

Financial Information as of March 31, 2025

(The English translation of the
“Yukashoken-Houkokusho” for
the year ended March 31, 2025)

Nissan Motor Co., Ltd.

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【Cover】

【Document Submitted】	Securities Report (“Yukashoken-Houkokusho”)
【Article of the Applicable Law Requiring Submission of This Document】	Article 24, Paragraph 1 of the Financial Instruments and Exchange Act
【Filed to】	Director, Kanto Local Finance Bureau
【Date of Submission】	June 23, 2025
【Business Year】	126th Fiscal Year (From April 1, 2024 to March 31, 2025)
【Company Name】	Nissan Jidosha Kabushiki-Kaisha
【Company Name (in English)】	Nissan Motor Co., Ltd.
【Position and Name of Representative】	Ivan Espinosa, Representative Executive Officer, President and Chief Executive Officer
【Location of Head Office】	2, Takaracho, Kanagawa-ku, Yokohama-shi, Kanagawa
【Phone No.】	(045) 523-5523 (switchboard)
【Contact for Communications】	Shigeko Taie, Senior Manager, Consolidation Accounting Group, Financial Accounting Department
【Nearest Contact】	1-1, Takashima 1-chome, Nishi-ku, Yokohama-shi, Kanagawa
【Phone No.】	(045) 523-5523 (switchboard)
【Contact for Communications】	Shigeko Taie, Senior Manager, Consolidation Accounting Group, Financial Accounting Department
【Place Where Available for Public Inspection】	Tokyo Stock Exchange, Inc. 2-1, Nihonbashi Kabutocho, Chuo-ku, Tokyo

Part I Information on the Company

1. Overview of the Company

1. Key financial data and trends

(1) Consolidated financial data

Fiscal year		122nd	123rd	124th	125th	126th
Year ended		March 31, 2021	March 31, 2022	March 31, 2023	March 31, 2024	March 31, 2025
Net sales	(Millions of yen)	7,862,572	8,424,585	10,596,695	12,685,716	12,633,214
Ordinary income (loss)	(Millions of yen)	(221,230)	306,117	515,443	702,161	210,168
Net income (loss) attributable to owners of parent	(Millions of yen)	(448,697)	215,533	221,900	426,649	(670,898)
Comprehensive income	(Millions of yen)	(41,928)	689,621	606,837	1,042,224	(821,602)
Net assets	(Millions of yen)	4,339,826	5,029,584	5,615,140	6,470,543	5,445,348
Total assets	(Millions of yen)	16,452,068	16,371,481	17,598,581	19,855,151	19,024,060
Net assets per share	(Yen)	1,007.80	1,170.17	1,310.74	1,599.28	1,419.78
Basic earnings (loss) per share	(Yen)	(114.67)	55.07	56.67	110.47	(187.08)
Diluted earnings per share	(Yen)	—	55.07	56.67	110.47	—
Net assets as a percentage of total assets	(%)	24.0	28.0	29.2	30.1	26.1
Rate of return on equity	(%)	(11.2)	5.1	4.6	7.7	(12.3)
Price earnings ratio	(Times)	—	9.95	8.84	5.51	—
Cash flows from operating activities	(Millions of yen)	1,322,789	847,187	1,221,051	960,899	753,687
Cash flows from investing activities	(Millions of yen)	(369,121)	(146,835)	(447,041)	(812,664)	(971,227)
Cash flows from financing activities	(Millions of yen)	(639,692)	(1,092,645)	(670,607)	(131,551)	263,251
Cash and cash equivalents at end of the period	(Millions of yen)	2,034,026	1,792,692	2,014,387	2,126,206	2,197,513
Employees () represents the average number of part-time employees not included in the above numbers	(Number)	131,461 (16,092)	134,111 (15,743)	131,719 (15,397)	133,580 (16,549)	132,790 (16,031)

- Notes: 1. “Accounting Standard for Revenue Recognition” (Accounting Standards Board of Japan (ASBJ) Statement No. 29, March 31, 2020) and other standards have been applied from the beginning of the 123rd fiscal year. Key financial data, etc., concerning the 123rd fiscal year onward is presented as figures after the adoption of these accounting standards, etc.
2. Diluted earnings per share for the 122nd fiscal year and the 126th fiscal year is not presented because a net loss per share was recorded although potential dilutive stock existed.
3. Price earnings ratio for the 122nd fiscal year and the 126th fiscal year is not presented because a net loss per share was recorded.

(2) Non-consolidated financial data

Fiscal year		122nd	123rd	124th	125th	126th
Year ended		March 31, 2021	March 31, 2022	March 31, 2023	March 31, 2024	March 31, 2025
Net sales	(Millions of yen)	2,489,676	2,409,348	3,240,618	4,187,227	4,081,748
Ordinary income (loss)	(Millions of yen)	99,034	(208,445)	324,336	382,385	583,926
Net income (loss)	(Millions of yen)	(72,629)	(114,387)	268,296	417,843	60,298
Common stock	(Millions of yen)	605,813	605,813	605,813	605,813	605,813
Number of shares issued	(Thousands)	4,220,715	4,220,715	4,220,715	4,009,715	3,713,998
Net assets	(Millions of yen)	1,967,322	1,797,360	2,018,121	2,278,366	2,143,015
Total assets	(Millions of yen)	5,705,547	5,074,658	5,696,856	5,933,998	5,603,127
Net assets per share	(Yen)	469.27	428.61	481.01	571.34	579.93
Cash dividends per share	(Yen)	—	5	10	20	—
(Interim cash dividends included herein)	(Yen)	(—)	(—)	(—)	(5)	(—)
Basic earnings (loss) per share	(Yen)	(17.32)	(27.28)	63.96	101.11	15.84
Diluted earnings per share	(Yen)	—	—	—	—	—
Net assets as a percentage of total assets	(%)	34.5	35.4	35.4	38.4	38.2
Rate of return on equity	(%)	(3.7)	(6.1)	14.1	19.5	2.7
Price earnings ratio	(Times)	—	—	7.83	6.02	23.91
Cash dividends as a percentage of net income	(%)	—	—	15.6	19.8	—
Employees () represents the average number of part-time employees not included in the above numbers	(Number)	22,825 (4,944)	23,166 (4,372)	23,525 (4,643)	24,034 (4,984)	24,413 (5,017)
Total shareholder return	(%)	172.7	155.0	144.7	180.4	116.0
(Comparative index: Dividend-included TOPIX)	(%)	(142.1)	(145.0)	(153.4)	(216.8)	(213.4)
Highest stock price	(Yen)	664.5	654.3	577.6	712.5	616.3
Lowest stock price	(Yen)	311.2	436.5	408.1	472.2	337.6

- Notes: 1. “Accounting Standard for Revenue Recognition” (ASBJ Statement No. 29, March 31, 2020) and other standards have been applied from the beginning of the 123rd fiscal year. Key financial data, etc., concerning the 123rd fiscal year onward is presented as figures after the adoption of these accounting standards, etc.
2. Diluted earnings per share for the 122nd fiscal year and the 123rd fiscal year is not presented because a net loss per share was recorded and the Company had no securities with dilutive effects. Diluted earnings per share for the 124th fiscal year, the 125th fiscal year, and the 126th fiscal year is not presented because the Company had no securities with dilutive effects.
3. Price earnings ratio and cash dividends as a percentage of net income for the 122nd fiscal year and the 123rd fiscal year are not presented because a net loss per share was recorded. The cash dividends as a percentage of net income for the 126th fiscal year is not presented because no dividends were paid.
4. Total shareholder return (%) = (Current fiscal year-end stock price + past 5 years cumulative cash dividends per share) / Fiscal year-end stock price 5 years ago × 100
5. Highest stock price and lowest stock price were those recorded on the First Section of the Tokyo Stock Exchange until April 3, 2022, and those recorded on the Prime Market of the Tokyo Stock Exchange on April 4, 2022 and onwards.

2. History

December 1933	Jidosha Seizo Co., Ltd., predecessor of Nissan Motor Co., Ltd. was established with invested capital of ¥10 million in Takaracho, Kanagawa-ku, Yokohama-shi, through the joint capital investment of Nippon Sangyo K.K. and Tobata Imono K.K.
May 1934	Construction of the Yokohama Plant was completed.
June 1934	The Company changed its name to Nissan Motor Co., Ltd.
April 1935	First vehicle was manufactured off the production line through the integrated production at the Yokohama Plant.
August 1943	Construction of the Fuji Plant (formerly the Yoshiwara Plant) was completed.
September 1944	The head office was moved to Nihonbashi, Tokyo, and the Company changed its name to Nissan Heavy Industries, Ltd.
January 1946	The headquarters moved to Takaracho, Kanagawa-ku, Yokohama-shi.
August 1949	The Company changed its name to Nissan Motor Co., Ltd.
January 1951	The Company's stock was listed on the Tokyo Stock Exchange.
May 1951	The Company acquired an interest in Shin-Nikkoku Kogyo Co., Ltd. (currently Nissan Shatai Co., Ltd.; a consolidated subsidiary).
May 1958	Exportation of passenger cars to the United States of America was commenced.
September 1960	Nissan Motor Corporation in U.S.A. was established.
September 1961	Nissan Mexicana, S.A. de C.V. (currently a consolidated subsidiary), a joint venture with Marubeni-Iida Co., Ltd. (currently Marubeni Corporation) was established in Mexico City, Mexico.
March 1962	Construction of the Oppama Plant was completed.
March 1965	The Company acquired an interest in Aichi Machine Industry Co., Ltd. (currently a consolidated subsidiary).
May 1965	Construction of the Zama Plant was completed.
August 1966	The Company merged Prince Motor Company and, accordingly, the Murayama Plant and others became a part of the Company.
July 1967	Construction of the Honmoku Wharf (a base for exporting) was completed.
January 1968	The headquarters moved to the Company's new building in the Ginza area of Tokyo.
March 1971	Construction of the Tochigi Plant was completed.
October 1973	Construction of the Sagami-hara Parts Center was completed.
June 1977	Construction of the Kyushu Plant was completed.
January 1980	The Company acquired an interest in Motor Iberica, S.A. (currently Nissan Motor Iberica S.A.; a consolidated subsidiary) in Spain.
July 1980	Nissan Motor Manufacturing Corporation U.S.A. was established.
November 1981	The Nissan Technical Center was completed.
November 1981	Nissan Motor Acceptance Corporation (currently Nissan Motor Acceptance Company LLC; a consolidated subsidiary) was established.
November 1982	Construction of the Aguascalientes plant of Nissan Mexicana, S.A. de C.V. was completed.
February 1984	Nissan Motor Manufacturing (UK) Ltd. (currently a consolidated subsidiary) was established.
November 1984	Construction of the Oppama Wharf was completed.
April 1989	Nissan Europe N.V. was established in the Netherlands.
January 1990	Former Nissan North America, Inc. was established in the United States of America.
May 1991	Construction of Kanda Wharf was completed.
January 1994	Construction of the Iwaki Plant was completed.
April 1994	The business in the North America region was reorganized and Nissan North America, Inc. (currently a consolidated subsidiary) was newly established.
October 1994	The Company established Nissan Middle East FZE (currently a consolidated subsidiary), a regional headquarters in the Middle East.
March 1995	Production of vehicles was discontinued at the Zama Plant.
December 1998	Nissan North America, Inc. merged with Nissan Motor Corporation in U.S.A.
March 1999	The Company and Renault (currently an affiliate accounted for by the equity method) signed an agreement for a global alliance in automobile business, including equity participation.

