb" and "high-speed road."
City mode: anticipates comparatively slow driving impacted by traffic lights and traffic congestion, etc.
Suburb mode: anticipates driving which is not impacted much by traffic lights, traffic congestion, etc.
High-speed road mode: anticipates driving on high-speed roads, etc.

Reduction and improvement of the recyclability of environment-impacting substances

In order to encourage the recycling of cars as a part of the efficient circulation of resources, it is necessary to design new model vehicles while considering from the design stage what happens to the vehicles after they have been used. For that reason, we are advancing the improvement of material aspects, including restrictions on the use of substances which have a marked impact on the environment and the active adoption of materials which can be recycled easily, etc.

Reduction of environment-impacting substances

Based on the global policy of Nissan Motor, we ascertain and manage the chemical substances contained in our products and are advancing the elimination of the following kinds of environment-impacting substances.

◆ Reduction of heavy metal compounds (lead, mercury, cadmium, hexavalent chromium)

Lead: Eliminated (some exclusions including batteries, electronic circuit boards and electrical application solder, etc.)

Mercury: Elimination completed (some exclusions including discharge headlamps and fluorescent lamps for displays). Furthermore, we have eliminated cadmium.

Hexavalent chromium: Eliminated (some territories excluded but in these cases (North America, general exports, etc.) Nissan has set its own targets and is working to reduce use).

◆ Reduction of specified bromine flame retardants , etc.

Specified bromine flame retardants (pentabromodiphenyl ether, octabromodiphenyl ether): Elimination completed.

◆ Reduction of VOCs (Volatile Organic Compounds) inside vehicles

VOCs is the collective term for Volatile Organic Compounds such as formaldehyde and toluene, etc. which are thought to be the cause of irritation in the nose and throat.

In the Caravan, in order to reduce VOCs inside the vehicle, we have reduced the volatilization amount of the seats and door trim, floor carpet, etc. by revising the members and adhesive agents used in them. Furthermore, we have reduced the level of the 13 substances stipulated by the Ministry of Health, Labour and Welfare* to below the indoor concentration guideline values.

* The 13 substances stipulated by the Ministry of Health, Labour and Welfare: the 13 substances which are VOCs (Volatile Organic Compounds) that cause sick car and sick house syndrome for which the Ministry of Health, Labour and Welfare has stipulated indoor concentration guideline values (formaldehyde, toluene, xylene, para-dichlorobenzene, ethylbenzene, styrene, chlorpyrifos, di-n-butyl phthalate, tetradecane, di-2-ethylhexyl phthalate, diazinon, acetaldehyde, and fenobucarb)

Improvement of recycling Efficiency

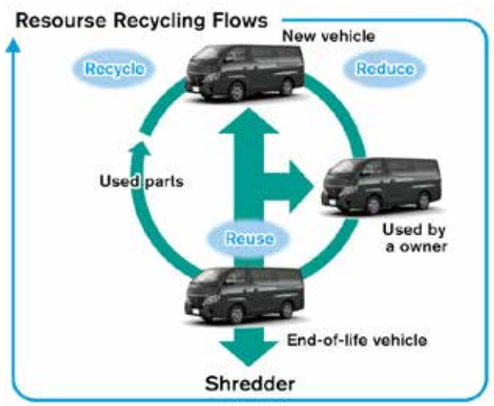
With the aim of building a recycling-oriented society, and based on the 3Rs (reduce, reuse, recycle) approach, we have prepared the Recycling Design Guidelines incorporating a variety of improvement proposals for carrying out the design of new model vehicles.

<The 3 R>

Reduce: Reducing from the start any materials which will become waste.

Reuse: Reusing used parts as secondhand parts.

Recycle: Using removed parts as raw materials (Recycle)



Content of recycling improvement

Content of the recycling	Response of the Caravan
· Adoption of materials which can be recycled easily	· Promotion of parts design with a single material · Expanded adoption of thermos-reversible resin · Implementation of labels for each material (marking)
· Active adoption of the materials of parts collected from the market	· Utilization of recycled parts from bumpers · Utilization of shredder residue

Recycling rate is over 95%.

Examples of the main parts recycled in the Caravan



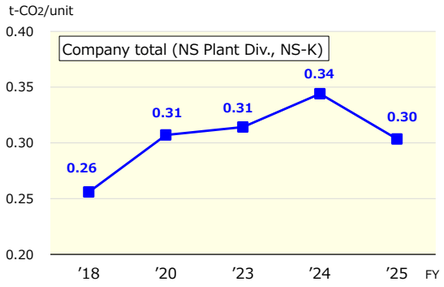
Production

Curbing Global Warming

Energy is necessary for the production of vehicles and CO_2 is generated by the consumption of energy. In recent years, Nissan Shatai has endeavored to curb global warming by working to improve its operational and management methods.

FY2025 Achievements

Trends in CO_2 emissions per production vehicle



3WET painting greatly reduces CO_2

In the painting of vehicles there is a process involving bake-drying the paint at a high temperature, and the CO_2 emissions from the painting plant constitute approximately one quarter of the emissions of the entire plant. Nissan Shatai Kyushu has adopted 3WET which eliminates the bake-drying after the application of the middle coat in order to reduce CO_2 emissions.

Moreover, in response to the increase in CO_2 due to the water-based topcoat color base paint we adopted to reduce VOCs (Volatile Organic Compounds) (drying equipment for evaporating the moisture is necessary), we have adopted the "Air Shield Integrated with a Painting Machine " which integrates drying equipment with the paint gun (jointly developed with Taikisha Ltd.), cutting in half the moisture evaporation time. Due to this, we have reduced the CO_2 emissions from the topcoat color base to the clear paint by 25% (the highest level in the world).
Due to these measures, we have reduced CO_2 emissions in the painting plant overall by 16%.

Content of the main initiatives in FY2025

◆ **Improvement of energy-saving at the production plant facilities**

In FY2025, in addition to continuing to replace conventional lighting with LEDs, we also continued to introduce clean energy, and newly installed solar panels on the roof of Nissan Shatai's head office main building.
In addition, we continue to work on stable production activities (improving the operating rate and first-pass yield) and are advancing activities to curb global warming.

The Progress of the Initiatives

'03	Nissan Shatai: Adoption of a building cooling system which uses photocatalysts
'04	Nissan Shatai: Building an energy monitoring system for main buildings and facilities
	Nissan Shatai: Implementation of the downsizing of the boilers in Area #1
	Nissan Shatai: Construction of an improvement system for compressor control
	Nissan Shatai: Installation of freon recovery equipment
'05	Nissan Shatai: Installation of a co-generation system in the Techno Center <Gas engine> Water-cooled 4 cycle, V20 cylinder, 48,700cc <Amount of electricity generated> 920kW <Use of exhaust heat> Used in refrigeration using an absorption refrigerating Nissan Shatai: Machine used in feed-water heating of the boiler <Effect> Reduction of CO_2 emissions: down 650 tons/year Nissan Shatai: Implementation of the downsizing of the boilers in the Techno Center
'06	Nissan Shatai: Adoption of energy-saving lamps, management of truck transportation
'07	Nissan Shatai: Stopping of the A color topcoat painting production line in Area #1
'10	Nissan Shatai: Consolidation of production of the three vehicle models produced in Area #1 into Area #2
	Nissan Shatai Kyushu: Commencement of production
'11	Nissan Shatai: Implementation of special summertime power saving activities (July to September) (night shift for operating times, changes to holidays, etc.)
	Nissan Shatai: Stopping of the Area #1 painting plant due to the consolidation of the painting process
'13	Nissan Shatai: All of the buildings and facilities in the areas subject to closure in Area #1 are consolidated into other zones
'14	Nissan Shatai: Inverterization of the paint electrodeposition circulation pump
	Nissan Shatai Kyushu: Adoption of the microfine particle painting method
'15	Nissan Shatai: Improvement of production efficiency by converting the resin plant into a single production line
'16	Nissan Shatai: Conversion of the welfare building fluorescent lights and mercury lights into LEDs
	Nissan Shatai Kyushu: Conversion of the lighting into LEDs
'17	Nissan Shatai: Reduction of the temperature in the resin painting ovens
'18	Nissan Shatai: Renewal of the Techno Center refrigerating machines
'19	Nissan Shatai: Conversion of the Techno Center Main Design Building fluorescent lights into LEDs
'20	Nissan Shatai: Conversion of the Hadano Experiment Department office building fluorescent lights into LEDs
'21	Nissan Shatai: Conversion of some of the Techno Center Processing Machines Administration Building fluorescent lights into LEDs
	Nissan Shatai: Conversion of the Hadano Experiment Department workspace fluorescent lights into LEDs
'22	Nissan Shatai: Energy saving through the use of small air compressers at the sheet metal plant of the press factory
	Nissan Shatai Kyushu: Energy saving by improving electrodeposited chiller function
'23	Nissan Shatai and Nissan Shatai Kyushu: Promotion of the conversion of lighting to LEDs
'24	Nissan Shatai: Introducing clean energy
'25	Nissan Shatai: Installation of solar panels on the headquarters' main building roof

Reduction of waste

We are working to encourage recycling of the waste generated in the vehicle production process. Furthermore, we tackle activities to reduce the amount of waste, and advance activities in accordance with our Plan on the Reduction of Generation of By-products, etc. based on the Act on the Promotion of Effective Utilization of Resources, to maintain our recycling rate at 100%.

FY2025 Achievements

◆ **Reduction of the amount of waste generated**

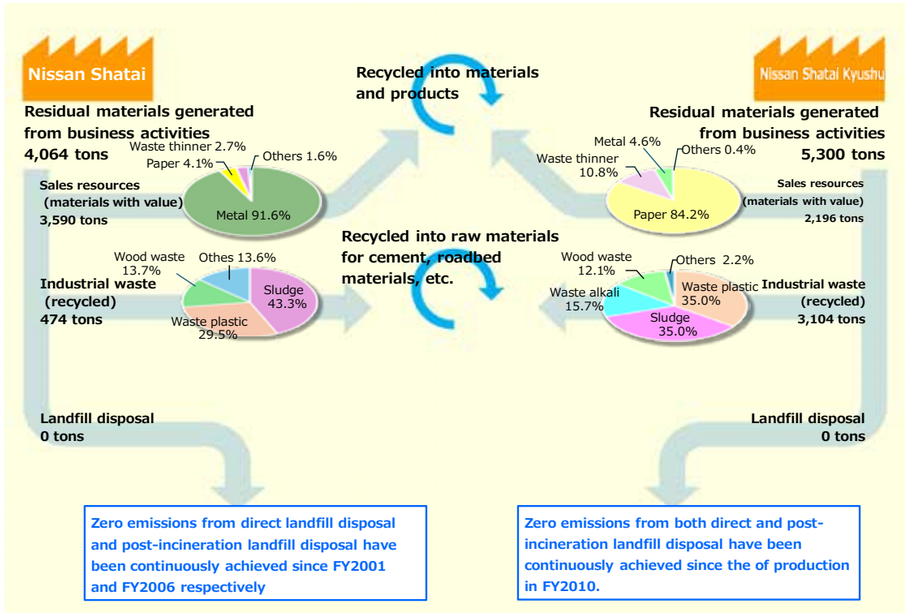
Results in FY2025

	Target	Achievement
Nissan Shatai Co., Ltd.	487 tons or less	474 tons
Nissan Shatai Kyushu Co., Ltd.	3,310 tons or less	3,104 tons

The Progress of the Initiatives Nissan Shatai:

'13	Reduction of the amount of waste generated through upgrades of the glass sealing supply facilities (40% reduction in the amount of waste in one drum)
'14	Nissan Shatai: Reduction of the amount of sludge generated through reduction of the water content ratio of paint sludge (adoption of the Nissan Shatai Kyushu items)
'16	Nissan Shatai: Techno Center and the Hadano Plant Cost reduction and waste reduction by changing from bumper waste treatment to valuable sales
'17	Nissan Shatai: Proper storage of cardboard (prevention of cardboard becoming industrial waste due to wetness from rain)
'19	Prevention of scattering due to Styrofoam being converted into microplastics when it is collected Extraction of valuable purchased goods due to changes to the waste plastic sorting method
'20	Nissan Shatai: Creating value through engine hanger sorting and collection Nissan Shatai: Expansion of resources recycling by strengthening sorting through the development of waste storage places
'22	Nissan Shatai: Expansion in the creation of value due to separate collection of iron and aluminum
'23	Nissan Shatai: We improved our waste treatment overfenders to make them valuable
'24	Nissan Shatai: Adoption of high-pressure washing machines for slatted floor cleaning to reduce chemical waste
'25	Waste reduction through reduced material loss of vehicle body and metal sealing materials

FY2025 Waste Treatment Procedure



Reduction of Chemical Substances

The use of chemical substances has a close relationship to regional environmental conservation, so we are working to reduce the amount of chemical substances we use and release.

FY2025 Achievements

VOCs*1 account for more than 90% of the chemical substances released by Nissan Shatai.
Nissan Shatai has set the target of 43.4g/m^2 or less and Nissan Shatai Kyushu has set the target of 29.5g/m^2 or less and they achieved these targets in FY2025.
Nissan Shatai Kyushu has set a lower target value than Nissan Shatai by adopting water-based paint in a part of the painting process.

Mechanism for substance management

In the case that we wish to newly introduce raw materials, we judge whether or not they should be adopted by evaluating in advance the risks of the chemical substances to the environment and safety based on the New Raw Materials Management System.

*1 VOCs (Volatile Organic Compounds): the toluene, xylene, etc. used in paint solvents, etc.
*2 PRTR (Pollutant Release and Transfer Register): Companies, etc. prepare an inventory of the amount of pollutants released into air and water and amount produced as waste (the transferred amount) for each type of pollutant, etc. and register the catalog with the government, etc. Doing this encourages the voluntary reduction of pollutants.

Substances included in the PRTR*2

Amounts of substances included in the PRTR released and transferred in FY2025
Data aggregation period: April 1, 2025 to March 31, 2026

Unit: kg/year

[Head office and Shonan Plant]

Type	Sub-stance number	Name of sub-stance	Handled quantity	Release and transfer destination						
				Releases to the air	Releases to water areas (sewers)	Tran-sfer as waste	In-house land-fill	Recycled	Chemical change	Product consum-ption amount
Spe-cific1	400	Benzene	747	1						746
1	1	Water-soluble compounds of zinc	1,572		11	36				1,525
1	53	Ethyl-benzene	64,014	21,779		6		41,022	1,202	5
1	80	Xylene	59,230	21,504		6		29,434	2,150	6,136
1	300	Toluene	36,855	12,346		24		12,588	1,485	10,412
1	302	Naphthalene	1,066	923		4		30	109	
1	392	Hexane	4,471	11						4,460
1	594	Ethylene Glycol Monobutyl Ether	37,188	9,596		3		9,896	2,986	
1	691	trimethyl-benzene	16,658	6,997		31		2,312	1,035	6,283
1	720	2- tert- Butoxy ethanol	2,632	524		1		2,106	1	
1	731	Heptane	1,726	22				1	1	1,702
		Total	211,452	73,703	11	111	0	97,389	8,969	31,269

[Nissan Shatai Kyushu]

Type	Sub-stance number	Name of sub-stance	Handled quantity	Release and transfer destination						
				Releases to the air	Releases to water areas (sewers)	Tran-sfer as waste	In-house land-fill	Recycled	Chemical change	Product consum-ption amount
Spe-cific1	309	Nickel compound	2,668		11	1,697			53	907
Spe-cific1	400	Benzene	6,555	8						6,547
1	1	Water-soluble compounds of zinc	16,089		48	2,043				13,998
1	53	Ethyl-benzene	139,703	16,377		72		103,275	3,204	16,775
1	80	Xylene	174,528	15,771		108		83,876	3,344	71,429
1	300	Toluene	306,023	19,341		57		36,669	2,895	247,061
1	392	Hexane	18,232	52		1				18,179
1	412	Manganese and its compounds	5,139	1	10	1,865			82	3,181
1	448	Methylene bis(4,1-phenylene) diisocyanate	1,152			12				1,140
1	594	Monobutyl Ether	120,534	33,003	142	7,634		14,608	11,128	54,019
1	627	Diethylene Glycol Monobutyl Ether	3,958	2,706				119	1,126	7
1	629	Cyclo hexane	4,617	4,201				139	277	
1	691	trimethyl-benzene	1,004	591				28	304	81
1	720	2-tert-Butoxy ethanol	28,798	2,016				26,782		
1	731	Heptane	11,273	7,039		3,629		330	2	273
1	737	Methyl isobutyl ketone	33,385	2,365	32	549		18,138	64	12,237
		Total	873,658	103,471	243	17,667	0	283,964	22,479	445,834

· Regarding the Nissan Shatai Hadano Plant and Techno Center, in FY2025 no substances were subject to reporting under the PRTR (Pollutant Release and Transfer Register) system, as the amounts handled were below the reporting threshold.
(Reporting threshold: for Class I Designated Chemical Substances, an annual handling volume of 1,000 kg per substance; for Specific Class I Designated Chemical Substances, an annual handling volume of 500 kg per substance)

Odor Prevention and Paint Mist Scattering Prevention

We are actively taking a variety of countermeasures based on our perception that it is necessary to minimize the impact on the neighborhood of the odor and paint mist which are mainly generated from the painting plant.

Content of the main initiatives

The sources of generation of odor and paint mist and our main initiatives are shown in the following diagram.

◆ **Painting booth exhaust odor countermeasures and paint mist scattering prevention**
- Air freshener spray (exhaust odor)

Nissan Shatai's painting plant adjacent to a residential area has introduced an air freshener spray diffusing system as a countermeasure against odor caused by exhaust from the painting booth.

- High performance filter (paint mist)

fter we have carried out primary removal of the paint mist (fine particles) contained in the painting booth exhaust using wet exhaust cleaning equipment with a water shower, we carry out secondary removal with an even higher performance filter (with a particle diameter of 10 μ m and a filtration rate of 99.3%) to achieve clean exhaust.

◆ **Odor countermeasures**

In order to ensure that solvent odor does not leak into the region from Nissan Shatai's painting plant, in addition to the air freshener diffusion we have adopted previously, we have also installed plasma deodorization equipment to reduce the odor emitted from the exhaust ducts. Moreover, we commenced the introduction of odor reduction by installing activated charcoal filters on the exhaust routes.

- Agglomeration collection equipment (paint sludge collection system)

The dirty water and paint residue inside the circulation water tank can easily decompose and emit bad smells of hydrogen sulfide, etc. Therefore, we are preventing decomposition by pumping in air using an aeration nozzle.
Furthermore, we use a pump to collect the paint sludge which is the origin of the odor, send the paint sludge to a thickening tank, and then remove its moisture content before sending it for recycling.

◆ **Drying oven exhaust odor countermeasures**
- Deodorization equipment

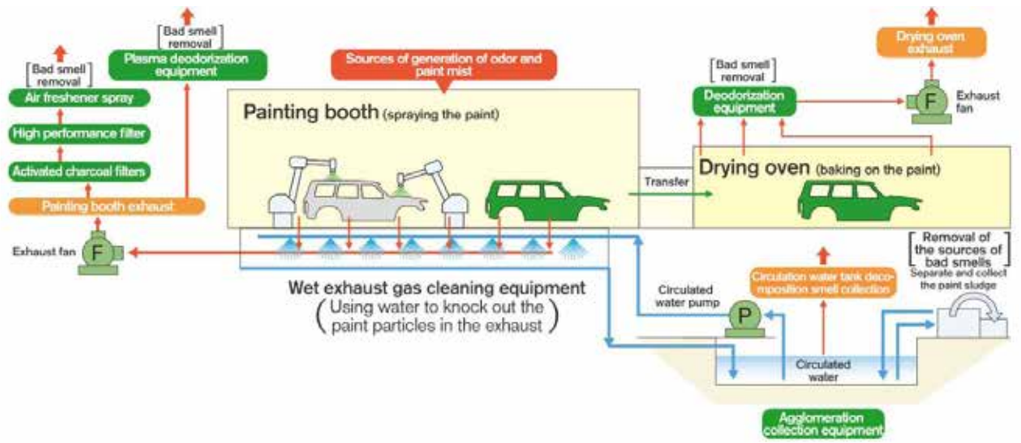
Cars painted in the painting booth are dried in drying ovens, but they have thinner smell. We have installed deodorization equipment in all of the drying ovens, and currently we are using platinum catalyst type deodorization equipment or heat storage type deodorization equipment, depending on the application. The platinum catalyst type is air freshening equipment which breaks down the VOCs by heating them to about 350 ℃ and is effective for countermeasures against VOCs released from drying ovens.


Painting booth exhaust duct


High-performance filters

Countermeasures against paint mist from the painting process

Plasma deodorization equipment



Effective Utilization of Water Resources

We are working on the protection of water resources to contribute to the objective of "enhance water risk management at manufacturing sites" in the Nissan Green Program. Nissan Shatai is also advancing activities in line with this objective.

Content of the main initiatives

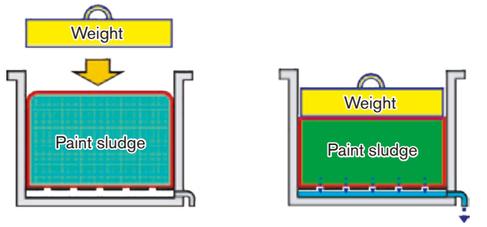
◆ **Introduction of the paint sludge collection system (agglomeration collection equipment)**

This is a system which reduces the amount of water used by collecting the paint sludge mixed into the water circulating between the painting booth and the sedimentation tank to clean the circulated water and use it repeatedly.



Paint sludge moisture content extraction equipment

This system is also useful for odor prevention.
There are a lot of moisture content still remains in the collected paint sludge.
We also use this moisture content as booth circulated water by placing a weight on it to squeeze it out as shown in the diagram below, and we are producing good results with respect to reduction in the amount of waste as well.



To the painting booth circulated water

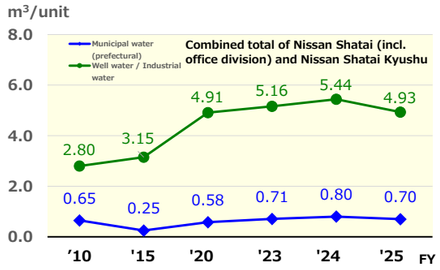
◆ **The initiatives of Nissan Shatai Kyushu**

Nissan Shatai Kyushu has introduced state-of-the-art equipment incorporating the know-how cultivated at Nissan Shatai to tackle the effective utilization of water resources.

Management of the amount of water used

Among the vehicle production processes, water is particularly necessary in the painting process. We are managing the amount of water used in order to protect water resources.

Trend in the amount of water used per vehicle





RO equipment

RO equipment: This is equipment which filters the impurities in raw water to refine it into highly pure water, using the reverse osmosis membrane which utilizes the water "osmosis" phenomenon in reverse (Reverse Osmosis). It can reduce the amount of raw water used for the refinement of water at the necessary purity.

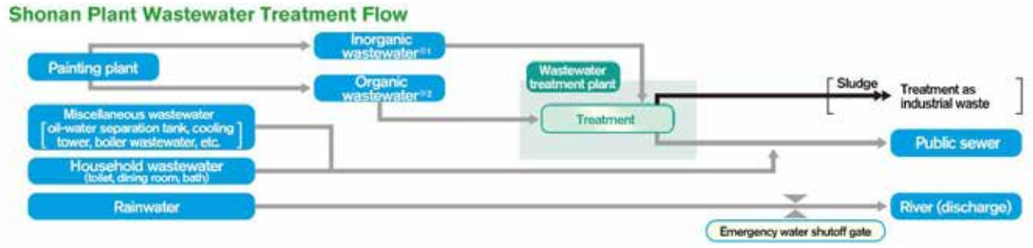
Prevention of Water and Air Pollution

Nissan Shatai is in an environment blessed with nature including the sea, mountains, rivers and fields, so it has established voluntary standard values and is endeavoring to achieve environmental conservation stricter than laws and regulations in its management of air and water quality.
In particular in the Hadano region we are blessed by greenery and water, including the famous water springs of the Tanzawa Mountains, etc., so we always pay close attention to water quality management.
Nissan Shatai Kyushu has a plant facing the Seto Inland Sea and is also implementing strict water quality management together with Nissan Motor Kyushu Co., Ltd. which carries out its production inside the same site.

Prevention of water contamination

We treat the wastewater from the plants appropriately at a wastewater treatment plant and then discharge it into public sewers and rivers.

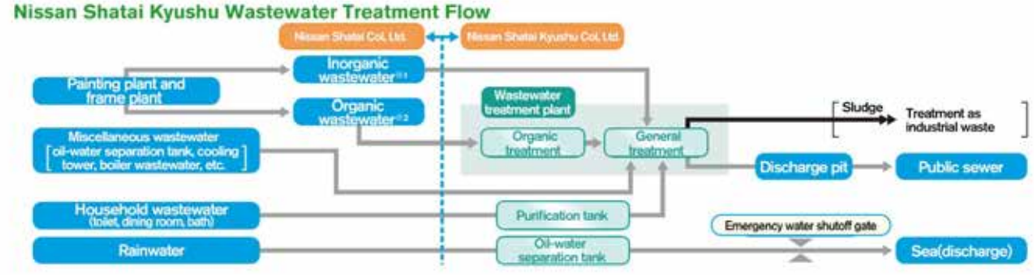
Shonan Plant Wastewater Treatment Flow



Hadano Office Wastewater Treatment Flow



Nissan Shatai Kyushu Wastewater Treatment Flow



※1 Inorganic wastewater :
This is wastewater that does not contain much organic matter. At Paint Plant, water used for cleaning during surface treatment at the pre-painting stage and wastewater from shower testers used to test water leaks in completed automobiles are the main items.

※2 Organic wastewater :
This is wastewater that contains a large amount of organic substance. Major items include wastewater generated when a car body is washed with water after underpainting with electro-painting.

Prevention of air pollution

◆ **Reduction of sulfur oxides (SOx) and nitrogen oxides (NOx)**

The Shonan Plant uses city gas to greatly reduce SOx. Furthermore, it is also reducing NOx by adopting quality fuels such as city gas, etc., implementing combustion management, and using denitration equipment which reduces the NOx concentration in exhaust gas, etc.

◆ **Reduction of Volatile Organic Compounds (VOCs)**

Nissan Shatai has a painting process, so it has already been tackling the reduction of VOCs for some time. Going forward, it will work on further improvements.
Nissan Shatai Kyushu has adopted water-based paint in the topcoat color base and has reduced VOC emissions per unit by 28% compared to the Shonan Plant. Moreover, since FY2021 it has worked on adopting water-based paint for the middle coat paint and it completed the switch for all colors in June 2023. Compared to before the switch, it has reduced VOC emissions by 39%.