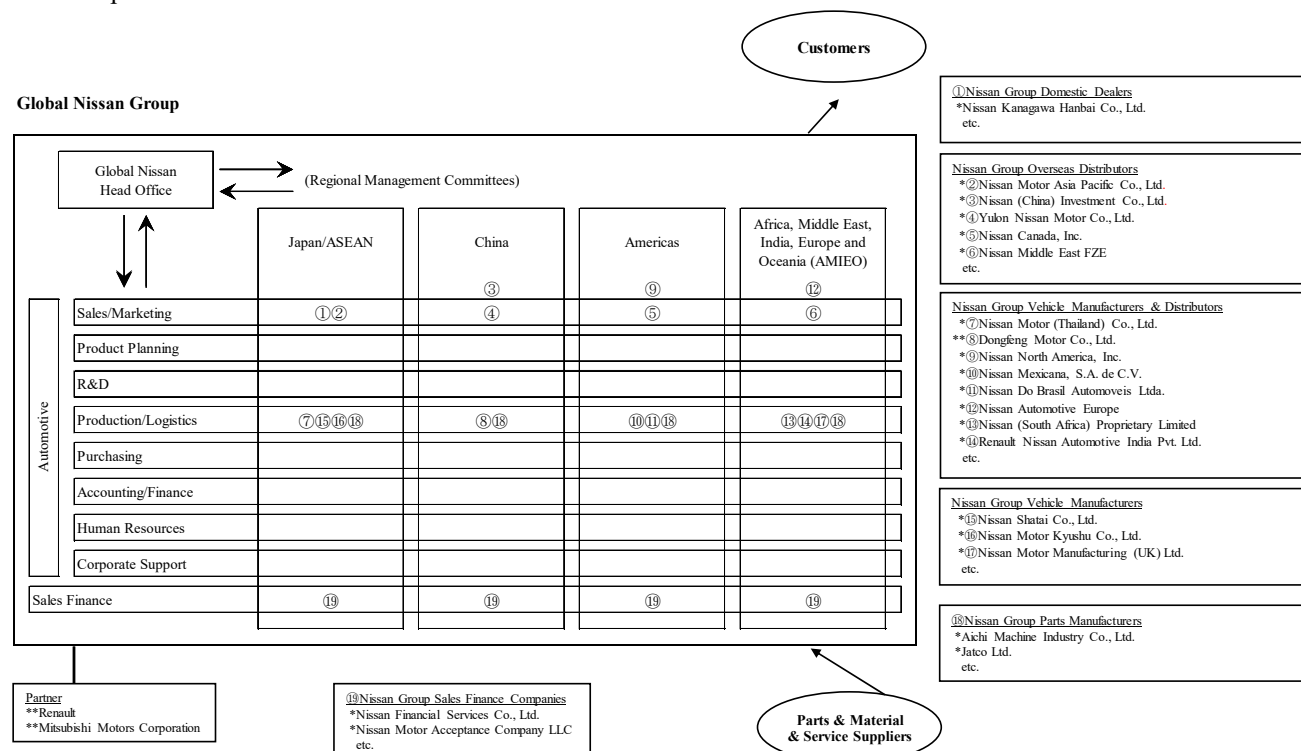
July 1999	The Company sold its business related to the Fuji Plant to Transtechnology Ltd., which merged with JATCO Corporation into JATCO Transtechnology Ltd. (currently Jatco Ltd., a consolidated subsidiary).
April 2000	Nissan North America, Inc. merged with Nissan Motor Manufacturing Corporation U.S.A.
March 2001	Production of vehicles was discontinued at the Murayama Plant.
March 2002	Renault increased its stake in the Company to 44.4%.
March 2002	The Company acquired an interest in Renault through Nissan Finance Co., Ltd. (currently a consolidated subsidiary).
March 2002	The Company established Renault-Nissan B.V., a management organization with Renault.
August 2002	Nissan Europe S.A.S. (currently Nissan Automotive Europe; a consolidated subsidiary) was established to reorganize business in Europe.
March 2003	The Company liquidated Nissan Europe N.V.
May 2003	Nissan North America, Inc. established a new plant in Canton, Mississippi.
July 2003	Dongfeng Motor Co., Ltd. (currently an affiliate accounted for by the equity method) commenced its operations in China.
April 2004	The Company made Siam Nissan Automobile (currently Nissan Motor (Thailand) Co., Ltd., a consolidated subsidiary) into a subsidiary through underwriting of third-party allocation of new shares.
May 2004	A plant of Dongfeng Motor Co., Ltd., was completed in Huadu, China.
January 2005	The Company made Calsonic Kansei Corporation into a subsidiary through underwriting of third-party allocation of new shares.
December 2007	Renault Nissan Automotive India Pvt. Ltd. (currently a consolidated subsidiary) was established.
January 2008	Nissan International S.A. (currently a consolidated subsidiary) began managing sales and manufacturing operations in Europe.
August 2009	The Global Headquarters moved to Yokohama.
April 2010	The Company entered into an agreement with Renault and Daimler AG on a strategic cooperative relationship including equity participation.
July 2011	The Company established Nissan Motor Asia Pacific Co., Ltd. (currently a consolidated subsidiary), a regional headquarters in ASEAN.
August 2011	Nissan Motor Kyushu Co., Ltd. (currently a consolidated subsidiary) was incorporated from the Kyushu Plant of the Company as its parent organization.
November 2013	Construction of the second plant of Nissan Mexicana, S.A. de C.V. (currently a consolidated subsidiary), was completed in Aguascalientes, Mexico.
April 2014	Construction of a plant of Nissan Do Brasil Automóveis Ltda. (currently a consolidated subsidiary) was completed in Resende, Brazil.
May 2014	Construction of the second plant of PT Nissan Motor Indonesia (currently a consolidated subsidiary) was completed in Purwakarta, Indonesia.
May 2016	The Company entered into an agreement with Mitsubishi Motors Corporation on a strategic cooperative relationship including equity participation.
October 2016	The Company acquired an interest in Mitsubishi Motors Corporation (currently an affiliate accounted for by the equity method) through underwriting of third-party allocation of new shares.
March 2017	The tender offer for the shares of Calsonic Kansei Corporation came into effect and all Calsonic Kansei Corporation's shares held by the Company were sold to CK Holdings Co., Ltd.
June 2017	The Company established Nissan-Mitsubishi B.V. (currently an affiliate accounted for by the equity method), a joint venture company with Mitsubishi Motors Corporation.
July 2018	Construction of the Santa Isabel Plant of Nissan Argentina S.A. (currently a consolidated subsidiary) was completed.
June 2019	Transition to a company with three statutory committees
October 2021	Transferred managing sales operation in Europe from Nissan International S.A. to Nissan Automotive Europe.
April 2022	The Company's stock was shifted from the First Section of the Tokyo Stock Exchange to its Prime Market due to the revision of the exchange's market classification.
July 2023	The Company and Renault signed a New Alliance Agreement for a global alliance in automobile business, including equity participation.
November 2023	The Company and Renault signed a First Amended and Restated New Alliance Agreement for a global alliance in automobile business, including equity participation.

3. Description of business

The Nissan Group (the “Group” or “Nissan”) consists of the Company, subsidiaries, affiliates, and other associated companies. Its main businesses include manufacturing and sales of vehicles and automotive parts. In addition, the Group provides sales finance businesses to support sales activities of the above businesses.

The Group has established the Global Nissan Head Office to function as its global headquarters. It decides group resource allocation to the above respective businesses and manages their business operations group-wide. It also operates the Global Nissan Group through four Regional Management Committees and handles cross-regional matters such as research & development, purchasing, manufacturing, and so forth.

The Group’s structure is summarized as follows:



*Consolidated subsidiaries

**Companies accounted for by the equity method

- In addition to the above companies, *Nissan Trading Co., Ltd., *Nissan Network Holdings Co., Ltd. and others are included in the Group
- The Group’s consolidated subsidiary listed on the domestic stock exchanges among above mentioned is as follows:
Nissan Shatai Co., Ltd. - Tokyo

4. Information on subsidiaries and affiliates

(1) Consolidated subsidiaries

Name of company	Location	Capital	Description of principal business	Percentage of voting rights		Relationship with Nissan Motor Co., Ltd. (“NML”)			Loans	Business transactions	Leasing of fixed assets
				Percentage	(Indirect holdings)	Concurrent positions/offices held by directors					
						Transferred	Concurrent	Dispatched			
# ☆ Nissan Shatai Co., Ltd.	Hiratsuka-shi, Kanagawa	Millions of yen 7,905	Manufacturing and selling automobiles and parts	% 50.01	% —	Number 3	Number —	Number —	Millions of yen None	Manufacturing products on behalf of NML	Mutually leasing land and buildings with NML
Nissan Motor Kyushu Co., Ltd.	Kanda-machi, Miyako-gun, Fukuoka	10	Entrusted manufacturing automobiles and parts	100.00	—	1	2	2	None	Manufacturing products on behalf of NML	Leasing of land, buildings and production facilities, etc., owned by NML
Aichi Machine Industry Co., Ltd.	Atsuta-ku, Nagoya-shi	8,518	Manufacturing and selling automotive parts	100.00	—	5	1	—	None	Selling automotive parts to NML	None
Jatco Ltd.	Fuji-shi, Shizuoka	29,935	Manufacturing and selling automotive parts	74.96	—	6	—	—	None	Selling automotive parts to NML	Leasing of land, buildings and production facilities owned by NML
Nissan Kohki Co., Ltd.	Samukawa-machi, Koza-gun, Kanagawa	2,020	Manufacturing and selling automotive parts	97.73	—	4	—	—	None	Selling automotive parts to NML	None
Nissan Group Finance Co., Ltd.	Nishi-ku, Yokohama-shi	90	Finance to group companies	100.00	(100.00)	—	5	—	None	Extending loans to NML’s domestic subsidiaries	Leasing of buildings owned by NML
Nissan Trading Co., Ltd.	Totsuka-ku, Yokohama-shi	320	Importing, exporting and selling automobiles, parts and other	100.00	—	2	1	—	None	Importing automotive parts on behalf of NML	None
# Nissan Financial Services Co., Ltd.	Mihama-ku, Chiba-shi	16,388	Financing retail and wholesale of automobiles and automobile leases	100.00	—	2	2	1	None	Providing loans and other for sales finance services for vehicles manufactured by the Company	Leasing company vehicles to NML
Nissan Motorsports & Customizing Co., Ltd.	Chigasaki-shi, Kanagawa	480	Developing, manufacturing and selling limited edition automobiles and motorsports	100.00	—	3	4	—	None	Purchasing products manufactured by NML	Leasing of land and buildings owned by NML
Nissan Network Holdings Co., Ltd.	Nishi-ku, Yokohama-shi	90	Business management of the domestic sales network, as well as selling, purchasing, leasing and entrusted management of real estate	100.00	(7.68)	2	2	—	None	Leasing and entrusted management of real estate	Leasing land and buildings for employees’ welfare facilities to NML

Name of company	Location	Capital	Description of principal business	Relationship with Nissan Motor Co., Ltd. ("NML")							
				Percentage of voting rights		Concurrent positions/offices held by directors			Loans	Business transactions	Leasing of fixed assets
				Percentage	(Indirect holdings)	Transferred	Concurrent	Dispatched			
Nissan Finance Co., Ltd.	Nishi-ku, Yokohama-shi	Millions of yen 2,491	Finance to group companies	% 100.00	% —	Number —	Number 5	Number —	Millions of yen 181,500 funded as working capital	Lending for the group loan provided for domestic subsidiaries	None
Nissan Kanagawa Hanbai Co., Ltd.	Kanagawa-ku, Yokohama-shi	90	Selling automobiles and parts	100.00	(100.00)	3	1	1	None	Purchasing products manufactured by NML	None
Nissan Buhin Chuo Hanbai Co., Ltd.	Ota-ku, Tokyo	545	Selling parts for automobile repairs	84.05	(37.81)	6	1	—	None	Purchasing parts for repairs from NML	None
Nissan Car Rental Solutions Co., Ltd.	Nishi-ku, Yokohama-shi	90	Car rentals	100.00	(100.00)	—	3	1	None	Purchasing automobiles for car rental business from NML	None
Other domestic consolidated subsidiaries		79 companies									
Total domestic consolidated subsidiaries		93 companies									

Name of company	Location	Capital	Description of principal business	Percentage of voting rights		Relationship with Nissan Motor Co., Ltd. (“NML”)			Leasing of fixed assets		
				Percentage	(Indirect holdings)	Concurrent positions/offices held by directors				Loans	Business transactions
						Transferred	Concurrent	Dispatched			
☆◇ Nissan Automotive Europe	Montigny-le-Bretonneux, Yvelines, France	EUR 1,626 Million	Holding company for European subsidiaries, pan-European operational support and management of European sales	% 100.00	% —	Number —	Number —	Number —	None	Purchasing products manufactured by NML	None
☆ Nissan International Holding B.V.	Amsterdam, The Netherlands	EUR 1,932 Million	Holding company for subsidiaries	100.00	—	—	1	—	190,419 funded as working capital	None	None
Nissan Motor (GB) Ltd.	Rickmansworth, Hertfordshire, United Kingdom	GBP 136 Million	Selling automobiles and parts	100.00	(100.00)	—	—	—	None	Purchasing products manufactured by NML	None
☆ Nissan Holdings (UK) Ltd.	Sunderland, Tyne & Wear, United Kingdom	EUR 871 Million	Holding company for British subsidiaries	100.00	(100.00)	—	—	—	None	None	None
◇ Nissan Motor Manufacturing (UK) Ltd.	Sunderland, Tyne & Wear, United Kingdom	GBP 250 Million	Manufacture/sale of vehicles and auto parts, Vehicle R&D, evaluation, certification, warranty management	100.00	(100.00)	—	—	—	None	Purchasing products manufactured by NML	None
◇ Nissan International S.A.	Rolle, Vaud, Switzerland	EUR 37 Million	Support of operation in Europe	100.00	—	—	—	—	None	None	None
☆◎ Nissan North America, Inc.	Franklin, Tennessee, U.S.A.	USD 0 Million	Managing subsidiaries in North America and manufacturing and selling automobiles and parts	100.00	—	—	—	—	None	Purchasing products manufactured by NML	None
☆ Nissan Motor Acceptance Company LLC	Franklin, Tennessee, U.S.A.	USD 0 Million	Financing retail and wholesale of automobiles and automobile leases	100.00	(100.00)	—	1	—	40,000 funded as working capital	Providing loans and other for sales finance services for vehicles manufactured by the Company	None
Nissan Global Reinsurance, Ltd.	Hamilton, Bermuda	USD 120 Thousand	Casualty insurance	100.00	(100.00)	—	2	—	None	Providing casualty insurance	None
Nissan Canada, Inc.	Mississauga, Ontario, Canada	CAD 81 Million	Selling automobiles and parts, financing retail and wholesale of automobiles and automobile leases	100.00	(9.09)	—	—	—	None	Purchasing products manufactured by NML	None
☆ Nissan Mexicana, S.A. de C.V.	Mexico, Mexico	MXN 17,049 Million	Manufacturing and selling automobiles and parts	100.00	(100.00)	—	2	1	None	Purchasing products manufactured by NML	None