Prevention of the contamination of soil and groundwater

Believing that environment impact inspections of soil and groundwater are important for environmental conservation, we are voluntarily implementing studies on our history of use of the chemical substances we have used in the past, and also soil and groundwater inspections.

Inspections of Contamination and Our Response

Plant name	Circumstances of the inspection (when the inspections were completed)	Pollutant	Status of response
Former Kyoto Plant	Inspection when the plant was closed (2000 to 2001)	There was benzene and arsenic soil contamination, but there was no contamination in the groundwater.	oil purification completed (March 2002)
Area #3	Inspections carried out when the previous owner closed the plant as a consequence of a land purchase (2000 to 2001)	There was hexavalent chromium and fluorine soil contamination, but there was no contamination in the groundwater.	oil replacement completed (May 2002)
		There was tetrachloroethylene soil and groundwater contamination. However, there was no outflow from the site boundary and the contamination was limited to inside the site.	Currently we are implementing soil and groundwater purification and monitoring. There is no contamination outflow from the site boundary.
Area #2	Voluntary inspection (2001 to 2004)	There was lead soil contamination in a tiny part of the surface layer, but there was no contamination in the groundwater.	This area is covered with concrete, so there is no concern regarding the scattering of contaminated earth. Furthermore, there is no concern regarding groundwater contamination, but we are continuing the monitoring of the groundwater just in case.
Area #1	Inspection when the plant (2013)	Among the 1,379 locations inspected, soil contamination was confirmed involving tetrachloroethylene, trichloroethylene, and benzene in one location each, lead in 33 locations, boron and hexavalent chromium in one location each, fluorine in five locations, and cyanogen in 17 locations, and in groundwater tetrachloroethylene was detected in six locations, benzene in one location, and cyanogen in two locations, and it was confirmed that each of these substances exceeded the designated standards of the Soil Contamination Countermeasures Act.	We have treated each of these locations in accordance with the measures and methods stipulated under the Soil Contamination Countermeasures Act.

In November 2012, Nissan Shatai conducted a soil inspection of the area of Area #1 of Shonan Plant scheduled to be sold in accordance with the Soil Contamination Countermeasures Act and the Kanagawa Prefectural Ordinance on the Conservation of the Living Environment and reported the results of the inspection to Hiratsuka City in December 2013.
Consequently, Hiratsuka City designated it as an "area which requires action" and "an area for which notification is required upon change to form or nature," and from March 2014, Nissan Shatai launched a soil improvement project based on the Soil Contamination Countermeasures Act. It has now completed the project and sold the area.

Management going forward

We are mapping and managing the history of our past use of the harmful substances which are a factor behind soil contamination.
Before implementing land excavation, we implement soil contamination inspections based on that use history map to prevent in advance the removal of the contaminated soil from the site.

Purchasing of Environmentally-Friendly Products

Purchasing of environmentally-friendly parts is important for making environmentally-friendly vehicles. We are implementing "green purchasing" which involves giving priority to the purchasing of products (parts and materials) with a small impact on the environment from environmentally-friendly suppliers.

Implementation of green purchasing

We provide vehicles to our customers, products comprised of tens of thousands of parts, and we are working with the suppliers who deliver those parts on the green purchasing of environmentally-friendly parts and materials with little impact on the environment. The following three items are our purchasing concepts.

i) Parts and materials with a small environmental impact
ii) A parts manufacturing process with a small environmental impact
iii) Suppliers with high environmental awareness

Reporting of environment-impacting substances data

We ask our suppliers to ensure that the delivered parts and materials conform with the "environment-impacting substances management standard" based on Nissan Motor's own technical standards. At the development stage, we receive reports of environment-impacting substances data, such as the presence or absence of prohibited substances, the amount of caution-required substances used, etc. We use these reports to ascertain the status of the environmental impact at an early stage, avoid environmental risks, and develop alternative technologies.

Creation of environmental management systems

In order to ensure that the environmental management systems are robust, we are encouraging our suppliers to construct, maintain the operation of, upgrade, and update their own environmental management systems with "ISO14001 or equivalent external accreditation acquisition."

Notification of the Environmental Management Administrators

In order to promote green purchasing activities by our suppliers and to strengthen their collaboration with Nissan Shatai, we get our suppliers to appoint an Environmental Management Administrator. Through those Environmental Management Administrators, Nissan Shatai provides information to the suppliers about our environmental activities and the environment impact of our products.

Quality Guarantee Approach and Initiatives

The demands of our customers with respect to the quality of the cars have grown markedly in recent years. Nissan Shatai puts our customers first and the development and production divisions are working together on activities aimed at clarifying issues concerning quality from the perspectives of the customers in order to construct a "high quality guarantee process."

Car-making which puts heart into every detail

We want to deliver attractive, high-quality vehicles to our customers in a timely manner . That is our approach with respect to our "quality guarantee."Nissan Shatai is utilizing its know-how of car-making over many years to put in place product "development" and "production" systems suitable for the new era and is adopting a strict and consistent attitude to quality from the "design" and "testing" stage.
In the "development" stage, we stand in the position of our customers to carry out evaluations incorporating our accumulated know-how at each stage, including the drawings, trial CAD data, and trial production and, in order to ensure quality which satisfies our customers, we establish and confirm checkpoints at many places for the purpose of production.
In the "production" stage, we efficiently operate the vehicle body assembly process using robots controlled by computers, the paintwork quality check process, and the car assembly process which is carried out by people proficient in the work standards in order to produce highly reliable products. All of the products are shipped after passing rigorous inspections of the processes in the production sequence and the completed vehicles.
Our initiatives continue even after the products are shipped. We promote "QRQC (Quick Response Quality Control) activities," initiatives to accurately grasp market information and reliably respond to that day's information within the same day, and are endeavoring to improve quality and reliability even further.
At the same time we are reflecting the demands and opinions of our customers and sales companies in the building of our new models. That depends on analyses and rapid improvements using meticulous collaboration with "development" and "production" and leads to making products which offer greater satisfaction.
The quality level of the NV200 Vanette made by the Shonan Plant and the Elgland, QX80, PATROL, Caravan made by the Nissan Shatai Kyushu's state-of-the-art plant is generated by these kinds of new quality guarantee initiatives and is highly evaluated by our customers.


The vehicle body assembly process


Paintwork quality check process


Painting quality inspection


Stationary running test

Sustainability Environmental

Biodiversity

Based on the Nissan Group's environmental philosophy of "Symbiosis of People, Vehicles and Nature," Nissan Shatai and Nissan Shatai Kyushu recognizes the importance of environmental conservation and has established as its own environmental philosophy a commitment to manufacturing vehicles that are kind to people, society, and nature, and to contributing to the conservation of the local environment and the development of a prosperous society.

As a company that coexists with society, the environment, and nature, we actively engage in community contribution activities related to the conservation of natural capital, including environmental resources.

In November 2025, Nissan Shatai took part in the "Sagami River Site Inspection, Cleanup, and Planting Activity," working together with neighboring companies, local governments, and elementary schools in the city on environmental conservation activities, including cleaning up the area around the Sagami River and planting 4,000 tulip bulbs. In addition, in October 2025, Nissan Shatai Kyushu took part in the "Shiraishi Coast Cleanup Activity (Clean-up Campaign)," working together with Nissan Motor Co., Ltd. and neighboring companies to clean up debris washed ashore on the coast.

In addition, we are working to conserve biodiversity in the areas surrounding our plants, minimize the impact on the natural environment, and prevent situations that could lead to environmental pollution. Nissan Shatai has installed devices at the main rainwater discharge outlets within its plants to continuously monitor the quality of rainwater. Even in the unlikely event that a problem within the plant premises causes oil or chemical substances that could affect the environment to contaminate the rainwater, these devices activate and automatically close the discharge outlets, preventing the outflow of contaminants outside the plant.

In parallel with these initiatives, and with a view to achieving carbon neutrality by 2050, we have established an environmental policy that includes the efficient use of energy at our plants and business sites to reduce CO2 emissions, the appropriate management and reduction of waste and improvement of resource recycling, and the prevention of situations that could lead to environmental pollution. Through this policy, we aim to achieve both environmental conservation and the reduction of our environmental burden, and to contribute to the realization of a sustainable society in harmony with local communities.

Nissan Shatai :
Sagami River Site Inspection, Cleanup, and Planting Activity





Nissan Shatai Kyushu :
Shiraishi Coast Cleanup Activity ("Clean-up Campaign")





Sustainability Social

Human Capital Policies

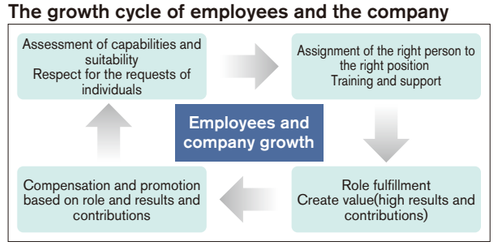
Employees are the source of our corporate growth and advancements. Nissan Shatai Group hence sees employees as "human resources" rather than "personnel." We believe the employees working at our company are the most vital assets and strive to cultivate and education human resources with the aim of being a company that can co-exist with society, the environment, and nature.
Vibrant utilization of people with a wide range of values makes it possible to leverage corporate capabilities to the fullest extent and maintain sustainable growth.
Nissan Shatai and Nissan Shatai Kyushu have advocated "promoting diversity" as an important item in our Medium-term Management Plan since fiscal 2015. With a basic policy of "being a company where all workers can fully utilize their skills," we continuously implement actions to deliver even better results by supporting a healthy lifestyle for all employees, not only those involved in childcare and nursing care.
In the 2023-2027 Medium-term Management Plan, we broaden the scope to "diversity, equity, and inclusion" and intend to put effort into activities that advance fairness and acceptability, not only diversity. In addition to "the active participation of women" and "assisting in realization of childcare and nursing care along with work," we aim to build a corporate culture that is comfortable for all employees with greater acceptance of diversity values and views, including age, nationality, sexual orientation, gender identity.

Nissan Shatai Group discusses important points related to human capital in a meeting comprised of the President and Senior Vice Presidents and reaches decisions on proposals that should be submitted to the Executive Officers CouncilComittee. We set KPI related to diversity, active participation of women, long-hour labor, and leave usage, confirm progress, and report to the Board of Directors as appropriate.

Policy on Human Resource Development and Compensation

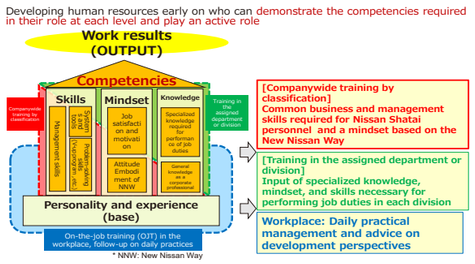
Nissan Shatai Group arranges training operations for individuals to attend classes in accordance with their growth. These training activities range from basic knowledge needed in the work world to cultivation of management human resources with broad understanding.
Furthermore, with the aim of fostering a culture of constant improvement, Nissan Shatai Group strongly promotes improvements in product and work process quality via QC circle activities in skilled workplaces and also conducts activities that visualize and resolve issues and Quality Function Deployment (QFD) activities that utilize a quality function deployment methodology in administrative and technology workplaces. It puts efforts into skill education to enhance work efficiency in which employees prepare their own program utilizing management and facilitation capabilities required for managerial positions and digital tools.
The personnel evaluation system promotes employee and company growth by basing compensation on employee performance and contributions. Furthermore, the internal awards program that recognizes employee efforts and results aims to boost enthusiasm and motivation.
Our system is built around the concept of "competency" (behavioral characteristics, skills, and knowledge that lead to visible results), with four mechanisms serving as its core pillars. Competency serves as a "guide for employee development and career advancement" and as an "evaluation standard."
Each year, employees set goals and are evaluated according to their degree of achievement.The personnel evaluation system promotes employee and company growth by adopting fair and transparent personnel evaluations and basing compensation on employee performance and contributions.Furthermore, the internal awards program recognizes employee efforts and results with the aim of boosting enthusiasm and motivation.

The growth cycle of employees and the company



Four Pillars	Aim
Role Grading System by Career Course	A guideline for growth and career advancement
Evaluation System	To fairly evaluate employees' "demonstrated capabilities" and "performance"
Compensation System	To reward employees for their "demonstrated capabilities" and "performance"
Career Development	To support employees' growth and career development

Training System Overview

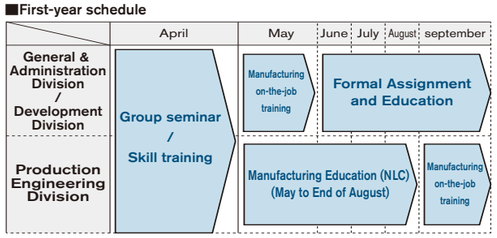


The structure of Nissan Shatai's training system is as shown in the diagram.First, the goal is to develop human resources early on who can demonstrate the competencies required in their role at each level, deliver output, and play an active role. Based on this goal, we focus on developing three pillars: skills, mindset, and knowledge, along with the foundational elements of personality and experience.The blue area represents competencies developed through on-the-job training (OJT) and daily support at the workplace.The green and red areas represent internal training and education.The red area represents competencies essential for working at Nissan Shatai, conducted as companywide education for all employees.The green area covers department-specific training necessary for performing duties at each division.By combining these aspects, we aim for the early development of human resources who can excel at Nissan Shatai. Additionally, training includes self-development programs employees can choose to take. Overall, we offer over 60 types of training, providing highly comprehensive support.

For advanced specialized human resource education, we implement training programs in which employees who already hold national qualifications such as automotive mechanic certifications and national skill certifications provide direct instruction to other employees seeking to acquire these qualifications, and we have established support systems for qualification acquisition.

New employee seminar

■First-year schedule



New employees participate in an approximately two-week group seminar followed by skills training in preparation for manufacturing on-the-job training.After completing the basic skills training, they conduct on-the-job training at a plant for one month.By joining an actual production line, new employees learn the appeal and challenges of manufacturing.New employees assigned to development or administrative departments will be formally assigned to their workplaces starting in June.Those assigned to production departments will participate in group training at Nissan Motor's training facility before proceeding to manufacturing on-the-job training, followed by formal job assignment.





Diversity, equity & inclusion (DE&I)

Diversity

Vibrant utilization of people with a wide range of values makes it possible to leverage corporate capabilities to the fullest extent and maintain sustainable growth. Nissan Shatai and Nissan Shatai Kyushu have advocated “promoting diversity” as an important item in our Medium-term Management Plan since fiscal 2015. With a basic policy of “being a company where all workers can fully utilize their skills,” we continuously implement actions to deliver even better results by supporting a healthy lifestyle for all employees, not only those involved in childcare and nursing care.

In the 2023-2027 Medium-term Management Plan, we broaden the scope to “diversity, equity, and inclusion” and intend to put effort into activities that advance fairness and acceptability, not only diversity. In addition to “the active participation of women” and “assisting in realization of childcare and nursing care along with work,” we aim to build a corporate culture that is comfortable for all employees with greater acceptance of diversity values and views, including age, nationality.

Promoting active participation of women

Nissan Shatai group is are earnestly developing a culture and designing systems on behalf of promoting active participation of women. We seek to expand the percentage of women in new university graduate hires and improve the work environment to facilitate continuation of a career. We also encourage cultivation based on a career plan with the goal of promoting selection in managerial jobs. Roughly 5% of managers were women as of end-March 2026, and we are working to promote empowerment of more women with a goal of 10% in the future.

In the 2023-2027 Medium-term Management Plan, we set a goal to formulate and implement a plan for initiatives aimed at acquisition of "Eruboshi" certification, and in FY2024, we acquired the highest of "Eruboshi certification," the third stage (three stars). We will continue to advance initiatives and practices to maintain our certification and toward acquiring the newly established “Eruboshi Plus” certification. Furthermore, we will strengthen corporate PR and recruitment efforts targeting a wider segment of new university graduates with the aim of bolstering mid-career hires and hiring from a more diverse pool of human resources.

Reinforcement of systems and preparation of the environment

In addition to existing flex work, short working hours system, and promotion of using annual paid holidays, we are offering support for the joint realization of work and childcare/nursing care, including the introduction of family support leave that can be applied to childcare, nursing care, and other situations, and a teleworking system, and the revision of our systems to make them easier to use, such as converting the absence from work after childbirth into leave, etc. In addition, we are advancing improvements such as leave systems that take into consideration women’s health-related characteristics, and promoting the use of assistance equipment that lightens the load of picking up heavy items and automation to facilitate the engagement of women in skilled workplaces.

We are reinforcing the environment to enable the continuation of careers and realization of performance through childbirth and childcare and continuously implementing education to foster an internal culture that makes it easy for men to participate in childcare too.

In order to continue these kinds of initiatives, we conducted an internal questionnaire on Diversity, equity & inclusion to incorporate the opinions of our employees as we endeavor to bolster our activities in this area. Going forward, we will continue to measure their effects quantitatively.

Results of an internal questionnaire on Diversity, equity & inclusion are shown on P.58

Platinum Kurumin

Nissan Shatai was the first company with 300 or more employees in Hiratsuka to receive certification based on Article 13 of the Act on Advancement of Measures to Support Raising Next-Generation Children, which is commonly known as “Kurumin” certification, in May 2017. Additionally, since July 2020, we continuously acquired “Platinum Kurumin” certification available to “Kurumin” certified companies that conduct even more advanced initiatives.

Eruboshi

In January 2025, Nissan Shatai was selected from among the companies that formulated and submitted action plans based on the Act on Promotion of Women’s Participation and Advancement in the Workplace to receive the third and highest level of "Eruboshi certification," which is granted by the Minister of Health, Labour and Welfare to companies that have made excellent efforts related to the active participation of women.

Utilization of diverse human resources

Nissan Shatai Group does not set specific numerical goals for managerial positions given to foreign employees and mid-career employees but instead appoints managers based on the concept of “making assignments and appointments of the right person for the right job in accordance with personal capabilities and characteristics,” rather than relying on hiring categories or attributes.In hiring people with disabilities, Nissan Shatai Group advocates maintaining employment at a level above the legally required percentage and actively implementing hiring activities. In addition to hiring new university graduates, we also hire mid-career employees in cooperation with organizations that support the employment of people with disabilities. We launched the Sunshine team, which prepares the workplace environment, at the Head Office and Shonan Plant in FY2021, and at the Techno Center in FY2025, contributing to the development of a conducive workplace. As a new initiative, from FY2026 we will also participate in the hydroponic farming op eration launched by our subsidiary, PRO STAFF Co., Ltd., and will continue to foster a corporate culture in which diverse values can coexist and everyone can work comfortably.Percentage of employees with disabilities（consolidated） are shown on P.59.

Employee engagement

Nissan Shatai Group implements workplace improvement activities that address workplace issues and requests. It has prioritized items from the many requests regarding heat-related measures, toilets, changing rooms, welfare buildings, common areas, and dormitories for single people and proceeded with improvements. It intends to continue efforts through close communication with employees and confirmation of requests. Furthermore, Nissan Shatai Group prepares and distributes a pamphlet that covers company topics, connections to SDGs, contributions to local society, awards received at external events, and other results that reflect employee efforts and are a source of pride. It plans to continue preparing the pamphlet to encourage feelings of happiness and pride regarding work at the group by enabling all employees to share and understand these company initiatives.

Sustainability Social

Health management

With a corporate policy that “Only people with sound mind and body are able to work with vigor, peace of mind, and integrity,” Nissan Shatai group arrange operations with industrial physicians, and occupational health staff cooperate with external specialty agencies, and address health maintenance and enhancement activities as organizational capabilities.
Nissan Shatai Group provides health guidance based on health diagnosis results and conducts food seminars and other events at preventing lifestyle diseases. It also conducts mental health measures such as workplace improvement activities for high stress workplaces based on stress check results and seminars. These data-based efforts have successfully clarified issues and supported activities to prevent mental and physical difficulties ahead of time. It implements the PDCA cycle annually for these activities to review results and intends to deepen and continue activities. Thanks to these efforts, Nissan Shatai and Nissan Shatai Kuyshu received certification as a “Health and Productivity Management Organization – White 500” from METI and the Nippon Kenko Kaigi since 2019.



Food Education

Nissan Shatai and Nissan Shatai Kyushu have each been recognized as a “Food and Nutrition Education Practice Excellent Corporation” by the Ministry of Agriculture, Forestry and Fisheries, in recognition of the companies’ initiatives to improve the dietary habits of their employees.Our initiatives to improve dietary habits include providing halthy menu options at the employee cafeteria (offering health-conscious menu items and displaying calorie and salt content, etc. on all menu items), holding cafeteria events (creating opportunities to raise health awareness through food), and providing health guidance from occupational health staff.

2026
食育実践優良法人

Community Engagement Initiatives



In collaboration with the Hiratsuka City, we conduct a variety of health promotion activities that help to raise health awareness among our employees and residents of neighboring communities. At corporate events, Nissan Shatai provides services such as bone density and blood pressure measurements, as well as health consultations for members of the local community. We also introduce the Hiratsuka city’s health promotion initiatives through internal employee education programs.
In addition, Nissan Shatai supports educational activities at the Kanagawa Prefectural Hiratsuka College of Nursing. As part of this effort, we offer plant tours and lectures to help students deepen their understanding of occupational health.

Human rights philosophy

Group considers the strict adherence to corporate rules and applicable laws and practices fundamental to its business activity. The human rights of all stakeholders must be respected and all Nissan Shatai and Nissan Shatai Kyushu employees must act while upholding the highest ethical standards. Nissan Shatai group do not condone discrimination on the basis of race, nationality, gender, religion, disability, age, place of origin, gender identity, sexual orientation or any other characteristic nor infringement on human rights in the supply chain, such as forced labor and child labor.

Initiatives related to human rights

Nissan Shatai and Nissan Shatai Kyushu conduct initiatives related to human rights based on the following code of conduct and guidelines to ensure respect for the human rights of all stakeholders as a member of the Nissan Group.

●Nissan Global Code of Conduct :
https://www.Nissan-shatai.co.jp/ENVIRONMENT/HUMANRIGHTS/PDF/NISSAN_GCC_E_2605.pdf

●Nissan Supplier Sustainability Guidelines :
https://www.nissan-shatai.co.jp/EN/ENVIRONMENT/HUMANRIGHTS/PDF/Supplier_Sustainability_Guidelines_e_2601.pdf

Human rights training

We implement Code of Conduct education every year for all of our employees, to encourage their understanding, and get them to sign a pledge regarding respect for human rights.Furthermore, we implement training for newly-appointed managers and supervisors and new company employees to deepen their understanding of DE&I. We are deepening their understanding of the concepts around human rights and our initiatives for human rights, and we are gaining their understanding for the building and wide adoption of environments enabling vibrant utilization of people with a wide range of values.

Respectable Procurement

Purchasing Way

Nissan Shatai aim to achieve sustainable, profitable growth by developing a relationship with suppliers based on mutual trust and benefit. Through a productive dialogue and capitalization on ideas and recommendations identified with suppliers on a level-playing field, we are able to integrate industry best practice and endeavor to stay ahead of the fierce competition within the automobile sector. Nissan Shatai operates using a fair and transparent process to select suppliers, providing a wide range of opportunities for companies to do business with us, irrespective of their nationality, size or our past business relations. External control of our business practices is ensured through close communication in our day-to-day dealings with suppliers, as well as the regular exchange of ideas through meetings and surveys. We maintain the highest standards of impartiality and fairness in all our business transactions.

●Nissan Supplier Sustainability Guidelines :
https://www.nissan-shatai.co.jp/EN/ENVIRONMENT/HUMANRIGHTS/PDF/Supplier_Sustainability_Guidelines_e_2601.pdf

Green Purchasing Guideline

A variety of environmental challenges--climate change, pollution and scarcity of natural resources-- now effect our entire world. It has become crucial for every individual in the world as well as business entities, governments, non-governmental and non-profit organizations to think and act proactively in order to address these challenges.
Nissan Motor Co. Ltd. (Nissan) has promoted environmental impact reduction thdddrough actions such as quality control and substance management in cooperation with our entire supply chain, by sharing the value of Nissan’s procurement policy and environmental philosophy with suppliers. Nissan conducts surveys of suppliers’ actions related to CO_2 reduction, setting science based targets, and ensuring proper management of substances by suppliers for parts and materials through their compliance with “Nissan Green Purchasing Guidelines”, as well as with “Alliance Nissan Product Quality Procedure” (NPQP) and “Restricted Use of Substances” of Nissan Engineering Standard. These guidelines and standards are based on “Nissan Supplier Sustainability Guidelines” and “Nissan Green Program (NGP)”

●Nissan Green Purchasing Guideline :
https://www.nissan-shatai.co.jp/EN/ENVIRONMENT/VALUECHAIN/PDF/Nissan_Green_Purchasing_Guideline_e_2607.pdf

Dependence on and impact of depletable energy sources in our business activities

Throughout each stage of our business activities, from vehicle development, procurement of raw materials and parts, and production, to logistics and shipping, the Nissan Shatai Group depends on electricity, fuel, and raw materials derived from depletable energy sources such as coal, oil, and natural gas. We recognize that the use of these resources generates emissions, including greenhouse gases (CO_2), and places a certain burden on the global environment, including effects on climate change and the atmospheric environment. In addition, the progression of climate change may also affect the Group’s business activities, through more severe abnormal weather, an increase in natural disasters, rising energy costs, and greater risk in the procurement of raw materials. For this reason, we believe it is important to continuously reduce energy use and greenhouse gas emissions in our business activities in order to achieve both a sustainable society and enhanced corporate value. Based on this understanding, the Nissan Shatai Group is working to identify and evaluate its dependence on depletable energy sources through its business activities and the resulting environmental impact, while also promoting initiatives toward achieving carbon neutrality.