Name of company	Location	Capital	Description of principal business	Percentage of voting rights		Concurrent positions/offices held by directors			Loans	Business transactions	Leasing of fixed assets
				Percentage	(Indirect holdings)	Transferred	Concurrent	Dispatched			
☆◇ Nissan Do Brasil Automoveis Ltda.	Rio de Janeiro, Brazil	BRL 7,115 Million	Manufacturing and selling automobiles and parts	% 100.00	% (99.00)	Number —	Number —	Number 2	None	Purchasing products manufactured by NML	None
Nissan Motor Co. (Australia) Pty. Ltd.	Mulgrave, Victoria, Australia	AUD 290 Million	Selling automobiles and parts	100.00	(100.00)	—	—	—	None	Purchasing products manufactured by NML	None
Nissan Motor Egypt S.A.E.	6th of October City, Giza, Egypt	EGP 4,801 Million	Manufacturing and selling automobiles and parts	100.00	(0.00)	—	—	—	None	Purchasing products manufactured by NML	None
◇ Nissan (South Africa) Proprietary Limited	Rosslyn, South Africa	ZAR 3 Million	Manufacturing and selling automobiles and parts	100.00	(100.00)	—	—	—	50,706 funded as working capital	Purchasing products manufactured by NML	None
Nissan New Zealand Ltd.	Auckland, New Zealand	NZD 51 Million	Selling automobiles and parts	100.00	—	—	—	—	None	Purchasing products manufactured by NML	None
☆ Nissan Middle East FZE	Dubai, UAE	AED 2 Million	Managing operation in Middle East and selling automobiles and parts	100.00	—	—	1	—	None	Purchasing products manufactured by NML	None
Nissan Motor India Pvt. Ltd.	Oragadam, Kanchipuram District, India	INR 18,900 Million	Selling automobiles and parts	100.00	(100.00)	—	—	—	None	Purchasing products manufactured by NML	None
☆ Renault Nissan Automotive India Pvt. Ltd.	Oragadam, Kanchipuram District, India	INR 57,732 Million	Manufacturing and selling automobiles and parts	51.00	(26.00)	—	—	—	None	Purchasing products manufactured by NML	None
◇ PT Nissan Motor Indonesia	Kota Bukit Indah, Purwakarta, Indonesia	IDR 2,592,390 Million	Selling automobiles	75.00	—	—	—	1	21,042 funded as working capital	Purchasing products manufactured by NML	None
◇ Nissan Motor (Thailand) Co., Ltd.	Bangsaothong, Samutpraken, Thailand	THB 1,944 Million	Manufacturing and selling automobiles and parts	75.00	(75.00)	—	—	3	None	Purchasing products manufactured by NML and selling finished cars to NML	None
※ Yulon Nissan Motor Co., Ltd.	Miaoli, Republic of China	TWD 3,000 Million	Selling automobiles and parts	40.00	—	—	2	2	None	Purchasing products manufactured by NML	None
☆ Nissan (China) Investment Co., Ltd.	Beijing, China	CNY 8,476 Million	Managing business in China and selling automobiles and parts	100.00	—	—	6	—	None	Purchasing products manufactured by NML	None
Nissan Motor Asia Pacific Co., Ltd.	Bangsaothong, Samutprakarn, Thailand	THB 409 Million	Operational support and selling automobiles and parts	100.00	—	—	—	2	None	Purchasing products manufactured by NML	None
◇ Nissan Chile SpA.	Santiago, Chile	CLP 38,153 Million	Selling automobiles and parts	100.00	—	—	1	—	5,954 funded as working capital	Purchasing products manufactured by NML	None

Name of company	Location	Capital	Description of principal business	Percentage of voting rights		Relationship with Nissan Motor Co., Ltd. (“NML”)					
						Concurrent positions/offices held by directors			Loans	Business transactions	Leasing of fixed assets
				Percentage	(Indirect holdings)	Transferred	Concurrent	Dispatched			
Nissan Otomotiv Anonim Sirketi	Istanbul, Turkey	TRY 419 Million	Selling automobiles and parts	% 100.00	% (100.00)	Number —	Number —	Number —	None	Purchasing products manufactured by NML	None
◇ Nissan Argentina S.A.	City of Buenos Aires, Argentina	ARS 26,594 Million	Manufacturing and selling automobiles and parts	100.00	(98.00)	—	—	—	None	Purchasing products manufactured by NML	None
Other foreign consolidated subsidiaries		111 companies									
Total foreign consolidated subsidiaries		138 companies									
Total consolidated subsidiaries		231 companies									

(2) Affiliates accounted for by the equity method

Name of company	Location	Capital	Description of principal business	Percentage of voting rights		Relationship with Nissan Motor Co., Ltd. (“NML”)					
						Concurrent positions/offices held by directors			Loans	Business transactions	Leasing of fixed assets
				Percentage	(Indirect holdings)	Transferred	Concurrent	Dispatched			
#				%	%	Number	Number	Number	Millions of yen		
Nissan Tokyo Sales Holdings Co., Ltd.	Shinagawa-ku, Tokyo	Millions of yen 13,752	Selling automobiles and parts	38.04	(38.04)	1	1	—	None	Purchasing products manufactured by NML	None
# (Note 6) Renault S.A.	Boulogne, Billancourt, France	EUR 1,127 Million	Manufacturing and selling automobiles and parts	15.30	(15.30)	—	2	—	None	Mutual production and joint development of vehicles and parts	None
Dongfeng Motor Co., Ltd.	Wuhan, Hubei, China	CNY 16,700 Million	Manufacturing and selling automobiles and parts	50.00	(50.00)	—	4	—	None	Purchasing products manufactured by NML	None
# Mitsubishi Motors Corporation	Minato-ku, Tokyo	Millions of yen 284,382	Manufacturing and selling automobiles and parts	26.68	—	—	3	—	None	Mutual production and joint development of vehicles and parts	Mutually leasing land, buildings and production facilities with NML
Other affiliates accounted for by the equity method		31 companies									
Total affiliates accounted for by the equity method		35 companies									

Notes: 1. Companies marked ☆ are specified subsidiaries.

2. Companies marked # submit their securities registration statements or securities reports.

3. Net sales (excluding intercompany sales within the Group) of the company marked © (Nissan North America, Inc.) exceeded 10% of consolidated net sales for the year ended March 31, 2025. Therefore, the key financial data for Nissan North America, which consolidates the financial data for its 20 subsidiaries and affiliates, is shown below. For those companies that have not prepared their stand-alone financial statements as of the filing date of this Securities Report, the key financial data is based on the financial information of the companies that the Company obtained to prepare the consolidated financial statements.

(1) Net sales	¥5,392,317 million
(2) Ordinary income	¥41,230 million
(3) Net income	(¥319,743) million
(4) Net assets	¥919,314 million
(5) Total assets	¥7,162,570 million

4. Although the percentage of their voting rights held directly and indirectly by NML is equal to, or less than, 50%, the companies marked ※ have been consolidated because they are substantially controlled by NML.

5. Companies marked with ◇ are subsidiaries for which liabilities exceed total assets. At the end of the fiscal year ended March 31, 2025, the amount by which liabilities exceeded assets was ¥46,573 million for Nissan Automotive Europe, ¥99,745 million for Nissan Motor Manufacturing (UK) Ltd., ¥31,028 million for Nissan International S.A., ¥25,610 million for Nissan Do Brasil Automoveis Ltda., ¥33,896 million for Nissan (South Africa) Proprietary Ltd., ¥19,692 million for PT Nissan Motor Indonesia, ¥11,297 million for Nissan Motor (Thailand) Co., Ltd., ¥13,351 million for Nissan Chile SpA. and ¥48,927 million for Nissan Argentina S.A. For foreign consolidated subsidiaries that have not prepared their stand-alone financial statements as of the filing date of this Securities Report, the amount by which liabilities exceeded assets is based on the financial information of the companies that the Company obtained to prepare the consolidated financial statements.

6. As a result of Renault entrusting part of the Company's shares held by it into a French trust, and the First Amended and Restated New Alliance Agreement (FARNAA) between Renault and the Company taking effect on November 8, 2023, as further described in "5. Important contracts" of "2. Business Overview," the Group is able to exercise up to 15% of the total exercisable voting rights in Renault. (The percentages shown in the table are the ownership ratio to the total number of shares issued and outstanding, not the voting right ratio.) Further, two members of the current board of directors of Renault were appointed based on the nomination by the Company. Considering the above, the Company continues to exercise significant influence over Renault's financial and operating policies and accordingly it accounts for its investment in Renault using the equity method of accounting. Also, Renault is treated as an other associated company because as of March 31, 2025 Renault and the trust of which Renault is the beneficiary hold 17.1% and 18.8% of the Company's total shares issued (excluding treasury stock), respectively, and two members of the current board of directors of the Company were appointed based on the nomination by Renault.

5. Employees

(1) Consolidated group companies

(As of March 31, 2025)

Geographical segment	Number of employees	
Japan	60,902	(15,065)
North America	40,242	(234)
(the United States of America included therein)	15,960	(3)
Europe	9,771	(478)
Asia	16,210	(40)
Other overseas countries	5,665	(214)
Total	132,790	(16,031)

Notes: 1. The number of employees presented above represents full-time employees. The figures in parentheses represent the average number of part-time employees during the year ended March 31, 2025, and are not included in the number of full-time employees.

2. The number of employees engaged in sales finance business was 4,772 (212).

(2) The Company

(As of March 31, 2025)

Number of employees	Average age (Years)	Average years of service (Years)	Average annual salary (Yen)
24,413 (5,017)	41.0	14.7	8,956,336

Notes: 1. The number of employees presented above represents full-time employees. The figures in parentheses represent the average number of part-time employees during the year ended March 31, 2025, and are not included in the number of full-time employees.

2. The average annual salary for employees includes bonuses and overtime pay.

3. All the figures above are for the automobile business.

(3) Trade union

Most of the Company's employees are affiliated with the Nissan Motor Workers' Union, for which the governing body is the All Nissan And General Workers Unions, and the Japanese Trade Union Confederation (RENGO) through the Confederation Of Japan automobile Workers' Unions. The labor-management relations of the Company are stable, and the number of union members was 26,701 including those of Nissan Motor Kyushu Co., Ltd. as of March 31, 2025.

At most domestic Group companies, employees are affiliated with their respective trade unions on a company basis, and the governing body is the All Nissan And General Workers Unions.

At foreign Group companies, employees' rights to select their own trade unions are respected according to the relevant labor laws and labor environment in each country.

(4) Woman manager ratio, ratio of men employees taking childcare leave, and men and women employees average pay difference

1) The Company

Current fiscal year				
Woman manager ratio (%) (Note 1)	Ratio of men employees taking childcare leave (%) (Note 2)	Men and women employees average pay difference (%) (Note 3)		
		All employees	Regular employees	Non-regular employees
11.5	65.5	83.8	81.0	81.0

- Notes: 1. Calculated pursuant to “*The provisions of the Act on the Promotion of Women’s Active Engagement in Professional Life*” (Act No. 64 of 2015). Secondees are counted as employees of the hosting company.
2. Calculated pursuant to “*The provisions of the Act on the Welfare of Workers who Take Care of Children or other Family Members Including Child Care and Family Care Leave*” (Act No. 76 of 1991). The figure shows the ratio of men employees who take childcare leave set forth in Article 71-6, Item 1 of “*The Ordinance for Enforcement of the said Act*” (Ministry of Labor Ordinance No. 25 of 1991). Secondees are counted as employees of the hosting company.
3. Calculated pursuant to “*The provisions of the Act on the Promotion of Women’s Active Engagement in Professional Life*” (Act No. 64 of 2015). Secondees are counted as employees of the home company. It shows the ratio of the average pay of women employees to that of men employees, calculated by dividing the total amount paid, including salaries, allowances, and bonuses, by the number of employees. Although there is a gap in average pay per person due to differences in the management composition of men and women employees, there is no difference in treatment between men and women employees in pay.

2) Major Consolidated subsidiaries (In Japan)

Current fiscal year					
Company name	Woman manager ratio (%) (Note 1)	Ratio of men employees taking childcare leave (%) (Note 2)	Men and women employees average pay difference (%) (Note 4)		
			All employees	Regular employees	Non-regular employees
Nissan Shatai Co., Ltd.	5.8	67.9	77.1	76.0	84.8
Nissan Motor Kyushu Co., Ltd.	3.8	7.5	76.7	72.5	97.8
Aichi Machine Industry Co., Ltd.	3.5	83.3	77.5	70.8	88.0
Jateco Ltd.	5.2	38.6	79.1	76.4	86.9
Nissan Kohki Co., Ltd.	—	35.7	73.0	75.9	62.0
Nissan Trading Co., Ltd.	15.2	20.0	67.2	66.0	75.6
Nissan Financial Services Co., Ltd.	10.2	27.3	79.0	71.6	85.4
Nissan Motorsports & Customizing Co., Ltd.	6.4	75.0	78.3	77.2	90.5
Nissan Kanagawa Sales Co., Ltd.	3.1	35.7	73.2	71.0	82.9
Nissan Buhin Chuo Hanbai Co., Ltd.	—	—	80.6	77.7	79.2
Nissan Car Rental Solutions Co., Ltd.	7.5	62.5	102.9	69.1	103.5

- Notes: 1. Calculated pursuant to “*The provisions of the Act on the Promotion of Women’s Active Engagement in Professional Life*” (Act No. 64 of 2015). Secondees are counted as employees of the hosting company.
2. Calculated pursuant to “*The provisions of the Act on the Welfare of Workers who Take Care of Children or other Family Members Including Child Care and Family Care Leave*” (Act No. 76 of 1991). The figure shows the ratio of men employees who take childcare leave set forth in Article 71-6, Item 1 of “*The Ordinance for Enforcement of the said Act*” (Ministry of Labor Ordinance No. 25 of 1991). Secondees are counted as employees of the hosting company.
3. If there are no applicable employees or calculation is impossible, “—” is stated.
4. Calculated pursuant to “*The provisions of the Act on the Promotion of Women’s Active Engagement in Professional Life*” (Act No. 64 of 2015). Secondees are counted as employees of the home company. It shows the ratio of the average pay of women employees to that of men employees, calculated by dividing the total amount paid, including salaries, allowances, and bonuses, by the number of employees. Although there is a gap in average pay per person due to differences in the management composition of men and women employees, there is no difference in treatment between men and women employees in pay.
5. Relevant figures regarding consolidated subsidiaries other than major consolidated subsidiaries are described in 7. Reference Information on the Company, 2. Other reference information, (2) Woman manager ratio, ratio of men employees taking childcare leave, and men and women employees average pay difference.

2. Business Overview

1. Management policy, management environment, and issues to be addressed

(1) Management policy and business strategies

The Group defined its corporate purpose as “Driving Innovation to Enrich People’s Lives.” This stated clearly the Company’s raison d’être, the question of why we exist and the role we play for the society, based on “Enriching People’s Lives” that has been a Nissan’s corporate vision for years, keeping the founder’s spirit of “Do what others don’t dare to do.” Meanwhile, the Group will strengthen its relationships with suppliers and dealers and work with them to bolster our business model.