Value Chain	Process	Business Activities	Dependencies	Impacts
Up stream	Development	Design and testing of vehicles (commercial vehicles and premium cars)	· Electricity (IT infrastructure such as CAD/CAE/analysis servers, test facilities) · Gas and water (test facilities) · Materials/supplies (test vehicles, prototype parts, raw materials)	· GHG emissions associated with electricity use · Resource consumption in prototype production · Fuel consumption from test-vehicle driving · Noise and vibration generated by operation of test facilities
		Design and testing of Specially Equipped Vehicles		
	Procurement	Procurement of raw materials required for manufacturing automotive parts	· Logistics infrastructure (ports, roads, vessels) · Fuel for transportation (diesel, gasoline, etc.) · Resources such as steel, aluminum, copper, resins	· CO_2 emissions during transportation · GHG emissions from raw-material production · GHG emissions and waste generation associated with parts manufacturing
		Procurement of parts from suppliers		
Down stream	Production	Production of vehicles and parts	· Electricity and gas (equipment used in plant operations) · Industrial water and tap water · Chemical substances such as paint, welding materials and lubricants	· GHG emissions associated with energy use · Generation of wastewater · Generation of industrial waste · Generation of noise, vibration and odor
		Body building of Specially Equipped Vehicles	· Body-building parts, electricity, auxiliary materials (adhesives, paints, etc.)	
	Logistics / Shipping	Shipping of finished vehicles and service parts	· Logistics infrastructure (ports, roads, vessels) · Fuel for transportation (diesel, gasoline, etc.) · Packaging materials	· CO_2 emissions during transportation · Generation of noise · Resource consumption due to use of packaging materials and generation of packaging waste Resource consumption due to use of packaging materials and generation of packaging waste

Social contribution activities, etc.

Disaster recovery

When disasters strike, we provide donations, to help people in the affected areas. The roof of the Nissan Shatai head office building, which is in the Hiratsuka City, is designated a tsunami evacuation site, and when the Major Tsunami Warning is issued, it will be used as an emergency temporary evacuation site for everyone in the neighboring area.


The headquarters roof is a tsunami evacuation site.


Tsunami evacuation drills with neighborhood associations

Plant Tours for Elementary School Students

Nissan Shatai considers conducting plant tours as a part of our social responsibility in our position as an automotive manufacturer. Plant tours are held throughout the year, under the topic of "Japanese Industries" that Grade 5 elementary school students study in their Social Studies courses. In this topic, the automotive industry is raised as a representative example of Japanese industries. In addition to what they learn in the classroom, the plant tours provide students with the opportunity to observe real automobile production lines up close, and to gain in-depth knowledge about vehicle manufacturing by actually experiencing the process.
On weekdays, we often welcome elementary school social studies classes. On holidays and during summer vacation, we conduct a learning program for parents and their children. In addition to local elementary schools in Hiratsuka City, we also provide on-site tours mainly in the Tokyo Metropolitan Area and online tours on “car-making” for elementary schools across the country.


Elementary school students tour a Nissan shatai Plant.

Plant Tours
FY25
· Plant tour : about 10,300 visitors
· Online plant tour : about 5,700 visitors
Total: about 16,000 visitors

Open Day

In line with our aim of being an open company, Nissan Shatai organizes Open Days for the general public. In conjunction with the Nissan Vehicle Fair, a special sales event featuring the latest Nissan vehicles at the Shonan Plant, Nissan Shatai holds an Open Day for local communities. Employees serve as hosts and organize a variety of activities, including live performances by entertainers, character shows for children, and charity bazaars. The event attracts many visitors, especially residents of neighboring communities, who enjoy spending time with their families and friends.


Open Day Event A festival held by the shonan Plant

Open Day FY25
5 times/year FY25
(Shonan, Kyushu, Kyoto)

Cultural Preservation and Promotion

We participate in and sponsor the following organizations and events, and have recreation center "Habu-so" with the aim of culture preservation and promotion.
Shonan Hiratsuka Tanabata Festival
Shonan Hiratsuka Fireworks
Hadano Tobacco Festical
Kanda Town Illumination

Safety and health management

Aiming for a “safe and people-friendly workplace,” we are advancing the improvement of both hard and soft aspects of the workplace environment, and working on the building of a workplace in which all employees can endeavor to maintain and improve their physical and mental health, constantly have the willingness to improve, and work energetically with high motivation in a safe and comfortable environment.
Furthermore, we have been operating our safety and health management systems based on the Occupational Safety and Health Management System (OSHMS*) guidelines of the Ministry of Health, Labour and Welfare. In order to achieve a safe and comfortable workplace, we are implementing a full range of education and training and other risk assessments, and advancing improvements to intrinsic safety.
* OSHMS : Occupational Safety and Health Management System

Ensuring fire prevention and disaster prevention

The Great East Japan Earthquake in March 2011 caused an enormous amount of damage primarily in the Tohoku region. It is said that it would be no great surprise if a “Nankai Trough Earthquake,” "Tokyo Island Earthquake,"etc. occurred at any time in Kanagawa Prefecture as well, and it is predicted that in the case that any of these earthquakes occur, Hiratsuka City, where Nissan Shatai is located, would experience shaking with a seismic intensity of about 6 or 7 and enormous harm would be caused. Furthermore, if earthquakes or fires and typhoons, etc. occur, there is a possibility not only that valuable property will be lost but also that could put many lives at risk, including all of the neighborhood residents, will be endangered, so routine preparations are necessary in order to keep the harm to a minimum in the event that these disasters occur. For that reason, we are endeavoring to enhance our equipment and materials management in relation to fire prevention and disaster prevention, and constantly prepare for disasters because we do not know when they will occur, including establishment of the Disaster Countermeasures Headquarters, collaboration with government authorities and the Nissan Group companies, regular implementation of disaster prevention training, etc. Regarding initiatives for fire prevention, we conduct fire prevention education for all of the relevant people, and implement workplace fire prevention patrols by workplace experts, etc. throughout the year. Furthermore, we have introduced “F-PES* evaluations,” a Nissan Group common standard for quantitatively evaluating the risk of a fire breaking out, to improve our fire prevention management level.

* F-PES: an abbreviation for Fire-Prevention Evaluation System. The system’s purpose is to “prevent the outbreak and spread of fires in Nissan and its affiliated companies and subcontractors.” It is a system which quantitatively evaluates the risk of a fire breaking out and aims to smoothly and efficiently advance fire prevention operations without any oversights.


Initial firefighting activities

Traffic safety activities

As a player in the automobile industry, naturally we work for compliance with the traffic rules and we are also engaged in activities to improve driver etiquette and prevent traffic accidents.

◆ Activities for traffic accident prevention
We use the test course at the Hadano Office to hold the SDH (Safe Driving School in Hadano) to make an effort to improve the driving skills of our employees.
We are working to prevent accidents by getting the employees to learn the correct driving position and the correct way to operate the brake, steering wheel, accelerator and to master the method for escaping from the vehicle in the event that it overturns.


brake experience


Steering wheel experience


Accelerator experience

◆ Awareness-building activities for traffic accident prevention
On Safety and Fire Prevention Day, the third Thursday of every month, we raise safety awareness by providing guidance on standing guard in front of our gate.

◆ Participation in the “Safety Challenge Kanagawa” organized by Kanagawa Prefecture
We participate in the “Safety Challenge Kanagawa” which involves teams of three people challenging themselves to achieve zero accidents and zero violations over six months (July 1 to December 31), with the aim of traffic accident prevention.

◆ Nissan Shatai Kyushu was certified as a “National Model Company for Safe Bicycle Use.”
Nissan Shatai Kyushu was recognized for its efforts, including establishing regulations requiring bicycle commuters to wear helmets and take out bicycle insurance, developing covered bicycle parking areas, and confirming and providing guidance on safe cycling etiquette among bicycle commuters, and was certified as a “National Model Company for Safe Bicycle Use.” We will continue to work to create an environment in which employees can commute safely and with peace of mind.

Regional contribution activities

On June 5, 2025 (Thursday) and November 26, 2025 (Wednesday) At the Techno Center we endorsed the Hiratsuka City "Town-Wide Major Cleaning" activities and a lot of 400 employees participated in cleaning the outer perimeter facilities.


Techno Center

On October 12, 2025 (Sunday)
Shiraishi Coast, the only remaining natural coast in Kanda Town where Nissan Shatai Kyushu is located, is a shallow coast much loved by the locals who can dig up Japanese razor shells (“Mate shellfish”) from spring until summer.
In order to protect nature at this Shiraishi Coast, the Kanda Town Shiraishi Coast Major Cleaning Operation, which consists of coastal cleaning activities and is organized by the Kanda Urban Renewal and Tourism Association, is held every year, and the employees of Nissan Shatai Kyushu also participate in this operation as volunteers. 30 employees participated in the activities carried out in October 2025 and worked on environmental conservation of the region.


Kyushu area

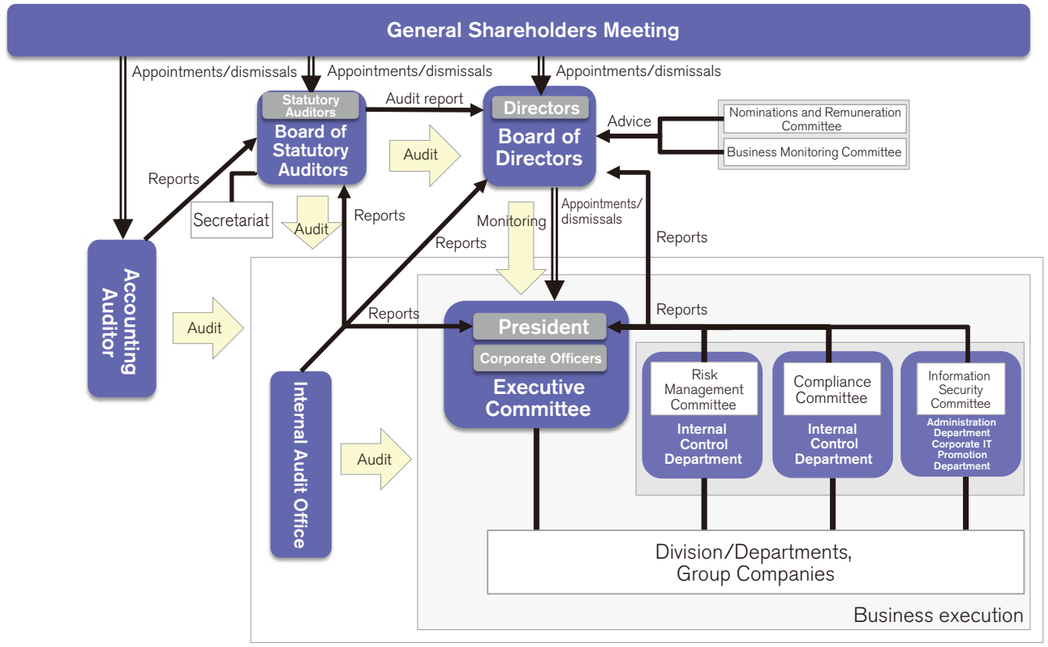
Sustainability Governance

Fundamental Policies

We have clarified the management's responsibility to provide explanations and are carrying out proper and timely disclosure of information to shareholders and other stakeholders. Furthermore, to continually enhance corporate value, we are ensuring proper execution of business operations by establishing internal control systems, and further enhancing our corporate governance.

Corporate Governance Structures

Organization Chart For Internal Controls



Policies for deciding remuneration amount

1. Policy and method for determining remuneration for individual directors

On March 22, 2022, the Board of Directors approved a resolution concerning 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.

(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.

Director's career (As of June 26, 2025)

President Takashi Tomiyama



Apr 1985 : Joined Nissan Motor Co., Ltd.
Apr 2006 : Deputy General Manager, Stamping Engineering Dept., Nissan Motor Co., Ltd.
Apr 2010 : Deputy General Manager, New Vehicle Production Engineering Dept., Nissan Motor Co., Ltd.
Apr 2012 : General Manager, Production Control and Engineering Dept., Nissan Motor Kyushu Co., Ltd.
Apr 2015 : Plant Manager, Nissan Motor (Thailand) Co., Ltd.
Apr 2017 : Alliance Global Director, Vehicle Production Engineering Div., Global Tooling Management Dept., Nissan Motor Co., Ltd.
Apr 2018 : Alliance Global Director, Vehicle Production Engineering and Development Div., Production Engineering Research and Development Center, Nissan Motor Co., Ltd.
Apr 2020 : President, Nissan Motor Kyushu Co., Ltd.
Apr 2024 : Executive Vice President, Nissan Shatai Co., Ltd.
Jun 2024 : President, Nissan Shatai Co., Ltd. (Current position)

Responsibilities at Nissan Shatai:
Internal Audit Office Division General Manager, Corporate Quality Assurance Div.
Key positions held concurrently:
President, Nissan Shatai Kyushu Co., Ltd.