As it develops as a company through its full range of global activities, Nissan seeks to not only create economic value but also contribute solutions to society as a leading global automaker. Nissan is committed to all stakeholders - including customers, shareholders, employees and the communities where it does business - and to delivering valuable and sustainable mobility for all. Furthermore, we pursue the realization of a zero-emission, zero-fatality society by actively contributing to the sustainable development of society. To be specific, the Group has set the goal to achieve carbon neutrality across the Company’s operations and the life cycle of its products by 2050.

To achieve this goal, in November 2021, Nissan unveiled its “Nissan Ambition 2030” long-term vision that defined the direction for the Company towards fiscal year 2030. In fiscal year 2023, Nissan created the 5th environmental action plan, “Nissan Green Program 2030 (NGP2030)”, and “Nissan Social Program 2030 (NSP2030)” to promote the social initiatives towards 2030. Nissan aims to provide values to the society by addressing sustainability issues through its business.

As described in Section (2) FY2024 business environment and major Key Performance Indicators, the Company’s situation in FY2024 was challenging due to the difficult market environment as well as the Nissan unique issues such as cost competitiveness and brand strength.

Given such situation, the Company planned implementation of “Turnaround” initiatives from last November as urgent measures to rebuild a “lean and resilient business structure” that can flexibly and swiftly adapt to future changes in the business environment.

The new management of the Company starting in April 2025 conducted a comprehensive review of key initiatives, including the “Turnaround” and has subsequently introduced further, more significant measures to ensure a strong recovery under the Nissan recovery plan “Re:Nissan.” This plan was announced in May 2025 and is an action-based recovery plan - grounded in reality and driven by determined actions to reduce costs, redefine our strategy, and reinforce partnerships. With “Re:Nissan,” the Company targets a total cost savings of ¥500 billion versus fiscal year 2024 actuals in fixed and variable cost savings. These savings will establish a framework to secure operating profitability and free cash flow in the automotive business by fiscal year 2026.

<Reduce variable cost>

Aim to reduce variable costs by ¥250 billion by fiscal year 2026 (compared to fiscal year 2024 actuals).

- Accelerating engineering and cost efficiency:

A dedicated cross-functional transformation office under Chief Total delivered Cost (TdC) Officer staffed by around 300 experts, has been established and is empowered to make cost decisions. Additionally, with the swift implementation of a shortened development process to advanced and post-FY26 product development, the Company will be able to temporarily reassign 3,000 employees involved in development to focus on cost reduction initiatives without any delays in product launches.

<Reduce fixed cost>

Aim to reduce fixed costs by ¥250 billion by fiscal year 2026 (compared to fiscal year 2024 actuals).

- Restructuring manufacturing and refining efficiency

The Company will consolidate its vehicle production plants from 17 to 10 by fiscal year 2027, and streamline its powertrain plants. With these initiatives, the Company will reduce fixed costs through acceleration of job reformation, work shift adjustments, and capital expenditure reductions. Cancelling the planned Lithium Iron Phosphate battery plant in Kyushu is part of this initiative.

- Reduction of workforce

The Company aims to reduce its workforce by a total of 20,000 employees between fiscal years 2024 and 2027. This workforce reduction globally covers direct and indirect roles in manufacturing, non-manufacturing, and contractors in R&D. Additionally, the Company will implement further measures under SG&A, including expanding the scope of shared services and identifying efficiencies in marketing.

- Revamping development

The Company is revamping its development processes by reducing engineering costs, complexity, and improving development speed. Through various initiatives such as rationalizing global R&D facilities and allocating work to competitive locations, the Company aims to reduce the workforce’s average cost per hour by 20%.

The Company will reduce parts complexity by 70%, while the integration and optimization of platforms will decrease the number of platforms from 13 to 7 by fiscal year 2035. Furthermore, the Company will advance its efforts to significantly shorten the development lead time of the first vehicle to 37 months and subsequent family vehicles to 30 months.

<Redefine market and product strategies>

The Company is reshaping its product strategy to be more market-focused and more brand-oriented. Commitment to innovation will accelerate, bringing exciting advancements to valued customers. A reinforced product portfolio will consist of three categories centered with heartbeat models which represent the DNA, core model which will drive volume and profit and growth models that contribute to future market growth, which is complimented by models supported through its partnerships.

The market-specific approach will be positioning the U.S., Japan, China and Europe, Middle East and Mexico as key markets and adopt a customized approach to other markets. The Company will utilize China and Mexico as export hubs, and leverage partnerships with the Alliance and partners from China to further diversify offerings.

<Reinforce partnerships>

The Company will collaborate with partners to deliver models that complement its portfolio and meet unique market needs. Projects with alliance partners, Renault Group and Mitsubishi Motors, will be continued, such as OEM supply projects. Additionally, the Company will, together with Mitsubishi Motors, maintain collaboration with Honda in the framework of a strategic partnership for vehicle intelligence and electrification.

(2) FY2024 business environment and major Key Performance Indicators

During the current year, the global automotive industry continued to face a challenging environment, affected by intensified competition, volatile exchange rate, and inflation. Especially in the U.S. market, both industry-wide inventory and sales incentive amongst concerns of 25% import tariffs from Mexico were on the rise. It is difficult to foresee the future course of the U.S. administration's tariff policy as the situation could change, and the combination of other countries' countermeasures against this policy has had a significant impact on the Company. The Chinese market continued to see an increase in sales competition and a prolonged fast pacing shift to new energy vehicles, such as plug-in hybrid and battery electric vehicles.

This year has also been challenging due to Nissan unique issues. Sales plans have consistently fallen short of expectation, and fixed costs, particularly general administrative expenses, have increased. Additionally, variable costs have risen due to inflation and compensation expenses for business partners. Furthermore, the deterioration of the model mix, increased incentives to address inventory reduction and competitive pressures, have also squeezed profits. In regions like the U.S., lack of electrified vehicles to meet changing customer needs in a timely manner remains a significant challenge.

Under the circumstances, the Group's operating results are as follows.

Global retail sales volume of the Group for the year ended March 31, 2025 decreased by 2.8% year-on-year to 3,346 thousand units. Net sales of the Group for the year ended March 31, 2025, totaled ¥12,633.2 billion, which represents a decrease of ¥52.5 billion (0.4%) relative to net sales for the prior fiscal year. Operating income was ¥69.8 billion for the current fiscal year, decreasing by ¥498.9 billion (87.7%) from the prior fiscal year.

Nissan's share price closed at 378.70, a -37.7% year-on-year decline as of the end of March 2025. The PBR is around 0.27 times.

In April 2024, the company acquired 2.5% of the total outstanding shares, which were fully canceled in the same month, and the company acquired another 5% of the outstanding shares in October 2024, which were fully canceled in the same month, resulting in a shareholder return of ¥139.3 billion. The Company is committed to enhancing shareholder returns and capital efficiency, as well as continuously improving its financial performance and maintaining financial flexibility for future growth.

(3) Operating and financial issues to be addressed

Operating and financial issues to be addressed by the Group occurring during the fiscal year ended March 31, 2025, are as follows.

• Matters related to misconduct led by the Company's former chairman and others

The former Representative Directors of the Company were indicted on suspicion of violating the Financial Instruments and Exchange Act (FIEA) (charged with submitting false Securities Reports) and a former Representative Director and Chairman was additionally indicted on suspicion of violating the Companies Act (charged with aggravated breach of trust). In conjunction with these indictments, the Company itself was indicted on suspicion of violating the FIEA. The Company took this situation very seriously and formed a Special Committee for Improving Governance (SCIG) consisting of several independent third parties and independent Outside Directors of the Company. On March 27, 2019, Nissan's board of directors received a report from the SCIG that summarizes the committee's proposals for governance improvements and recommends a framework for the best governance as a foundation for Nissan business operations in the future. The Company has made the transition to a three statutory committee format.

On September 9, 2019, the board of directors of the Company received a report from the Audit Committee on the internal investigation into misconduct led by the Company's former chairman and others. As stated in the timely disclosure released on September 9, 2019 "Nissan board receives report on misconduct led by former chairman and others," the report confirmed specific instances of misconduct. Among these instances, Ghosn's personal use of the company's assets and improper payments of financial "incentives" to Nissan distributors instructed by Ghosn are as follows. Since September 9, 2019, there have been no changes made to the following contents at the time of submission of this Securities Report. In the future, if significant progress occurs in the following contents, we will disclose in accordance with relevant laws and regulations.

A) Ghosn's personal use of the company's assets

The report confirms that Ghosn used the company's assets for personal benefit, including:

- purchase of residences for exclusive personal use in Beirut and Rio de Janeiro using roughly 27 million U.S. dollars in investment funds from Zi-A Capital, a Nissan subsidiary established under the guise of investing in promising technology start-ups, and further misuse of other company funds to purchase or rent additional residences for personal use;
- payment of sums totaling more than 750,000 U.S. dollars to Ghosn's sister on the basis of a fictitious consulting contract, starting in 2003 and extending for over 10 years with no evidence of any services having been rendered;
- personal use of the corporate jets by Ghosn and members of his family;
- improper use of expenses toward family vacations and gifts of a personal nature;
- instruction of donations totaling more than 2 million U.S. dollars of company funds to universities in Ghosn's ancestral home country of Lebanon with no legitimate business purpose;
- transfer to Nissan in 2008 of foreign exchange swap contracts bearing unrealized losses of roughly ¥1.85 billion, based on a deceptive explanation to the company's board regarding the nature of the transaction (in 2009, the swap contracts were secretly transferred back to a company related to Ghosn after being flagged as improper by Japan's financial authorities);
- improper payments totaling 7.8 million Euros to Ghosn from Nissan-Mitsubishi B.V. ("NMBV"), which is a joint venture established by Nissan and Mitsubishi Motors Corporation, paid from April 2018 onward under the pretext of a salary and an employment contract with NMBV, despite the fact that no contract had been approved by the NMBV's board of directors.

B) Improper payments of financial "incentives" to Nissan distributors instructed by Ghosn

Ghosn instructed a Nissan subsidiary to make payments totaling 14.7 million U.S. dollars to a distributor managed by an acquaintance outside Japan who had previously offered him personal financial support (a fact Ghosn withheld from Nissan's board of directors and the relevant departments within the company). Payments were made under the pretext of covering expenses for special business projects and were approved through Nissan's CEO Reserve, an emergency budget over which only Ghosn and a selected few direct subordinates had approval authority.

Ghosn also instructed a Nissan subsidiary to make payments totaling 32 million U.S. dollars to a distributor outside Japan, an employee of which transferred tens of millions of dollars to Ghosn and a company related to Ghosn (a fact Ghosn withheld from Nissan's board of directors and the relevant departments within the company). Payments were made under the pretext of granting financial incentives to the distributor in question and were approved through the CEO Reserve.

The Company has received a written notice of commencement of trial procedures dated December 13, 2019, from the Commissioner of the FSA. In response to this written notice, on December 23, 2019, the Company has submitted a written answer not disputing the alleged facts and the amount of the administrative monetary penalty. After that, the Company has received the administrative monetary penalty payment order, dated February 27, 2020, of ¥2,424,895,000 from the Commissioner of the FSA.

On March 3, 2022, the Company received from the Tokyo District Court a guilty judgment regarding the violation of the FIEA (submission of annual securities reports containing false statements) and was ordered a penalty of ¥200,000,000. The Company treats the judgment with utmost seriousness, and after careful consideration of the principal penalty and the findings in the judgment, the Company has decided not to appeal. Since the Company and the prosecutors did not appeal against the guilty judgment on the Company within the period determined by the Criminal Procedure Act, the judgment has been finalized.

On April 26, 2022, pursuant to the provisions of Article 185-8-6 of the FIEA, the FSA modified the penalty by deducting ¥200,000,000, which is equal to the criminal penalty in the judgment, thereby making the total amount of the administrative penalty ¥2,224,895,000. This administrative monetary penalty has been paid in full.

Also, in an unfair dismissal lawsuit filed in the Amsterdam District Court by Ghosn against NMBV and a subsidiary of Nissan, NMBV brought a counterclaim against Ghosn for repayment of the sums Ghosn appropriated unlawfully from NMBV. While the Amsterdam District Court dismissed Ghosn's claims and ordered Ghosn to return roughly 5 million Euros in its decision rendered on May 20, 2021, Ghosn submitted the statement of appeal to the Amsterdam Court of Appeal on August 20, 2021. As a result of a cross-appeal and defense subsequently submitted by NMBV, the Amsterdam Court of Appeal rendered a decision on August 23, 2022, dismissing the vast majority of Ghosn's claims and ordering Ghosn to return roughly 4.2 million Euros. The decision has become final as a result of the expiration of the deadline for an appeal.

Some of the residences purchased for personal use as a result of misuse of company funds by Ghosn has been sold.

The Company has filed a provisional disposition order in the British Virgin Islands against Ghosn and related parties for a luxury yacht and has filed a lawsuit seeking damages, etc. based on the order. Also in Japan, the Company has filed lawsuits against Carlos Ghosn on February 12, 2020, and Greg Kelly, the former Representative Director of the Company, on January 19, 2022, seeking recovery of damages. Going forward, the Company will continue to take necessary measures based on the findings of the Company's internal investigation, including legal measures to recover damages, in order to account for the responsibility of the former chairman and others.

In December 2019, new management has been established, whose members have been selected by the Nomination Committee. As demonstrated by the establishment of new management, strengthening of the supervisory function of internal audit, and so on, the Company is working on various countermeasures to prevent recurrence.

The Company continues its efforts to improve its governance, including ongoing implementation of the improvement measures stated in the Improvement Measures Status Report submitted to Tokyo Stock Exchange on January 16, 2020, as well as reviewing necessary improvements from time to time going forward. The Company also continues to reform its corporate culture, renew corporate ethics, disclose corporate information appropriately and enhance compliance-focused management.

- Matters related to a recommendation from the Japan Fair Trade Commission

On March 7, 2024, the Company received a recommendation from the Japan Fair Trade Commission based on the "Act against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors" ("Subcontract Act").

The recommendation is regarding past transactions with suppliers to which the Subcontract Act applies. A portion of the rebates received by the Company from 36 suppliers subject to the Subcontract Act were determined by the Commission as not in accordance with the provisions of Article 4, Paragraph 1, Item 3 of the Subcontract Act. This totals approximately ¥3 billion from January 2021 through April 2023. The Company has refunded an equivalent amount of rebates to suppliers. In addition, the Company has already discontinued rebates in transactions with subject suppliers.

The Company takes the recommendations from the Commission very seriously. Work between companies and their suppliers can only develop for both parties if it is based on a relationship of strong trust. To properly carry out transactions with suppliers going forward, the Company will strengthen its compliance system by reinforcing the periodical inspections system of compliance with the Subcontract Act, providing thorough and periodic training to executives and employees involved in subcontracting transactions, and taking other measures to prevent recurrence. The Company submitted the corrective action report to the Japan Fair Trade Commission on March 5, 2025.

As part of these efforts to strengthen our relationships with partners, create value for both and ensure compliance, a hotline is created outside of the Company that allows our partners to report any potential compliance matters anonymously. Secondly, we created the partnership transformation office, with a direct reporting line to CEO, consisting of members from Monozukuri and other relevant functions. This team has been actively visiting our partners to understand their challenges, receive their feedback, and share those with the rest of the organization in a timely manner so that the Company can take any necessary actions quickly. These two channels of communication in addition to the current supplier contacts managed by each function, aim at promoting better understanding of our partners' situation and accordingly at ensuring our compliance.

2. Approach to Sustainability and our initiatives

(1) Approach to Sustainability

Our long-term vision “Nissan Ambition 2030” aims at establishing Nissan as a truly sustainable company, driving towards a cleaner, safer and more inclusive world. Our sustainability initiatives will help us realize our long-term vision and fulfill our corporate purpose. In every aspect of our business, Nissan strives to promote sustainability.

a. Governance

Companywide management of specific activities under Nissan’s sustainability strategy, from setting goals to monitoring progress, is the responsibility of the Global Sustainability Steering Committee. Nissan implements the PDCA cycle in pursuit of improved sustainability performance. The Global Environmental Management Committee (G-EMC) makes decisions relating to environmental issues. Sustainability initiatives are presented to the Executive Committee along with a comprehensive proposal on strategies and priority issues. Based on their significance, these issues are subsequently reported to the Board of Directors for further action.

Moreover, in FY2021, the Company added new performance indicators for sustainability in performance-based cash incentives that form a part of the long-term incentive program in order to demonstrate the senior management’s commitments to sustainability. In FY24, those performance indicators and evaluation weights were reviewed and updated to further strengthen the initiatives.

- Environment:

From FY2021 to FY2023: External evaluation on carbon neutrality (evaluation weight 5%)

<New> From FY2024: A CO₂ performance score covering the entire value chain based on emission reductions across seven areas (evaluation weight 10%)

- Social:

From FY2021 to FY2023: External evaluation on respect for human rights (evaluation weight 5%)

<New> From FY2024: Global employee survey scores related to DEI, Diversity, equity & inclusion (evaluation weight 10%)

b. Strategy

Sustainability is at the heart of our business and central to the trust placed in our company by our stakeholders. Nissan formulates our sustainability strategy and promotes activities that account for stakeholder interests, global agenda on environment and society, and technological innovation.

To reinforce the sustainability strategy, we identified key material issues that we should address on a company-wide level based on risk and opportunity analysis in FY2022, to show Nissan’s priorities in sustainability more clearly. In FY2024, we updated some items considering the latest social trends and our business.

Nissan uses a matrix to prioritize initiatives, conveying to stakeholders the path the Company will take toward 2030 in even more detail, and expanding opportunities for collaboration and deepening relationships of trust that lead to the further promotion of initiatives.

Materiality assessment process

Step 1: Clarifying societal and environmental issues

We assess global agendas by regularly analyzing market-trends, identifying expectations from society through dialogue with stakeholders that include investors, and studying the United Nations Climate Change Conference of Parties (COP), Sustainable Development Goals (SDGs) and risk reports published by the World Economic Forum (WEF).

Step 2: Assessing material issues facing Nissan and the automobile sector as a whole

We assess Nissan’s material issues by analyzing risks and opportunities from a global perspective. This perspective incorporates both efforts to achieve the “Nissan Ambition 2030” long-term vision and the role of the automobile sector.

Step 3: Prioritizing materiality

We organize priorities based on risks and opportunities into a matrix from two aspects, Nissan’s greatest value and impact on society and the environment, the greatest impact on Nissan from society and the environment, to identify the value Nissan creates and determine how to enhance initiatives going forward. Then, we conduct an expert review to reflect the feedback provided.

Step 4: Reaching consensus among management and the Board of Directors

We report our materiality assessment – including background information and the reasons for our selections – to executives and the Board of Directors to reach a consensus.

Nissan materiality matrix



Materiality	Description
Governance, regulation and compliance	We will conduct business operations with the utmost integrity through corporate governance that embodies high ethical standards, transparency and a solid foundation, guided by corporate purpose and the code of conduct. We will comply with applicable laws and regulations, acting consistently with respect and integrity towards people and society.
Enabling freedom to move	Provide more people with new mobility technologies and services, such as driver assistance technologies and connected car systems, to create a safer, more personalized, and inclusive society in which everyone can move freely.
Human rights	Foster an organization where every employee shows the utmost respect to individual dignity and human rights. Nissan commits to act in accordance with internal ethical standards that refer to the United Nations Guiding Principles on Business and Human Rights. In particular, we will ensure action in the six focus areas(*) of respect for human rights. *Six focus areas: 1. employee labor conditions, 2. supplier labor conditions, 3. product safety and AI, 4. privacy and data security, 5. business partner labor conditions, 6. community and environmental impact (including impact on indigenous peoples)
Empowering electrification	Accelerate our efforts toward carbon neutrality by expanding our line-up of electrified vehicles, offering advanced vehicles/battery technologies and supporting EV eco-system.
Renewable energy	Through partnerships with various sectors and collaboration with governments and communities, we will promote the use of renewable and alternative energy sources to reduce CO2 emissions. With 4R* including Vehicle-to-everything (V2X), we continue to empower societies with safe energy management solutions. * 4R: Battery reuse, refabricate, resell, recycle
Vehicle safety	Through advanced driver assistance technologies accessible to more customers, we wish to realize zero fatality by eliminating the number of deaths in traffic accidents involving Nissan vehicles.
Cleaner emissions	The goal is to achieve exhaust emissions as clean as ambient air and cleaner vehicle-related pollutants (including dust, microplastics, etc.).
Privacy and data security	Committed to safeguarding data protection and privacy rights, protecting stakeholder personal data through appropriate security measures, and will be responsible for secure handling of data in consideration of new technologies and security risks.
Community empowerment	In addition to disaster recovery and humanitarian aid, the Company will contribute to community development through its products, technologies, services, and expertise in social change.
Product quality	Provide reliable, comfortable and user-friendly mobility by improving the design and product quality including chemical substance management and in-cabin air.
Creating sustainable supply chain	In collaboration with suppliers, implement appropriate responses to the environmental/human rights issues in the supply chain and achieve responsible sourcing, based on the “Nissan supplier sustainability guidelines.” This ensures a stable supply of vehicles and fulfills accountability as required by society and regulations.
Promote sustainable materials	Aiming for a circular economy, we pursue sustainable vehicle manufacturing by promoting repair/reuse/rebuild/recycle and using recyclable and ethical materials for sustainable resource use.
Human resource development	Provide human resource development programs and foster a comfortable work environment to maximize the power of employees.

For more details about Nissan initiatives towards materiality, see the Sustainability Data Book, which will be published on the corporate website at the end of July 2025.

Based on the materiality, Nissan created the 5th environmental action plan, “Nissan Green Program 2030 (NGP2030),” and “Nissan Social Program 2030 (NSP2030)” to promote the social initiatives inclusively towards 2030. NGP2030 aims to further reduce environmental impact and create positive value through improving technologies and business processes, which will ensure our living society is sustainable and in harmony with nature. NSP2030 is the first program dedicated to social initiatives.

It aims to grow together with employees, suppliers, partners and society to become a people-centric company and provide value to employees and other stakeholders. The focus areas of NSP2030 are Safety, Quality, Responsible Sourcing, IP, Communities and Power of Employees, each with their own 2030 goal. Both NGP2030 and NSP2030 play an important role in realizing “Nissan Ambition 2030.”

c. Risk Management

Nissan has defined action plans for each material issue within NGP2030 and NSP2030 and progress is monitored through the governance structure and process mentioned above. Furthermore, we assess global agendas by regularly analyzing market trends, identifying expectations from society through dialogues with stakeholders that include investors, and studying various trends such as the United Nations Climate Change Conference of Parties (COP), Sustainable Development Goals (SDGs) and risk reports published by the World Economic Forum (WEF). Then, we assess Nissan’s material issues by analyzing risks and opportunities from a global perspective. This perspective incorporates both efforts to achieve “Nissan Ambition 2030” and the role of the automobile sector.

Environmental risks including climate change and human rights risk are regularly discussed and reported at the Corporate Risk Management Committee as part of the Company’s overall risk management framework, as well as discussed and reported at G-EMC/GSSC. Please refer to 4. (1) Status of corporate governance for companywide risk management systems.

The following is a description of our initiatives in the areas of climate change and nature related issues, and human capital, which are deemed as high material issues among various stakeholders.

For more details on the action plan, metrics and targets of NGP2030 and NSP2030, please refer to the Sustainability Data Book 2024 on the corporate website.

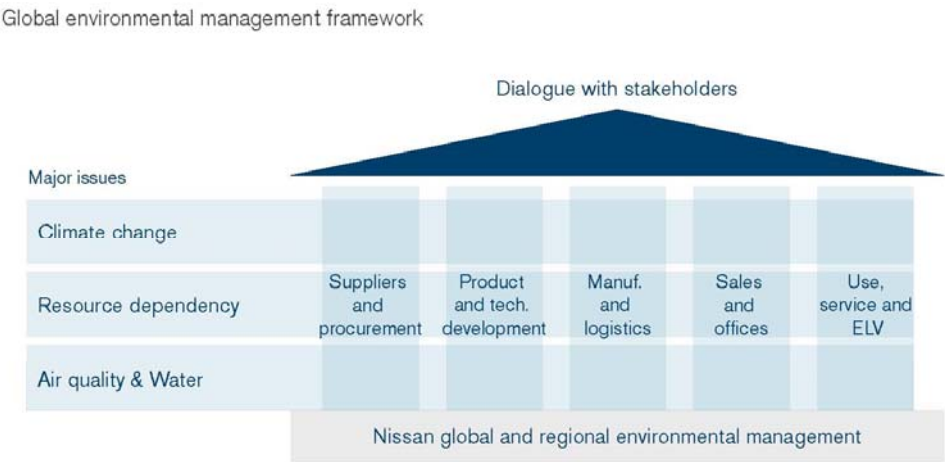
(2) Climate Change and Nature Related Issues

a. Governance

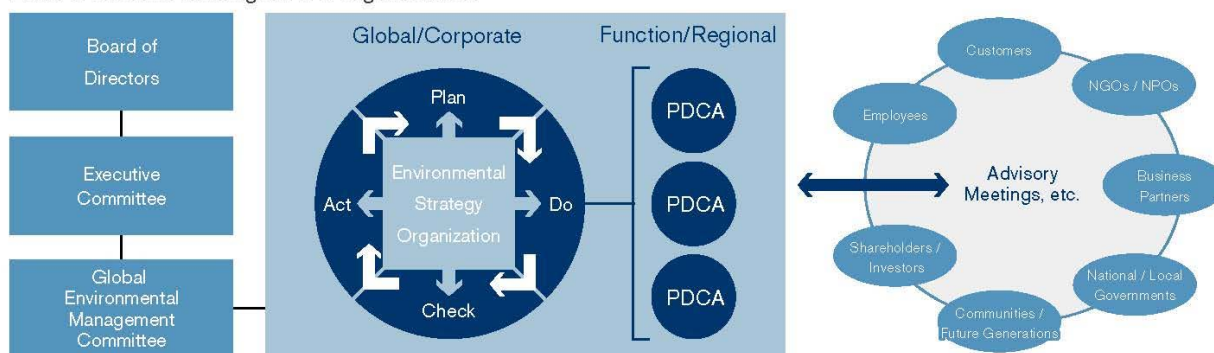
Global Environmental Management Framework and Governance System

Nissan has a governance system that promotes comprehensive environmental management while responding to diverse environmental issues, such as climate change and nature related issues.

The Global Environmental Management Committee (G-EMC) is attended by executives from all areas of the value chain to determine overall policies and the content of reports put before the Board of Directors. Executives also clarify risks and opportunities at the corporate level and determine the specific programs to be undertaken by each division, using the PDCA cycle to manage and operate the environmental programs efficiently. The decisions made by the Global Environmental Management Committee are reported to the Board of Directors via the Executive Committee. The Board of Directors has the responsibility of monitoring these decisions.



Environmental management organization



b. Strategy

Nature Related Issues

Regarding ecosystem service and biodiversity, one of the materialities, in 2010, the results of research conducted with the United Nations University were published in the report “Ecosystem Services and the Automotive Sector.” For this assessment, Nissan adapted the Corporate Ecosystem Services Review method, which is based on the Millennium Ecosystem Assessment conducted by the United Nations from 2001 to 2005. Through these assessments, we identified three priority areas on which we should focus as an automaker: Procurement of Energy, Procurement of Material Resources, and Usage of Water Resources. We also estimated that in 2013, the use of water resources in the upstream resource procurement process was more than 20 times the amount of water used by Nissan. The results of these assessments are reflected in the materiality decisions and incorporated into the policies, strategies and specific actions of Nissan Green Program.