Director Wataru Suzuki



Apr 1992 : Joined Nissan Shatai Co., Ltd.
Apr 2013 : Deputy General Manager, Project Management Dept.
Apr 2014 : General Manager, Project Management Dept.
Jan 2016 : Deputy General Manager, Purchasing Dept.
Apr 2016 : Deputy General Manager, Vehicle Project Purchasing Dept.,Nissan Motor Co., Ltd.
Apr 2019 : VP, Nissan Shatai Co.,Ltd.
Apr 2021 : Corporate Vice President, Nissan Shatai Co.,Ltd.
Apr 2025 : Senior Vice President, Nissan Shatai Co.,Ltd.
Jun 2025 : Director and Senior Vice President, Nissan Shatai Co.,Ltd. (Current position)

Responsibilities at Nissan Shatai:
Overall supervision of General & Administration Division, Administration Dept, Secretariat, and Conversion Business Dept.
Important positions at other companies:
Director, AUTO WORKS KYOTO Co., Ltd

Director Masami Homma



Apr 1991 : Joined Nissan Motor Co., Ltd.
Apr 2012 : Deputy General Manager, Cost Engineering Dept., Nissan Motor Co., Ltd.
Apr 2014 : Deputy General Manager, Nissan (China) Investment Co., Ltd.
Apr 2015 : General Manager, Alliance R&D Planning Office, Nissan Motor Co., Ltd.
Apr 2017 : General Manager, Platform and Vehicle Component Engineering Division, Body Engineering Dept., Nissan Motor Co., Ltd.
Apr 2019 : Vice President, Nissan Technical Center North America
Apr 2022 : General Manager, Vehicle Planning and Vehicle Component Engineering Division, Interior & Exterior Engineering Dept., Nissan Motor Co., Ltd.
Apr 2025 : General Manager, R&D Engineering Management Division,R&D Resource Management Dept., Nissan Motor Co., Ltd.
Apr 2026 : Senior Vice President, Nissan Shatai Co., Ltd.
Jun 2026 : Director and Senior Vice President, Nissan Shatai Co.,Ltd. (Current position)

Responsibilities at Nissan Shatai :
Overall supervision of Research and Development Div., Project Management & Vehicle Performance Engineering Dept.

Sustainability Governance

Director　Kazuo Urakami



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.
Jun 2026 : Director and Senior Vice President, Nissan Shatai Co.,Ltd.(Current position)

Responsibilities at Nissan Shatai :
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.

Director (Independent, Outside)　Yasuyuki Ohira



Apr 1984 : Joined Sapporo Breweries Ltd.
Mar 2006 : Director of Engineering Dept., Sapporo Breweries Ltd.
Mar 2011 : Operating Officer and Director, Chiba Brewery of Sapporo Breweries Ltd.
Sep 2012 : Director (Member of the Board) and Operating Officer, Director of Corporate Planning Dept., Sapporo Breweries Ltd.
Mar 2014 : Director (Member of the Board) and Operating Officer, Sapporo Breweries Ltd.
Mar 2016 : Director (Member of the Board), Managing Executive Officer, Director of Research and Development Headquarters, POKKA SAPPORO Food & Beverage Ltd.
Mar 2017 : Director (Member of the Board) and Managing Executive Officer, POKKA SAPPORO Food & Beverage Ltd.
Mar 2019 : Director (Member of the Board), Director of Research and Development Division, Sapporo Holdings Ltd. (Currently SapporoBreweries Ltd.)
Mar 2020 : Director (Member of the Board), Sapporo Holdings Ltd.
Mar 2022 : Advisor, Sapporo Holdings Ltd.
Jun 2022 : Director, Nissan Shatai Co., Ltd. (Current position)

Director (Independent, Outside)　Hideaki Shinada



Apr 1980 : Joined Ajinomoto Co., Inc.
Jun 2002 : Director, Ajinomoto Frozen Foods Co., Inc.
Jul 2004 : General Manager, Kyushu Branch, Seasonings and Food Products Company, Marketing Div., Ajinomoto Co., Inc.
Jul 2006 : General Manager, Processed Food Products Dept., Food Products Company, Ajinomoto Co., Inc.
Jun 2009 : Executive Officer and General Manager, Tokyo Branch, Ajinomoto Co., Inc.
Jun 2013 : Member of the Board and Corporate Vice President, and General Manager, Food Products, Ajinomoto Co., Inc.
Jun 2015 : Member of the Board and Corporate Senior Vice President, Ajinomoto Co., Inc.
Jun 2016 : Representative Director and President, Ajinomoto AGF, Inc.
Jun 2021 : Resigned Ajinomoto AGF, Inc.
Jun 2023 : Director, Nissan Shatai Co., Ltd. (Current position)
Important positions at other companies:
Outside Director, Matsukiyo Cocokara & Co

Skill matrix of directors

The matrix presents the six top-priority items regarding the knowledge each director 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	Term of office	Primary Expertise / Experience								
			Corporate Management	Auto motive Industry	Governance/ Internal Controls	Legal/Risk Management	Finance/Accounting	Human Resources	Manufacturing/Product Technology	Environment/Energy	Global
Takashi Tomiyama	Director and President	2 year	●	●	●	●			●	●	
Wataru Suzuki	Director and Senior Vice President	1 years	●	●			●	●	●		●
Masami Homma	Director and Senior Vice President	New	●	●				●	●	●	●
Kazuo Urakami	Director and Senior Vice President	New	●	●				●	●	●	●
Yasuyuki Ohira	Director (Independent, Outside)	4 years	●		●	●		●	●	●	
Hideaki Shinada	Director (Independent, Outside)	3 year	●		●	●			●		●

The status of attendance by individual directors

The Board of Directors resolves the material business activities in Nissan Shatai such as the basic policies concerning management and matters concerning the General Shareholders Meeting, directors, finance, stocks, human resources and the organization, etc. and the matters stipulated in the applicable laws and the Articles of Incorporation in accordance with the rules of the Board of Directors and their bylaws. Furthermore, it monitors the activities of the directors and executive officers by receiving reports about the status of the business activities, including production, financial status, etc.
There are six directors, including two who are outside directors and independent directors as stipulated by Tokyo Stock Exchange, Inc. As a rule the Board of Directors meets monthly and in addition ad-hoc meeting are also held whenever necessary. 20 meetings were held in the current fiscal year. The status of attendance by individual directors is as follows.

Title	Name	Number of meetings held	status of attendance(ratio)
President	Takashi Tomiyama	20 times	19 times（95%）
Director	Masayuki Yabe	20 times	20 times（100%）
Director	Takuya Nakamura	20 times	20 times（100%）
Director	Wataru Suzuki	15 times	15 times（100%）
Outside Director	Yasuyuki Ohira	20 times	20 times（100%）
Outside Director	Hideaki Shinada	20 times	20 times（100%）
Director	Shin Kotaki	5 times	5 times（100%）

* Wataru Suzuki attended all of the meetings held after he became a President on June 26, 2025.
** Shin Kotaki attended all of the meetings held before he resigned on June 26, 2025.

FY2025 Board of Directors Main Agenda Items

- Medium-term Management Plan basic policy and key activities
- Business Operation at the Shonan Plant
- Evaluation of Board effectiveness
- Quarterly divisional performance reports
- Final inspection line operational reports
- Risk Management Committee reports
- Internal control system operational reports
- Internal audit reports
- Sustainability initiatives performance reports
- Annual Budget and Capital Investment Plan
- Handling of Business Partners
- Relationship with the Controlling Shareholder

Nominations and Remuneration Committee

The purpose of the Nominations and Remuneration Committee is to increase the transparency and objectivity of the procedure used for decisions concerning nominations of director and statutory auditor candidates and remuneration for directors. Therefore, the committee discusses the following items concerning nominations and remuneration in response to requests from the Board of Directors or the President for advice and submits its advice to the Board of Directors.

Nominations and Remuneration Committee Main Agenda Items

(1) Policies and procedures for the selection or termination of a representative director and for selections of directors 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

Of the three members of this committee, the majority (two members) are independent outside directors, and the Committee Chair is an independent outside director. Furthermore, an independent outside statutory auditor attends the committee as an observer.
This committee meets based on an annual schedule and in addition ad-hoc meetings are also held whenever necessary. Six meetings were held in the current fiscal year. The status of attendance by individual committee members is as follows.

Title	Name	Number of meetings held	status of attendance(ratio)
Outside Director	Yasuyuki Ohira	6 times	6 times（100%）
Outside Director	Hideaki Shinada	6 times	6 times（100%）
President	Takashi Tomiyama	6 times	6 times（100%）

Business Monitoring Committee

In order to increase the transparency and objectivity of the procedure used for decisions concerning significant transactions between Nissan Shatai and related parties and prevent these transactions from damaging Nissan Shatai and the interests of its shareholders, the Business Monitoring Committee deliberates on these transactions in response to requests from the Board of Directors and the President for advice, and submits its advice to the Board of Directors. The members of this committee consist of two independent outside directors and two independent outside statutory auditors, and the Committee Chair is an independent outside director. Furthermore, a statutory auditor (Full-time) attends the committee as an observer.
This committee is to be held whenever necessary. Two meetings were held in the current fiscal year. The status of attendance by individual committee members is as follows.

Title	Name	Number of meetings held	status of attendance(ratio)
Outside Director	Yasuyuki Ohira	2 times	2 times（100%）
Outside Director	Hideaki Shinada	2 times	2 times（100%）
Outside Statutory Auditor	Tomonori Ito	2 times	2 times（100%）
Outside Statutory Auditor	Nobutaka Kanaji	2 times	2 times（100%）
Outside Director	Masayuki Imai	2 times	2 times（100%）

Overview of Evaluation Results for Effectiveness of Board of Directors

The Board of Directors of Nissan Shatai has carried out an evaluation of the effectiveness of the FY2025 Board of Directors taking account of analyses by a third-party organization.

Overview of the evaluation results

As a result of the evaluation, Nissan Shatai's Board of Directors confirms that the effectiveness of the Board of Directors is ensured. The overview is as follows.

1) The Board of Directors is comprised of members with sufficient knowledge and experience.
2) The Board of Directors has established sufficient deliberation time and is endeavoring to realize appropriate decision-making and management supervision.
3) All the members of the Board of Directors, including Outside Directors and Outside Statutory Auditors, possessing a wide range of experience and expertise, state opinions and advice based on their respective experiences and perspectives, and fulfill the roles that they should fulfill.

Opinions and issues to enhance effectiveness

The initiatives taken to address the issues recognized in the FY2024 evaluation, as well as the issues recognized in the FY2025 evaluation, are as follows.

＜ Initiatives taken to address Issues identified in the FY2024 evaluation ＞

1) TFurther enhancement of deliberations concerning important transactions
   The conditions for transactions with the parent company, etc. were deliberated on in the Business Monitoring Committee, and discussions at the Board of Directors from various angles were enhanced.
2) Continuation of consideration for the members of the Board of Directors
   We have been reviewing the members of the Board of Directors, including the diversity thereof. A female Substitute Statutory Auditor was elected at the general shareholders meeting held on June 26, 2025.
3) Further enhancement of discussions regarding growth strategies, including improving profitability, and initiatives for ESG and SDGs, ESG and SDGs initiatives were discussed at the Board of Directors. In addition,disclosures related to sustainability were enhanced.

＜ Issues identified in the FY2025 evaluation ＞

In discussions concerning the FY2025 evaluation by all of the Directors and Statutory Auditors, with the objective of further enhancing effectiveness, there were opinions regarding "continuation oenhancementf consideration for the members of the Board of Directors" and "further of discussions regarding management strategies and management plans, including the business portfolio." We will continue to work on these matters.

Diversity of directors, Directors' Remuneration are shown on P.58

Stakeholder Engagement

We believe that correctly understanding the needs and expectations of society through various forms of communication with stakeholders and utilizing this understanding in our corporate activities is extremely important for realizing the growth of the company and a sustainable society. Each selection of Nissan Shatai will implement these kinds of dialogues with many stakeholders and tackle the issues that are recognized.

Major stakeholders



Stakeholder	Main communication activities
Shareholders and Investors	General Shareholders Meeting · Web Earnings Results Briefing · IR Meetings, Posting IR Materials · contact on the website
Employees	Disseminating messages from directors and plant managers through conventions of all employees · intranet · internal newsletter, etc. Conducting an employee survey, Dialogue between the president and employees, Interview between superiors and subordinates, Commendation to employees, Employee stock ownership, Ideas Contest implementation Analysis and investigation of opinions received by Customer Relation Office, Quality improvement questionnaires · Activities to listen to customer opinions and wishes, Visiting domestic and foreign countries
Customers	Analysis and investigation of opinions received by Customer Relation Office, Quality improvement questionnaires · Activities to listen to customer opinions and wishes, Visiting domestic and foreign countries
Suppliers	Supplier meeting, business talks, Meetings, Supplier association activities
Business partners	
Dealers	Events to expand sales, Sales and service support
National and local governments	Visit, Participation in symposiums
Local Communities	Plant Tours for Elementary School Students,Participation and co-sponsorship of local events, Sponsorship of local organizations

Formulation of policies about the provision of information to stakeholders

Nissan Shatai attaches great importance to ensuring internal and external transparency with regard to our management activities, and puts effort into making sure that information disclosure is carried out in an appropriate and timely manner for our stakeholders.
Sustainability information is posted on the website, and an RSS service has been set up for the Website to enhance convenience for readers.

Outline of NISSAN SHATAI

Highly advanced facilities and technologies

Nissan Shatai has three main operational bases that consistently implement the operations of development, production and quality assurance. These bases are: Headquarters and Shonan Plant located in Tsutsumicho, Hiratsuka City, Kanagawa Prefecture;the Techno Center located in Ookami, Hiratsuka City; as well as the Development Divisions that are mainly located at the Hadano Office in Hadano City.





Headquarters and Shonan Plant

This site is home to a Production Division comprising headquarters functions, a plant responsible for vehicle body welding, painting, and assembly operations, and a distribution base.



Techno Center

The Techno Center is the base for our Development Division, which is responsible for designing and building prototypes. It also acts as the base for the Tool & Machinery Engineering Division that designs and manufactures production facilities.



Hadano Office

The Hadano Office in Hadano City comes with a test course and other testing facilities, and carries out a batter of strict tests to check on all aspects of cars, including car body strength and endurance.