Nissan endorsed the TNFD, Taskforce on Nature-related Financial Disclosures, recommendations and joined the TNFD Forum to support its activities. From the fiscal year 2024, Nissan is preparing for disclosures based on the TNFD recommendations, having obtained approval from executives at the Global Environmental Management Committee regarding the disclosures and expansion plans based on the TNFD. In January 2025, we registered as a TNFD Adopter. Based on the LEAP (an integrated approach recommended by the TNFD for assessing nature-related issues, including processes related to nature, dependencies, impacts, risks, and opportunities*), we conducted an analysis to recognize and evaluate comprehensive nature-related issues within the value chain. As a result, it was confirmed that areas with significant dependence on and impact to nature are covered as key issues in the NGP. Furthermore, through detailed analysis of direct operations in line with the LEAP methodology, it was confirmed that measures for risks and opportunities closely related to the business are covered by the NGP’s activities and objective related to resources and water. Nissan is addressing nature-related issues, including climate change and biodiversity, from key areas closely related to our business (climate change, resources, air quality, and water), promoting activities towards achieving the NGP’s objectives. We will also expand the detailed analysis of LEAP throughout the value chain, particularly focusing on dependencies and impacts in high-risk upstream areas, identifying risks and opportunities, and considering specific measures.

*After scoping, proceed through the following steps: Locate, Evaluate, Assess, and Prepare.

Climate Change Scenario Analysis to Strengthen Strategies for 2050 Society

Through the NGP, we have achieved continuous results by reaching targets, however, the threat of extreme weather due to climate change is increasing.

In response, based on the 4°C and 2°C scenarios presented in the International Energy Agency (IEA) time horizon up to 2050 and the 1.5°C scenario in the IPCC special report, we studied the opportunities and risks posed by climate change. Specifically, we defined risk factors in the automotive sector and confirmed the degree of risk in each scenario. This assessment took into consideration more than 170 countries and markets worldwide as a premise. Furthermore, in consideration of factors including changes in customer and market acceptance, tightening automobile regulations and the transition toward clean energy, Nissan’s business activities, products and services were examined in terms of strategic resilience to the opportunities and risks posed by climate change in the following four steps.

Steps for review

- Evaluate past materiality, investigate risk factors with a decisive impact on the automotive sector due to climate change in documented studies and define main drivers in categories such as population, economy, geopolitics, climate change policy and technology.
- Categorizing main drivers into physical risks and transition risks, then considering the trade-off relationships of each, we confirmed the degree of risk in three scenarios where the average temperature on Earth increased by 1.5°C, 2°C and 4°C.
- Based on the degree to which the automobile sector was impacted and the timeline, items with a more substantial impact were screened from the main drivers.
- Changes, conditions, and effects were adjusted in each scenario to provide guidance based on qualitative evaluation of the elements necessary for enhancing strategies.

Assumed Climate Change Scenarios

The scenarios considered are based on the IEA's NZE scenario/report, the IPCC's representative concentration pathways (RCPs), and the Shared Socio-Economic Pathways (SSPs).

- 1.5°C Scenario: Urgent mitigation measures are required, but in the long term, a transition to a sustainable society is anticipated.
Reference: IEA NZE Scenario, IPCC Special Report 1.5
- 4°C Scenario: Climate change impacts become severe and widespread, forcing mitigation measures while adaptation efforts are pursued.
Reference: IPCC RCP 8.5, IPCC SSP 3

Envisioned scenarios and associated opportunities and risks

Scenario Assumption	Area of impact	Business Activity Opportunities and Risks Related to Ongoing Climate Change
1.5°C	Policies and Regulations	Respond to further tightening of vehicle fuel efficiency and exhaust gas regulations, develop electric powertrain technologies and may influence production costs
		Increased burden of energy costs due to expansion of carbon taxes, expand investment in energy-saving equipment as policy
	Technological Changes	Cost effects of utilizing next-generation vehicle technologies such as in-vehicle batteries and other EV-related technologies as well as expanding autonomous driving technologies
		Increased demand will affect supply chains for rare earth metals used for in-vehicle battery material and cause an increase in stabilization costs
	Market Changes	Changes in consumer awareness lead to reduce new vehicle sales due to the selection of public transportation and bicycles and the transition to mobility services
4°C	Opportunities	Expand the provision of power management opportunities with Vehicle to Everything (V2X), an EV energy charging/discharging technology, and redefine the value of EV, especially with Vehicle to Grid (V2G)
	Extreme Weather	The impact on the supply chain and the operation of production bases due to extreme weather such as heavy rain and drought will increase property insurance costs and air conditioning energy costs
	Opportunities	The need for securing emergency power sources using EV batteries is increasing as a disaster prevention and mitigation measure

Nissan's electrification technologies have the potential to create opportunities even in scenarios other than 2°C. However, it is important to further accelerate efforts and collaborate with the supply chain for responding to risks. The expansion of zero-emission vehicles contributes not only to the transition to a decarbonized society but also to its resilience of society in terms of power management, disaster mitigation, and prevention. Although further development is needed to enhance electric vehicles' performance and ensure their environmental sustainability, we believe they will ultimately generate significant value for both businesses and society.

However, if the societal response to climate change is delayed, various transition risks and physical risks will increase, which have the potential to influence on our financial situation. We conducted an impact assessment of carbon taxes on GHG emissions as of 2030. We estimated that the carbon tax impact could be reduced by approximately ¥10 billion for Scope 1 and 2 through NGP initiatives.

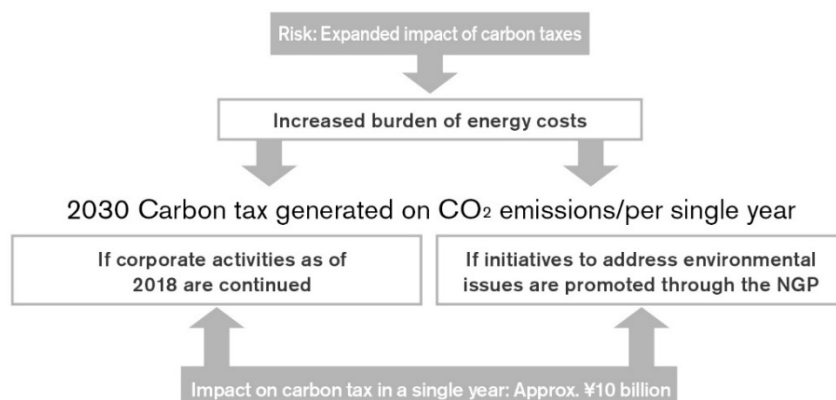
Background of financial impact assessment scenario selection

Pricing for CO₂ emissions is progressing, and an increasing number of countries and regions are introducing carbon taxes. Although the level of taxation and the industries subject to the tax vary by country and region, this analysis will focus on the financial impact of the carbon taxes due to its significant impact on companies.

Evaluation of calculation methods and estimated taxes, assumptions

In our calculations, we referred to the IEA report and other reports on carbon taxes as the basis for our carbon tax projection. The carbon tax on GHG emissions in 2030 was calculated by comparing cases where:

- 1) Corporate activities as of 2018 have been continued, and
- 2) The Nissan Green Program promotes environmental activities, and the impact of annual carbon tax could be curbed



Support for TCFD

Nissan believes it is important to concretize its vision for 2030 and communicate it clearly and accurately to stakeholders, including investors. Therefore, Nissan supports the recommendations of the TCFD, Task Force on Climate-related Financial Disclosures, and is committed to disclosing information in accordance with its recommended framework. Additionally, we will continue to work on improving the accuracy of scenario analysis methods and accurately understanding risk levels.

Environmental Action Plan: Nissan Green Program (NGP)

We first announced the Nissan Green Program (NGP) medium-term environmental action plan in 2002 to achieve our environmental philosophy of “a Symbiosis of People, Vehicles, and Nature” and to ultimately reduce our environmental dependence and impact to levels that nature can absorb.

In FY2023, we launched NGP2030, the fifth generation of the NGP that looks ahead to 2030. We will clarify the direction of future technological innovations and social collaboration. The goals will be shared with our supply chain and partners, and we will work together to achieve environmental responsiveness and social value creation.

NGP2030 Key Issues and Challenges

Based on the environmental materiality analysis, Nissan has positioned climate change, resource dependency, and air quality & water as key material issues under NGP2030. Furthermore, we are also working to strengthen the business foundation and new value creation related to environmental issues through stakeholder engagement aimed at understanding the needs of stakeholders. In promoting decarbonization for climate change, we are aware of the impact on the value chain and are considering activities that consider a “just transition” that minimizes negative effects as much as possible.

The indicators and progress of initiatives are disclosed annually in the Sustainability Data Book, demonstrating the outcomes of our efforts not only in the R&D and manufacturing departments but also sales and service departments and across Nissan to strengthen our business foundation and create social value. Key items are disclosed in section d. Metrics and Targets.



Nissan's Steps to Reduce CO2 emissions

Based on our track record of reducing CO2 emissions and realizing the practical use of electrification technologies, in January 2021, Nissan announced a new goal, based on a long-term vision for climate change, to achieve carbon neutrality across the Company's operations and the life cycle of its products by 2050*. In our corporate activities, we work with suppliers, from procurement of raw materials to transportation and operation of vehicles to reduce CO2 emissions through energy-saving activities and promote a shift to greener power. In terms of products, Nissan will continue to build a balanced product portfolio to meet diverse customer needs and the varying speeds of electrification in each market, and will improve accessibility and innovation in electrified vehicles. We are also working on reducing CO2 at each phase of the life cycle – these efforts include the adoption of green and recycled materials, and recycling and reuse of end-of-life vehicles.

* "Life cycle" includes raw material extraction, manufacturing, use, and the recycling or reuse of end-of-life vehicles.

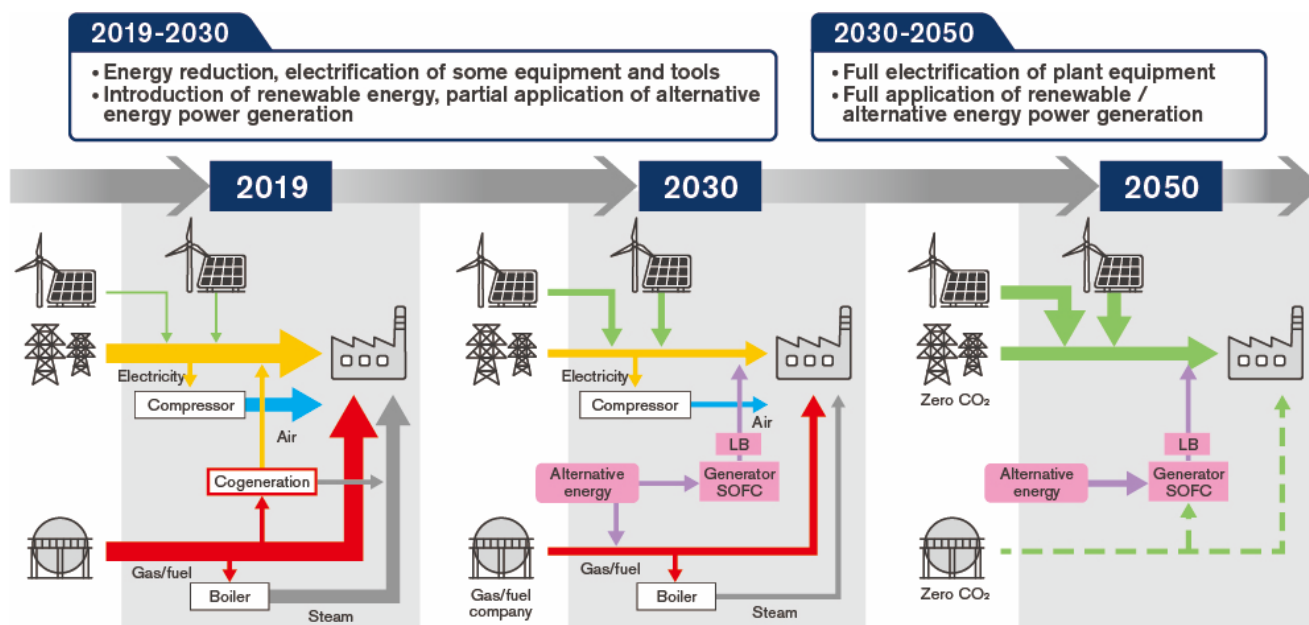
Carbon neutrality roadmap at production plants

Nissan is promoting activities aimed at achieving carbon neutrality at its plants.

In October 2021, we announced a roadmap to achieve carbon neutrality in 2050 at our plants to steadily promote initiatives to achieve this goal.

By 2030: We will first promote the introduction of innovative production technologies and electrification while reducing energy consumption in plants. We will then introduce renewable energy and expand the application of alternative energy sources.

2030-2050: Toward 2050, we will fully electrify plant equipment that operates under various forms of power, including gas and steam. At the same time, we will achieve carbon neutrality at our plants by fully applying electricity generated in-house by fuel cells that use renewable energy and alternative fuels.



c. Risk Management

Nissan evaluates risks and opportunities based on insights gained from the global agenda and dialogues with stakeholders, assessing each on a three-tier scale in terms of "progress of measures" and "impact." Specific action plans are formulated accordingly. Items with significant impact are incorporated into the NGP activity plan, and the action plans are continuously updated. The status of the action plans and monitoring is regularly reported to the management through the Global Environmental Management Committee, ensuring progress management.

Regarding climate change, reports are regularly submitted to the Board of Directors through the Corporate Risk Management Committee as part of the Company's overall risk management framework.