Company Profile

Corporate name:	NISSAN SHATAI CO., LTD.
Date of establishment:	1 July 1941
Date of incorporation:	1 April 1949
Capital:	7,904 million yen
Number of employees:	1,668 (As of March 31, 2026)
Major businesses:	Manufacture and sales of vehicles and vehicle parts, and related businesses
URL:	https://www.nissan-shatai.co.jp

Office

■ **Headquarters and Shonan Plant**
2-1 Tsutsumicho, Hiratsuka, Kanagawa, 254-8610
Tel: 81-463-21-8001

■ **Techno Center (Development Division)**
3-6-1, Ookami, Hiratsuka, Kanagawa, 254-0012
Tel: 81-463-21-8305

■ **Hadano Office**
233, Horiyamashita, Hadano, Kanagawa, 259-1304
Tel: 81-463-87-2972

Executives

Directors

President	Takashi Tomiyama
Director	Wataru Suzuki
Director	Masami Homma
Director	Kazuo Urakami
Director (Independent, Outside)	Yasuyuki Ohira
Director (Independent, Outside)	Hideaki Shinada

Statutory Auditors

Statutory Auditor (Full-time)	Shin Kotaki
Statutory Auditor (Independent, Outside)	Tomonori Ito
Statutory Auditor (Independent, Outside)	Nobutaka Kanaji

Corporate Officers

President	Takashi Tomiyama
Senior Vice President	Wataru Suzuki
Senior Vice President	Masami Homma
Senior Vice President	Kazuo Urakami
Corporate Vice President	Masaya Watanabe
Corporate Vice President	Yosuke Sato
Corporate Vice President	Masayuki Yamashita
Corporate Vice President	Yoshio Saito

Vice Presidents

Vice President	Futoshi Kudo
Vice President	Takuya Suzuki
Vice President	Wataru Takayama
Vice President	Hiroyuki Ueno
Vice President	Yuji Ichikawa
Vice President	Kei Ono
Vice President	Hideki Hattori
Vice President	Masahiro Kanai

Outline of NISSAN SHATAI KYUSHU

Nissan Shatai Kyushu that is allowed to produce INFINITI branded vehicles by Nissan Motor Co., Ltd.

Nissan Shatai Kyushu, which commenced full-scale operations in January 2010, is allowed to produce INFINITI branded vehicles by Nissan Motor Co., Ltd. It is located in the Kita Kyushu region, where many automobile and parts manufacturers have established themselves, and which offers major distribution advantages to the Asian region that is experiencing dizzying progress and development.
Nissan Shatai Kyushu is located in Nissan Motor's Kyushu Plant.
It is composed of a Body Shop, Paint Shop, Assembly Shop, and an Office Building functioning as the headquarters of Nissan Shatai Kyushu.
This plant has adopted the Nissan Production Way (NPW) to deliver the quality required for the INFINITI brand and other luxury models, while realizing thorough efficiency and significantly shortened production lead-times that are the pride of the industry.
The plant also boasts production lines capable of the mixed production of multiple models, ranging from compact cars to large high-grade minivans. It is also a plant that is both people and environmentally friendly.





Automatic assembly of doors with the aid of robots (Body Shop)



Quality checks on the painted surfaces by robots (Painting Shop)



Assembly of heavy parts using assisting devices (Assembly Shop)



Body Shop

The introduction of the roller hemming line and other equipment enables the production of high-precision car body frameworks.
The Body Shop is also characterized by its flexible and compact production line that includes automatic assembly of heavy parts such as hoods and doors by robots, and transportation of car body and parts by unmanned AGV transportation vehicles.



Painting Shop

We have introduced the new 3WET painting technology to realize painting quality that is environmentally friendly and ideal for luxury car models. In addition, we have adopted anti-pollution technology and automatic exterior testing devices to achieve high-quality paint jobs.



Assembly Shop

We have created an evolved car assembly line that enables the mixed production of frame body and monocoque body vehicles. We have also introduced assisting devices to lighten the work load for operators and create a workerfriendly working environment.

Company Profile

Corporate name:	NISSAN SHATAI KYUSHU CO., LTD.
Date of incorporation:	10 May 2007
Capital:	10 million yen (Nissan Shatai holds 100% of the shares)
Number of employees:	1,220 (As of March 31, 2026)
Major businesses:	Manufacture and sales of vehicles and vehicle parts
URL:	https://www.nissan-shatai.co.jp/nissan-shatai-kyushu

Center of Operation

■ **Head Office**
1-3 Shinhama-cho, Kanda-machi, Miyako-gun,
Fukuoka, 800-0321
Tel: 81-93-434-9645

Exectives

Directors

President	Takashi Tomiyama
Senior Managing Director	Kazuo Urakami
Director, Plant Director	Hideki Hattori
Director	Hiroyuki Ueno
Director	Wataru Takayama
Director	Takashi Kosaka

Statutory Auditors

Statutory Auditor	Yosuke Sato
Statutory Auditor	Shin Kotaki

Outline of Affiliates

NISSAN SHATAI MANUFACTURING CO., LTD.

Production of pressed parts for Nissan Shatai.

Corporate Name	NISSAN SHATAI MANUFACTURING CO., LTD.	Number of employees	188 (as of 31 March 2026)
URL	http://ns-m.jp	Business areas	Manufacture partly-finished car parts
Established in	October 31, 1956	Head office	2-15, Nagatoro, Hiratsuka, Kanagawa, 254-0021
Capital	432 million yen (Nissan Shatai holds 100% of the share)	Tel	81-463-21-8510
Representative	Hideo Endo - President		

NISSAN SHATAI ENGINEERING CO., LTD.

Engineering, manufacturing, and sales of production facilities, logistics equipment, etc.

Corporate Name	NISSAN SHATAI ENGINEERING CO., LTD.	Business areas	1. Planning, Design, Production and Construction of Production and Power Facilities 2. Manufacturing and sale of logistic equipment and lithium-ion battery products
URL	http://www.ns-eng.jp		
Established in	August 1, 1986		
Capital	40 million yen (Nissan Shatai holds 100% of the shares)		
Representative	Manabu Okitsu - President	Head office	4-4, Tsutsumicho, Hiratsuka, Kanagawa, 254-0027
Number of employees	32 (as of 31 March 2026)	Tel	81-463-20-5372

AUTO WORKS KYOTO CO., LTD.

Convert work-use vehicles.

Corporate Name	AUTO WORKS KYOTO CO., LTD.	Number of employees	183 (as of 31 March 2026)
URL	https://www.awk.co.jp	Business areas	Convert work-use vehicles
Established in	March 12, 2001	Head office	1-1, Nishi-no-hata, Okubo-cho, Uji, Kyoto, 611-0033
Capital	480 million yen (Nissan Shatai holds 100% of the shares)	Tel	81-774-46-7063
Representative	Hiroyuki Nakanishi – President and CEO		

NISSAN SHATAI COMPUTER SERVICE CO., LTD.

IT-related services, such as creating information systems and maintenance/operation of information systems.

Corporate Name	NISSAN SHATAI COMPUTER SERVICE CO., LTD.	Number of employees	239 (as of 31 March 2026)
URL	https://www.ncs-net.co.jp	Business areas	1. Application system development 2. Maintenance and operation of systems
Established in	January 1, 1987		
Capital	100 million yen (Nissan Shatai holds 100% of the shares)	Head office	2-20, Akashicho, Hiratsuka, Kanagawa, 254-0042
Representative	Takeshi Mori - President	Tel	81-463-22-7760

PRO STAFF CO., LTD.

From temporary staff placement, introduction of jobs and personnel, to various outsourcing business.

Corporate Name	PRO STAFF CO., LTD.	Number of employees	109 (as of 31 March 2026)
URL	http://www.pro-staff.co.jp	Business areas	1. General worker dispatching business 2. Fee-charging employment placement business 3. Outsourcing services
Established in	August 1, 1987		
Capital	90 million yen (Nissan Shatai holds 100% of the shares)	Head office	9-10,amanuma,Hiratsuka,Kanagawa,254-0031
Representative	Hirokazu Kobayashi - President	Tel	81-463-23-7750

Financial Data / Non-Financial Data

Consolidated data is marked with a *
(Rounded down to millions of yen)

	FY2022 March	FY2023 March	FY2024 March	FY2025 March	**FY2026 March**
Net Sales	215,359	307,521	301,071	350,508	**403,800**
Operating income (loss)	(3,538)	4,390	979	5,147	**14,161**
Ordinary income (loss)	(2,541)	5,118	1,392	5,847	**15,080**
Profit (loss) attributable to owners of parent	(2,217)	3,883	407	3,033	**6,893**

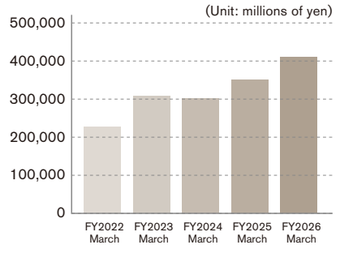
(Unit: millions of yen)

Vehicle Sales Volume

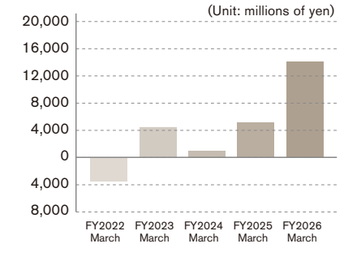
	FY2022 March	FY2023 March	FY2024 March	FY2025 March	**FY2026 March**
Passenger Vehicles	56,826	85,436	79,384	79,363	**94,205**
Light Commercial Vehicle	49,090	45,421	47,913	55,098	**48,509**
Microbuses	7,859	11,126	11,824	12,060	**11,954**
Total	113,775	141,983	139,121	146,521	**154,668**

(Unit: vehicles)

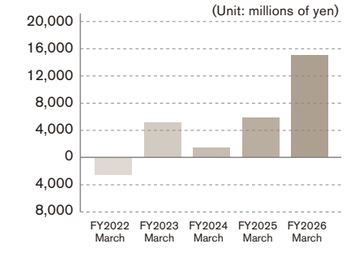
Net Sales



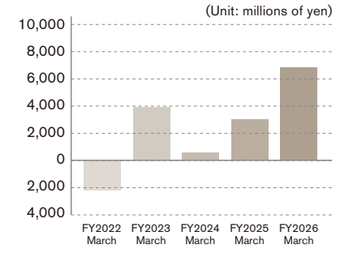
Operating Income (loss)



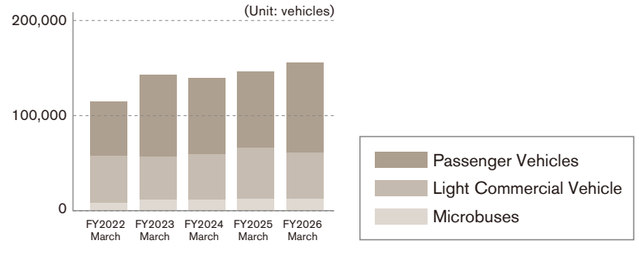
Ordinary Income (loss)



Profit (loss) attributable to owners of parent



Vehicle Sales Volume



* The listed numerical values include the six consolidated subsidiaries
(Nissan Shatai Kyushu, Nissan Shatai Manufacturing, Nissan Shatai Engineering, Auto Works Kyoto, Nissan Shatai Computer Service, Pro Staff)

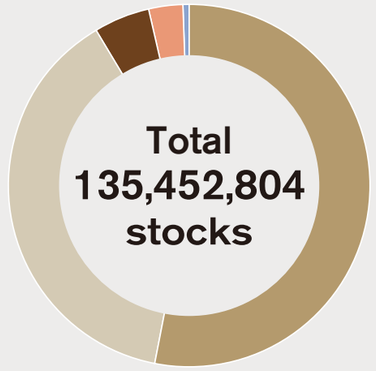
Financial Data / Non-Financial Data

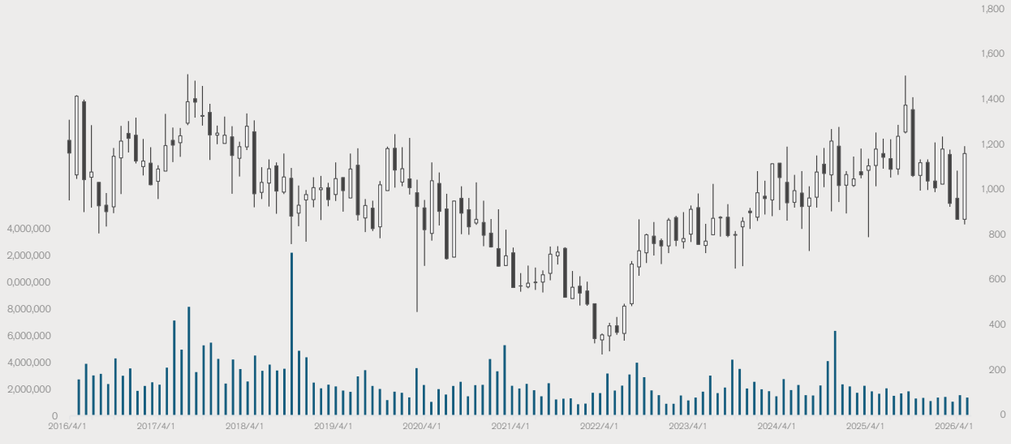
Basic Information on Stocks (As of March 31, 2026)

Security code number	7222
Stock listing	Standard Market of Tokyo Stock Exchange
Total number of shares authorized to be issued	400,000,000 shares
Total number of shares issued	135,452,804 shares
Number of shareholders at fiscal year-end	4,019 persons

Distribution of Shareholdings by Shareholder Type
(Ratio of issued shares)

Financial institutions	3.2%
Securities Companies	0.3%
Other Corporations	52.8%
Foreign Shareholders (Other than Individuals)	39.1%
Foreign Shareholders (Individuals Only)	0.0%
Individuals and others	4.7%
Treasury stock	0.0%





Stock Price

(¥)

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
High	1,187	1,174	987	1,149	956	752	846	935	1,170	1,319
Low	1,096	1,120	837	994	824	672	772	874	952	850

Major Shareholders

Name	Number of shares	Ratio of issuedshares (%)
Nissan Motor Co., Ltd.	67,726,898	50.00
ECM MF	30,602,800	22.59
GOLDMAN SACHS INTERNATIONAL	6,212,630	4.59
INTERTRUST TRUSTEES (CAYMAN) LIMITED SOLELY IN ITS CAPACITY AS TRUSTEE OF JAPAN-UP	4,596,200	3.39
The Master Trust Bank of Japan, Ltd. (Trust Account)	3,386,900	2.50
BNY GCM CLIENT ACCOUNT JPRD ISG (FEAC)	2,902,950	2.14
Nissan Shatai Supplier Stock Ownership Plan	2,379,200	1.76
JP MORGAN CHASE BANK 385781	891,383	0.66
State Street Bank and Trust Company 505001	846,107	0.62
State Street Bank and Trust Company 505223	800,501	0.59

Information about Major Shareholders is as of March 31, 2026.