At the operational level, risk management is conducted by obtaining ISO 14001 certification at major global sites, and management based on the PDCA cycle is implemented by confirming progress against targets and planning the next year's activities based on feedback from the functional group.

d. Metrics and Targets

NGP2030 Main Objectives

Nissan is addressing nature-related issues, including climate change and biodiversity, from key areas closely related to our business (climate change, resources, air quality, and water). NGP2030— our medium-term environmental action plan for 2030— sets clear KPIs and targets across the entire value chain and promotes initiatives. Progress will be disclosed in Sustainability Data Book 2025, which will be published on the corporate website at the end of July 2025.

Activities		NGP2030 Objectives
Climate change		
Long-term vision: Realize carbon neutrality by 2050		
Reduce CO ₂ emissions (Base year 2018)	Life cycles (t-CO ₂ /vehicle)	-30% (Global)
	Product (g-CO ₂ /km)	-32.5% (Global), -50% (4Majors: Japan, U.S.A., Europe and China)
	MFG (t-CO ₂ /vehicle)	-52% (Global)
Resource dependency		
Long-term vision: No new material resource use		
Materials	Expand sustainable material (weight basis)	40% (Japan, U.S.A., Europe and China)
Vehicles	Expand energy management function	Equipped rate to EV: 100% (Japan, U.S.A. and Europe)
Air quality and water		
Long-term vision: Zero impact / Zero risk		
Water	Enhance water risk management at manufacturing sites	Zero high-risk sites
Air quality	Enhance management of vehicle emissions, including non-tailpipe emissions	Technology development and adoption
	Manage VOC* at manufacturing sites	Continue current activities (paint shops)
	Manage in-cabin air quality	Comply with Nissan standard on In-Cabin VOC*

* Volatile Organic Compounds

Performance against climate change targets

Regarding climate change, we have clarified the KPIs and targets for each value chain, and we are promoting activities under NGP2030 aimed at achieving our long-term goal of carbon neutrality. We also report on our progress annually in our securities reports.

	FY2030 target	FY2024 result	Base
Lifecycle (t-CO ₂ /vehicles)	-30% (Global)	-12% (Global)	FY2018
Product (g-CO ₂ /km)	-32.5% (Global), -50% (4 Majors*)	-13% (Global), -17% (4 Majors*)	
MFG (t-CO ₂ /vehicles)	-52% (Global)	-10% (Global)	

* Japan, U.S.A., Europe and China

CO2 emissions performance by Scope 1, 2, and 3

Considering the entire value chain in total, the amount of CO2 emitted during vehicle use is significantly higher than the amount of CO2 emitted from corporate activities, accounting for more than 80% of the total. In FY2024, out of the 155,008 kton-CO2 emissions of the entire value chain (total of Scope 1, 2 and 3), 125,080 kton-CO2 was emitted during use of the vehicles sold, 442 kton-CO2 and 1,077 kton-CO2 were emitted from corporate activities in Scope 1 and 2 respectively. All these emissions are measured in accordance with the GHG Protocol.

(kton-CO2)

Scopes*	2018 (Base year)	2021	2022	2023	2024
Scope 1	725	588	585	477	442
Scope 2	1,688	1,238	1,187	1,254	1,077
Scope 3**	265,075	166,725	155,918	158,320	153,489
Total	267,488	168,551	157,690	160,051	155,008

* Scopes are defined in the GHG Protocol Corporate Standard as follows:

Scope 1 Direct emissions from owned or controlled sources

Scope 2 Indirect emissions from the generation of purchased energy

Scope 3 All indirect emissions (not included in Scope 2) that occur in the value chain of the reporting company, including both upstream and downstream emissions

** The calculation formula for Scope 3 was revised in FY2024. For example, the CO2 emissions calculation of “Use of sold products” was revised from “Tank to Wheel” to “Well to Wheel,” and the scope was expanded to include from fuel mining to tire drive. As a result, we have recalculated the emissions for previous years as well.

The details about third-party assurance will be disclosed in Sustainability Data Book 2025 to be published on the corporate website at the end of July 2025.

(3) Human Capital: “Talent Development Policy”, “Diversity, Equity and Inclusion” and “Work Environment Enhancement Policy”

a. Strategy

In 2022, we established “HR Ambition 2030” as a HR strategy which covers “Talent Development”, “Diversity, Equity & Inclusion” and “Work Environment Enhancement” with the aim to realize the Corporate Purpose and long-term strategy, “Nissan Ambition 2030”, while accelerating recruitment of engineers for core business areas.

This HR strategy consists of 5 pillars, which are “Enhanced employee experience”, “Skill driven management”, “Leadership effectiveness”, “Culture transformation & Innovation” and “Diversity, Equity & Inclusion.”

In May 2025, we announced our new recovery plan “Re:Nissan” and are working to put Nissan back on a long-term growth track in this highly competitive automobile industry. Under this recovery plan, we will optimize our workforce while continuing to foster a corporate culture and develop human resources that allow both the Company and its employees to continue growing, with the aim of maximizing the capabilities of its employees, based on the five pillars of “HR Ambition 2030.”

< HR Ambition 2030 >

5 Pillars	1	Enhanced employee experience	Attract, engage and retain diversified / core skill talents to ensure Nissan's sustainable growth <Accomplishment in FY2024> Based on "OUR PROMISE (Employee Value Proposition)" formulated in FY2023, we have revamped our evaluation and compensation system. We are shifting to a system that encourages further growth and challenges for each individual and allows employees to feel their own growth.
	2	Skill driven management	Source core skill talents to deliver electrified vehicles, new mobility services and technology innovations <Accomplishment in FY2024> Approximately 2,300 engineers have been hired by the end of FY2024 in advanced technology areas since the announcement of "Nissan Ambition 2030". In addition, we are promoting 3B* measures in priority areas to fill the skills that will be critical for the future. * Buy (recruitment) / Build (development) / Borrow (utilization of external human resources)
	3	Leadership effectiveness	Develop collaborative and empathetic leadership to "Empower our people" for "Nissan Ambition 2030" <Accomplishment in FY2024> In order to promote the implementation of "Nissan Leadership Way" formulated in FY2023, new training was introduced for general managers. In addition, "Nissan Leadership Way" was reflected in the evaluation criteria for managers and above to promote its penetration.
	4	Culture transformation & Innovation	Enhance innovation through our DNA, "Do what others don't dare to do," by promoting Enablement* and Engagement. * An environment that supports employees' motivation and a comfortable working environment where employees are able to demonstrate their abilities. <Accomplishment in FY2024> The Company has accelerated the promotion of its corporate culture reform campaign "OUR NISSAN," which was launched in FY2023. Regarding innovation, we hold "New Business Contest," which calls for ideas for new services and new businesses, and "New Value Co-Creation," which calls for ideas for new products, technologies, and processes.
	5	Diversity, Equity & Inclusion	Sustain Diversity as Nissan's strength and accelerate to build Equity & Inclusion in the workplace <Accomplishment in FY2024> Four ERGs (Employee Resource Group; Gender, LGBTQ+ Allies, Multiculture, and Working parents) were activated at Global Headquarter. Global ERG guideline was established, and ERGs were launched in other regions. We hold DEI workshop and discuss opportunities and challenges in all regions, promoting DEI activities.

Securing effectiveness of its governance, the progress of this HR strategy is confirmed twice a year at the Global HR Conference chaired by the Chief Human Resources Officer (CHRO), a member of the Executive Committee, in order to ensure steady implementation.

For risk management, it is described in (1) Approach to Sustainability, c. Risk Management.

b. Metrics and Targets

1. We have set a goal of hiring more than 3,000 engineers in "Nissan Ambition 2030" in advanced research and development. Recruitment is progressing as planned with a total of 2,300 new graduates and mid-career hires by the end of March 2024 from 2021, when "Nissan Ambition 2030" was established. We plan to hire an average of 400 engineers per year by 2026.
2. As for the ratio of women managers, we aim to narrow the gap between the ratio of women managers and the ratio of women indirect employees. As of March 31, 2025, 374 women managers are playing an active role in various areas and its ratio is 11.5%. To further increase the ratio of women managers, we will target to raise the ratio of women indirect employees by accelerating the hiring and development of women to enrich the pipeline.
3. Besides, we set targets in Global Employee Survey as comprehensive indicators related to "Talent Development", "Diversity, Equity & Inclusion" and "Work Environment Enhancement." Specifically, each year we set targets for engagement and five prioritized key areas: enablement, ethics, leadership, corporate culture, and diversity, equity and inclusion, aiming to exceed the global benchmarking scores as a medium-to long-term goal. The targets are based on year over year improvement. The results for fiscal year 2024 were slightly below target partly due to the deterioration of business performance and the impact of structural reforms. In addition to current activities, we will take into account the opinions of employees to enhance company initiatives and create a better organization.

3. Business and other risks

With regard to disclosure in the Business Overview, Financial Information and other parts of this Securities Report, the significant items which may affect the decisions of our investors can be grouped under the following risk factors.

Any future forecasts included in the following descriptions are based on the estimates or judgment of the Group as of June 23, 2025.

1. Rapid changes in the global economy and economic climate

(1) Economic factors

The demand for products and services provided by the Group is strongly affected by the economic conditions in each country or market in which they are offered for sale. The Group strives to anticipate change in economic climate and demands such as tariff, inflation and market fluctuation as precisely as possible and to take necessary measures in the major markets like as Japan, China, North America and Europe. However, it is difficult to foresee the future course of the U.S. administration's tariff policy as the situation could change, and in case of greater-than-anticipated downturn such as global economic crisis, a pandemic and increasingly complex geopolitical risk, it could have a significant effect on the Group's financial position and business performance.

(2) Situation regarding resources and energy

The demand for products and services provided by the Group largely varies depending on rapid changes in the situation surrounding various resources and energy as represented by the hike of prices of crude oil, natural gas, renewable energy, etc. If gasoline prices continue to rise, consumer demand is forecast to shift to products with better fuel consumption and overall demand could decline in case of further hikes in gasoline prices. In addition to traditional automobile materials such as iron, aluminum and resin, if prices of precious metal such as lithium, cobalt, nickel, rhodium and palladium fluctuate drastically beyond normal expectation, the Group's financial position and business performance could be affected due to deterioration in operating performance and/or opportunity loss.

2. Rapid changes and moves in the automobile market

The automobile industry is currently experiencing intensified and uncertain market competition worldwide. Additionally, the business environment is undergoing significant changes due to tariff policies from the second Trump administration. In this external environment, our group is also striving to overcome this competition by making efforts in technology development, product development and marketing strategy to timely provide products and services that address customer needs. Nevertheless, the failure to timely provide products and services that address customer needs or improper responses to changes on environment and/or market could have a significant effect on the Group's financial position and business performance.

Demand might decrease or change due to the progress of negative factors such as a decline in population, the aging society and a dwindling birthrate in a mature market, whereas demand might considerably increase in emerging markets. These changes or trends might generate favorable results for the Group with a rise in business opportunities but could result in an adverse effect on the Group's financial position and business performance due to an excessive dependency on certain products and/or regions unless appropriate forward-looking steps are undertaken.

In addition, the spread of electrified mobility and stricter regulations on greenhouse gas emissions around the world require an initiative aiming for carbon neutrality across the whole life cycle of cars. Delays in our responses to these social and environmental requirements could affect the Group's financial position and business performance.

Furthermore, as technological innovations such as CASE (Connected, Autonomous, Shared, and Electric) and SDV (Software Defined Vehicle) advance, it is expected that businesses such as car sharing, ride sharing, and robot taxis will become widespread in the future, and the conventional business model of "Automakers manufacture and sell vehicles as hardware, and customers purchase, own, and use them" will undergo a major transformation. In addition, it is expected that the core added value of cars, that is, the performance of vehicles as hardware, might shift to software-based value such as "what kind of experience can cars provide to customers including services related to cars". As a result, the attractiveness of software will become the key to differentiation from other companies, and the know-how and expertise of the Group in developing and mass-producing of vehicles, which have been our strengths, may become less valuable. Countries and vehicle manufacturers are facing fierce competition in the development of new technology, which could have a significant effect on the Group's business performance and financial position due to possible increases in development expenses and vehicle cost.

In response to these changes in the automotive market, we are making every effort to provide accurate forecasts and implement necessary measures. However, if changes occur at a rate and to a scope beyond expectations, and the Group is unable to respond adequately to such changes, the Group may not be able to maintain its advantage over competitors and may lose its competitiveness.

3. Risks related to the financial market

(1) Fluctuations in foreign currency exchange rates

The Group's finished products are produced in 13 markets, and are sold in approximately 160 markets. The Group's procurement activities for raw materials, parts/components and services are conducted in many countries.

As the consolidated financial statements of the Group are calculated and presented in Japanese yen, the appreciation of the yen against other currencies adversely affects the Group's financial business performance, in general. In contrast, the depreciation of the yen against other currencies favorably affects the Group's financial business performance. Any sharp appreciation of the currencies of countries where the Group manufactures vehicles could lead to increases in production costs that would adversely affect the Group's competitiveness.

The Group has taken fundamental measures to reduce the risk of fluctuations in foreign exchange rates, including localization of production and procurement of raw materials and parts/components denominated in foreign currencies. However, it is impossible to fully offset foreign exchange risk and thus fluctuations beyond normal expectation could have an effect on the Group's business performance and financial position.

(2) Hedging of currency, interest rate and commodity price risks

The rise in market interest rates and the rise in commodity price could have an effect on the Group's financial position and business performance.

The Group may utilize derivative transactions for the purpose of hedging its exposure to risks such as fluctuations in the foreign exchange rates of its receivables and payables denominated in foreign currencies, the interest rates of floating interest-bearing debt funded at variable interest rates and fluctuations in commodity prices. Although the Group can hedge against these risks by using derivatives transactions, the Group might miss potential gains that could result from seizing the market opportunities to profit from such fluctuation in exchange rates, interest rates and commodity prices.