Environmental Data

[Carbon Footprint]

(FY)

		Unit	2021	2022	2023	2024	2025
Scope 1		t-CO_2	15,566	17,013	17,099	19,592	17,678
Scope 2		t-CO_2	28,591	29,527	31,602	34,253	32,223
Scope 1 + 2		t-CO_2	44,157	46,540	48,701	53,845	49,902
Nissan Shatai Co., Ltd.*		t-CO_2	23,246	20,915	22,823	21,473	19,366
Nissan Shatai Kyushu Co., Ltd.		t-CO_2	20,911	25,625	25,878	32,372	30,487
Basic unit pertaining to CO_2 emissions * CO_2 emissions per production vehicle	Total	t-CO_2/vehicle	0.39	0.33	0.34	0.37	0.32
	Nissan Shatai	t-CO_2/vehicle	0.70	1.12	0.84	0.86	0.97
	Nissan Shatai Kyushu Co., Ltd.	t-CO_2/vehicle	0.26	0.21	0.22	0.27	0.23

[Energy input]

(FY)

	Unit	2021	2022	2023	2024	2025
Total	MWh	102,509	108,486	111,291	114,384	112,152
Nissan Shatai	MWh	50,850	46,087	50,010	49,220	42,871
Nissan Shatai Kyushu	MWh	51,659	62,399	61,281	65,164	69,282

* Nissan Shatai's covered locations: Head Office and Shonan Plant, Techno Center, and Hadano Office.

Financial Data / Non-Financial Data

Governance Data

[Directors' Remuneration]

A…The total amount of base salary and remuneration linked to results of operations (million yen)*
B…The number of eligible officers

(FY)

	2021		2022		2023		2024		2025	
	A	B	A	B	A	B	A	B	A	B
Directors (Excluding outside directors)	90	4	114	4	112	4	107	5	117	5
Statutory Auditors (Excluding outside Statutory Auditors)	16	1	15	2	14	1	14	1	14	1
Outside director	36	5	32	5	32	6	32	4	32	4

*The total paid amount is stated as the base salary and remuneration linked to results of operations in the fiscal year prior to payment.

(FY)

	2021	2022	2023	2024	2025
Number of directors	6	6	6	6	6
Outside director (%)	2	2	2	2	2
Female directors	0	0	0	0	0
Number of corporate officers	8	8	9	6	8

Segment Information

The content of the segment and the position of our company and its affiliates in the relevant business

Segment	Main products, etc.	Major companies
Automotive-related	Passenger vehicles, Light commercial vehicles, and Microbuses	Nissan Shatai Co., Ltd., Nissan Shatai Co., Ltd., and Nissan Motor Co., Ltd.
	Parts, vehicle bodies, and special modifications	Nissan Shatai Co., Ltd., Nissan Shatai Co., Ltd., and Auto Works Kyoto Co., Ltd.
Equipment maintenance	Production equipment manufacturing and construction, etc.	Nissan Shatai Engineering Co., Ltd.
Information processing	creating information systems and maintenance/ operation of information systems, etc.	Nissan Shatai Computer Service Co., Ltd.
temporary staff placement	temporary staff placement	Pro Staff Co., Ltd.

Note) All subsidiaries are only domestic.

Segment name

Segment	Vehicle Sales Volume	Compared to the previous fiscal year (%)	Amount (million yen)	Compared to the previous fiscal year (%)
Automotive-related	154,668	5.6	397,590	15.8
Equipment maintenance	—	—	872	△28.7
Information processing	—	—	3,169	△8.2
temporary staff placemen	—	—	2,167	7.7
Total	154,668	5.6	403,800	15.2

(Note) Transactions between segments are offset and eliminated.

(Consolidated)

As of March 31, 2026

Segment name	Employees	
Automotive-related	3,259	〔2,849〕
Equipment maintenance	32	〔14〕
Information processing	239	〔32〕
temporary staff placement	109	〔42〕
Total	3,639	〔2,937〕

(Note) The number of employees is based on the number of working personnel, and the number of temporary employees is shown in brackets as an annual average number, separately.

Social Data

[External Evaluation]

Year	Awards	Responsible organization
2020	Platinum Kurumin certification	Director of Kanagawa Labor Bureau, Ministry of Health, Labor and Welfare
2020	Recognized Certified Health and Productivity Management Organization Recognition Program	Ministry of Economy, Trade and Industry
2021	Recognized Certified Health and Productivity Management Organization Recognition Program	Ministry of Economy, Trade and Industry
2022	Recognized Certified Health and Productivity Management Organization Recognition Program	Ministry of Economy, Trade and Industry
2023	Recognized Certified Health and Productivity Management Organization Recognition Program	Ministry of Economy, Trade and Industry
2024	Eruboshi certification	Director of Kanagawa Labor Bureau, Ministry of Health, Labor and Welfare
2025	Recognized Certified Health and Productivity Management Organization Recognition Program	Ministry of Economy, Trade and Industry
2026	Recognized Certified Health and Productivity Management Organization Recognition Program	Ministry of Economy, Trade and Industry
2026	Recognized"Food and Nutrition Education Practice Excellent Corporation 2026"	Ministry of Agriculture, Forestry and Fisheries

[Results of an internal questionnaire on Diversity, Equity & Inclusion]

FY2025 questionnaire
Penetration and affirmative response rate 71.0%

Social Data

[Employee Data]

Nissan Shatai Co., Ltd.

(FY)

	2021	2022	2023	2024	2025
Number of employees	1,730	1,698	1,681	1,786	1,668
Average age (years)	42.0	41.8	41.8	41.6	42.2
Average length of employment	18.3	17.9	17.7	16.4	17.0
Turnover rate *1	3.06%	3.11%	3.42%	3.70%	6.42%
Average annual salary	6.24 million yen	6.70 million yen	7.44 million yen	7.51 million yen	7.54 million yen
Number of holidays taken annually	17.0	17.5	17.3	16.3	16.9
Rate of annual leave	80%	83%	80%	77%	84%
Average overtime (Hours)	17.2	20.4	23.2	23.5	20.1
Rate of paternity leave	-	52.4%	67.7%	67.9%	66.7%
Number of labor union members	1,724	1,741	1,717	1,834	1,737
Number of Female manager	9	8(4.2%)	11(5.6%)	10(5.8%)	9(5.2%)
Number of General Manager or above *2	34	35	37	39	41
Female Employee	148	151	157	173	164
Corporate officers	9	8	9	8	8
Directors	6	6	6	6	6
Statutory auditors	3	3	3	3	3
Number of new employees	65	65	59	71	60
Rate of regular medical check-ups	100.0%	100.0%	100.0%	100.0%	100.0%
Rate of stress check attendance	94.6%	88.7%	93.5%	95.7%	95.1%
Wage gap between male and female employees	-	All employee : 80.0% Regular employee : 78.6% Non-regular employee : 89.1%	All employee : 78.0% Regular employee : 77.1% Non-regular employee : 83.3%	All employee : 77.1% Regular employee : 76.0% Non-regular employee : 84.8%	All employee : 80.4% Regular employee : 78.9% Non-regular employee : 84.8%
Investment in human capital Time per person [h]	10.6	11.5	13.3	12.7	10.4
Investment in human capital Cost per person [yen]	20,235	23,416	27,513	24,935	23,500

*1 Excluding non-regular employees
*2 Including men and women

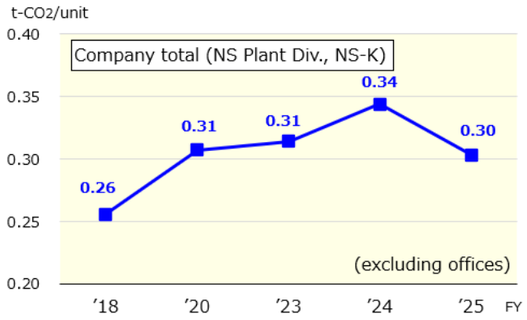
Nissan Shatai Group Total

(FY)

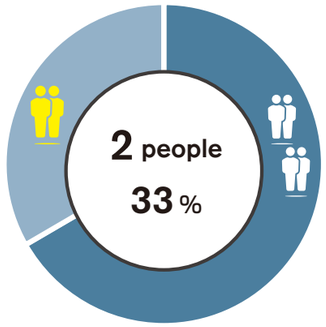
	2021	2022	2023	2024	2025
Number of employees	4,016	3,951	3,157	3,842	3,639
Rasio of employees with disabilities	2.32%	2.66%	2.62%	2.67%	2.68%
Number of internal reports	74	123	153	52	65

Financial Data / Non-Financial Data

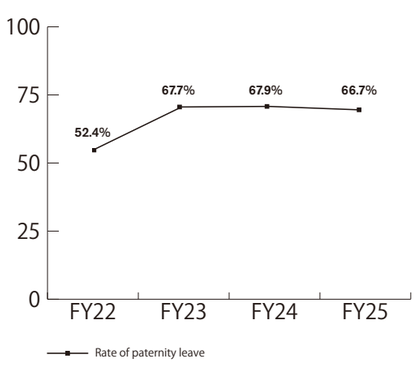
● Trends in CO_2 emissions per production vehicle



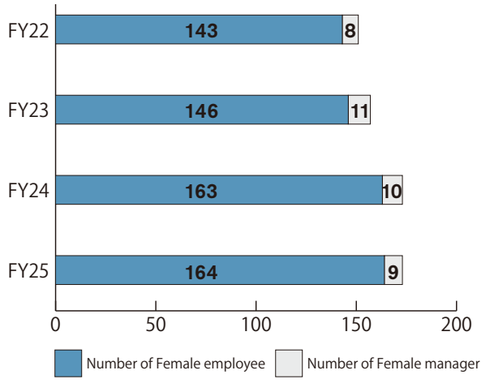
● Outside director (%)



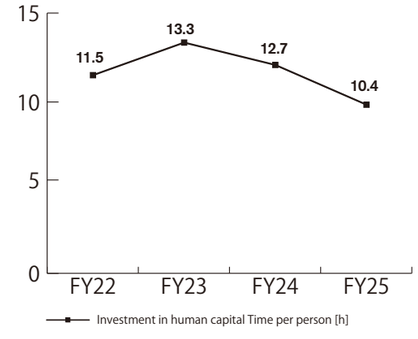
● Rate of paternity leave



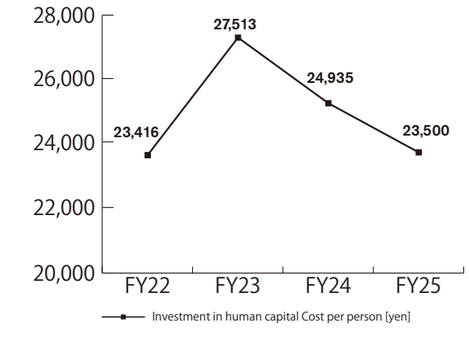
● Number of Female manager
● Number of Female employee



● Investment in human capital Time per person [h]



● Investment in human capital Cost per person [yen]



MODELS

Shonan Plant



NV200 VANETTE

Nissan Shatai Kyushu



QX80



PATROL



ARMADA



ELGRAND



CARAVAN

Auto Works Kyoto

※ Auto Works Kyoto is a Nissan Shatai Co., Ltd.' s group company that is engaged in converting not only work-use vehicles such as high-spec ambulance "NISSAN PARAMEDIC", other emergency and medical vehicles, fire-fighting vehicles, preschool buses, emergency maintenance vehicles, but also accommodation vehicles designed to accompany weekend outdoor activities and special moments to spend with family members.



High-spec Ambulance "NISSAN PARAMEDIC"



2B Ambulance



Fire-fighting Vehicles



Police Vehicles



Accommodation Vehicles "tabicafe"



Road Patrol Vehicles



Publicity Vehicles



Preschool Buses

NISSAN SHATAI　NISSAN SHATAI KYUSHU

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