(3) Marketable securities price risk

The Group may hold marketable securities for certain reasons including strategic holding, relationship management and cash management, and there is a price fluctuation risk for such securities. Therefore, price fluctuation in the stock and bond markets could affect the Group's business performance and financial position.

(4) Liquidity risk

Environmental changes beyond normal expectation could occur in the financial market and the liquidity risk is also increased in the event of downgrade of Nissan's credit ratings by Japanese and international rating agencies. In order to respond to such changes, the Group endeavors to raise funds from various sources such as an accumulation of internal cash generation, loan commitment agreements with financial institutions and diversification of funding sources and geographies for fund-raising by formulating relevant internal rules so that the Group can ensure an appropriate level of liquidity. The Group reduces liquidity risk by maintaining access to unused committed credit lines and keeping significant cash in the automobile business. In addition, the Group also secures sufficient funds in the sales finance business by various funding options such as securitization of financial assets including leases. Even though Japanese and international rating agencies have recently downgraded the Group's current long-term unsecured credit ratings, the Group has continued to consider diversified funding sources, not only bank loans and bond issuances but also further securitization of financial assets including leases which is less impacted by downgrade on the Group's current long-term unsecured credit ratings. However, market environment and further downgrade of Nissan's credit ratings by Japanese and international rating agencies could entail a greater-than-anticipated level of risk that might hinder the smooth execution of the initially planned financing, thereby having an adverse effect on the Group's financial position and business performance.

(5) Sales financing business risk

Sales finance is an integral part of the Group's business providing financial solutions to consumers, commercial customers, and dealers to allow these customers to own or be able to sell the Group's vehicles. The Sales Finance Business Units support automobile sales while maintaining appropriate profitability and sound risk management practices to maintain a healthy and sustainable financial condition. However, providing financial solutions to its customers does expose the Sales Finance Business Units to risks, chief among them being Interest-Rate Risk, Credit Risk, and Residual Value Risk. If unmanaged, these risk factors could adversely affect the Group's financial position and business performance.

To mitigate these risks, all Sales Financing Business Units have robust policies and risk management frameworks in place.

For Interest-Rate Risk, the Company focuses on strict asset liability management minimizing duration and asset liability rate mismatch (fixed/floating), as well as, focusing on minimizing exposure to market rate movements. However, the Group's sales finance business is impacted by higher interest cost driven by downgrades of Nissan's credit ratings by Japanese and international rating agencies and external factors such as the macro-economic environment.

Credit Risk is managed during the life of the financial product which is from underwriting to collection. During underwriting, the Sales Finance Business Units follow strict underwriting policies to establish appropriate credit limits based on customer's payment capacity, repayment history, available capital, appropriate collateral, and financing conditions. During credit term or in the event of payment delinquency, extensive collection strategies are executed to minimize any potential losses.

For Residual Value Risk management, the Group focuses on setting appropriate residual values through well-coordinated cross-functional teams based on 3rd party independent evaluation and statistical analysis of historical used car market data. On a strategic level, Residual Value Risk is also managed by building brand value and hence increasing the future market value of Nissan vehicles through controlling the level and type of sales incentives on new vehicles, maintaining appropriate fleet sales levels and promoting certified pre-owned vehicles.

(6) Counterparty credit and other related risks

The Group does business with a variety of local counterparties including sales companies, financial institutions and suppliers in many regions around the world. The Group is exposed to the risk that such counterparties could default on their obligations. The Group manages to mitigate its own counterparty credit risk by conducting a comprehensive ongoing assessment of these counterparties based on their financial information. Nonetheless, should unprecedented

conditions such as bankruptcies of sales companies, financial institutions and suppliers be triggered by a global economic crisis that could adversely affect the Group's financial position and business performance.

Since June 2022, Marelli Holdings Co., Ltd. which is one of the core suppliers for the Group, made an application for Rehabilitation proceeding under the Civil Rehabilitation Act, the reconstruction plan has been progressing. In June 2025, it initiated Chapter 11 proceedings in the United States Bankruptcy Court for the District of Delaware with the agreement of creditors.

Since then, the reconstruction plan has continued to progress, it may trigger credit incident of such supplier, and possible suspension or delay of supply, or a deficiency in supply from this supplier may happen. This could lead to the Group's production suspension, delay, cut or increase of financial burden, cost and thereby may significantly affect Group's financial position and business performance.

(7) Employee retirement benefit expenses and obligations

The amounts of retirement benefit obligation and related expenses of the Group, which are provided for retirement benefits of employees of the Group companies, are calculated using various actuarial assumptions including the discount rate applied, the long-term expected rates of return on plan assets and other factors. When the Group's actual results differ from those assumptions or when any of the assumptions change, the resulting effects will be accumulated and recognized over future periods; therefore, the cumulative effect could adversely affect the recognition of expenses and liabilities recorded in future periods.

4. Risks related to business strategies and maintenance of competitive edge

(1) Risks involved in international activities and overseas expansion

The Group's finished products are produced in 13 markets, and are sold in approximately 160 markets. Although the Group fully considers the following risks when expanding its business into overseas markets, in the event of unforeseen or unanticipated risks in the overseas markets, such as the uncertain global situation in Americas-China and Middle East, the Company will not be able to achieve the planned capacity utilization and profitability, which could have an effect on the Group's financial position and business performance.

- Political or economic factors
- Legal or regulatory changes
- Changes in corporate income tax, customs duties, other tax system, and/or the impact of international tax issues, such as transfer pricing, etc.
- Labor disputes including strikes
- Difficulties in recruiting and retaining talented human resources
- Social turmoil due to terrorism, war, coup, demonstrations, rebellion, large-scale natural disaster, epidemic disease or other destabilizing factors

(2) Research and development

The Group's technology must be useful, pragmatic and user friendly. To this end, the Group anticipates the nature and scope of the market demand, prioritizes, and invests in the development of new technologies including electrification, self-driving, strengthened connectivity, stronger safety and mobility services. However, any sudden and greater-than-anticipated changes in its business environment or in customer preferences or a relative decline in its competitive edge in development could impact negatively on customer acceptance with these new technologies, which could have a significant effect on the Group's business performance.

(3) Collaboration with other corporations

In order to achieve "Nissan Ambition 2030", the Group may strategically partner with other companies with superior technologies and services to respond to technical innovations such as CASE (Connected, Autonomous, Shared, and Electric) and SDV (Software Defined Vehicle) and effectively acquire higher competitiveness within the short term, as well as to respond to the current severe business conditions. This could include strategic alliances with corporations from different sectors beyond industry boundaries, in addition to alliance with conventional automobile businesses, with a view of anticipated transformation of the business model in future.

However, the anticipated results might not be achieved depending on the market environment of the business field concerned and/or changes in technological trends and the progress of collaborative activities with allied partners, which could adversely affect the Group's business performance.

(4) Quality of products and services

To provide products and services of superior quality, the Group endeavors to ensure and enhance maximum quality through detailed management systems from the standpoint of research and development, manufacturing and services. However, the adoption of new technology to propose higher added value might cause unexpected quality-related issues such as product liability and recalls for products after sales of a product start even if it has been repeatedly tested prior to its launch with maximum care. If the AD technology is developed and its use becomes quickly widespread in the future, the responsibility of automobile manufacturers might be brought into question in connection with the decline in drivers engaged in driving. Although the Group has insurance policies to assure the source of funding product liability claims to a certain extent, this does not necessarily mean that all damages are fully covered. If the recalls that the Group has implemented for the benefit of customers' safety become significant in volume and amount, the Group would not only incur significant additional expenses but also experience damage to its brand image, which could adversely affect its financial position and business performance.

(5) Risks associated with climate change

The global CO₂ emissions that affect climate change must peak out as soon as possible in the Paris Agreement adopted in 2015. In addition, there has been an increase in national policies and corporate initiatives to achieve net zero by 2050 at the latest since the Intergovernmental Panel on Climate Change (IPCC) published 1.5°C special report in 2018.

The Group's ultimate goal is to hand over abundant natural assets to the next generation by reducing the dependence on the environment and the environmental impact, both of which derive from its business operations and/or its vehicles, to a level controllable or absorbable by nature. To this end, the Group is committed, hand-in-hand with suppliers, to reducing CO₂ emissions at every stage of its value chain from the procurement of raw materials for vehicles to the transportation of vehicles and when vehicles are driven. The Nissan Green Program, the medium-term environmental action plan, stipulated global Key Performance Indicators (KPIs) and target values at the respective stages, and the Group has publicly announced its annual results.

Considering the entire value chain in total, especially the amount of CO₂ emitted during vehicle use is significantly higher than the amount of CO₂ emitted from corporate activities, accounting for more than 80% of the total. To that end, continued reductions will be important during vehicle use in addition to corporate activities.

In January 2021, the Group announced a goal to achieve carbon neutrality across the Company's operations and the life cycle of its products by 2050. As part of this effort, every all-new Nissan vehicle offering in key markets will be electrified by the early 2030s. The Group intend to materialize its activities to respond to the environment and create social value.

The Group also recognize the importance of assessing changes under multiple scenarios and considering resilient strategies for risks and opportunities arising from uncertain future events such as climate change. The strategy is being developed in light of the impacts identified by conducting this scenario analysis.

In March 2024, Nissan announced the Nissan Green Program 2030 to address such scenarios of risk and opportunity and ensure a path toward carbon neutrality. We recognize the need to further expand our efforts, and for the most emissions-intensive vehicle, our enhanced goal is to reduce CO₂ emissions per new vehicle by 50% compared to 2018 by 2030. (This applies to new cars in Japan, the United States, Europe, and China.) The details, along with the scenario analysis, will be disclosed in the Sustainability Data Book 2025 available on the corporate website at the end of July 2025 and in the "2. Business Overview" 2. Approach to Sustainability and our initiatives.

However, if society as a whole does not quickly take measures to address climate change, the Group might suffer from the transition risk that could be caused by harsher policies and/or legal regulation toward a carbon-free society such as introducing carbon pricing and carbon border taxes, an increase in R&D operations and actual market demand and/or a change in corporate reputation, as well as the physical risk of an increase in disasters due to abnormal weather conditions and sea surface elevation, which could have a significant effect on the Group's financial position due to a possible increase in costs to address the respective risks and a possible decline in car sales performance.

(6) Regulations on Environmental and Social Issues and Corporate Social Responsibility (CSR)

The automotive industry is subject to various regulatory impacts related to environmental issues such as emission standards, CO₂/fuel economy standards, noise, chemical substance management, recycling, and water resources, as well as safety and human rights. These regulations have become increasingly stringent.

The Group not only complies with these laws but also promotes initiatives as part of our corporate social responsibility, including the "Nissan Green Program 2030" and the "Nissan Social Program 2030," to accelerate our efforts in addressing environmental and social issues. With the increasing demands of regulations and social expectations, the burden of costs for development and investment to comply has been rising. If it is determined that our responses to regulations or social responsibilities are inadequate, it could have a significant impact on our group's performance and financial condition, including potential recalls, revocation of certifications, fines, and a decline in social trust and brand image.

Furthermore, even if the aforementioned initiatives are addressed by the Group, in case our stakeholders such as shareholders and customers do not evaluate that such initiatives provide a certain competitive edge for the Group, a negative impact on stock prices and/or sales might result, which could considerably affect the Group's financial position and business performance.

(7) Critical lawsuits and claims

It is possible that the Group could encounter a variety of claims or lawsuits in the course of conducting business. With respect to various lawsuits and claims that the Group might encounter, the possibility exists that the Group's assertion may not be accepted or that the outcome may be significantly different from that anticipated. As a result, any such judgment verdict or settlement could significantly affect the Group's financial position and business performance.

(8) Protecting intellectual property

The Group retains technologies and know-how that differentiate its products from those of other companies. These intellectual properties are essential for the future development of the Group, and the Group has established a dedicated department to protect its intellectual property. However, cases may arise where the Group finds itself unable to prevent others from abusing or infringing on its intellectual property by imitating manufacturing or selling products.

(9) Recruitment and retaining of talented human resources

The Group considers human resources to be a key source of competitiveness including "Monozukuri" and the most important corporate asset. As announced in the goal set forth in the "Nissan Ambition 2030" and the HR strategy to realize them are disclosed in the "2. Business Overview" 2. Approach to Sustainability and our initiatives. The Group

is also focusing on investing in human resource development and improving performance evaluation and compensation systems. However, competition in the industry to secure talented people is intense. Should appropriate recruitment and/or retention of employees not go according to plan, the Group could experience adverse effects and reduce competitiveness on a long-term basis.

(10) Compliance and reputation

In the wake of the issue of the improper treatment of the vehicle inspection for vehicles at domestic production plants, which took place in 2017, the Group has promoted measures to prevent recurrence. The Group continues to take measures such as introduction of traceability system for the vehicle inspection, creation of workspaces that facilitate open communication through plant visits by members of the Management Council and compliance events and compliance education for raising compliance awareness, in particular, so that the vehicle inspection problems do not fade away.

On the other hand, in 2018 and 2019, as a result of misconduct of a former Representative Director of the Company, the Company formed a Special Committee for Improving Governance (SCIG) consisting of several independent third parties and independent Outside Directors of the Company. In June 2019, the Company submitted an Improvement Measures Report, which states details of the situation and the improvement measures, to the Tokyo Stock Exchange. In January 2020, the Improvement Measures Status Report, which describes status of implementation and operation of the improvement measures, was submitted to the Tokyo Stock Exchange.

In November 2023, after having obtained all required regulatory approvals, the New Alliance Agreement between Renault Group and Nissan came to force. Given this circumstance, Nissan will reinforce activities to comply with competition laws continuously and to mitigate violation risks.

In March 2024, Nissan received a recommendation from the Japan Fair Trade Commission based on the “Act against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors” (“Subcontract Act”) and submitted a corrective action report in March 2025. The recommendation is regarding past transactions with suppliers to which the Subcontract Act applies. A portion of the rebates received by Nissan from 36 suppliers subject to the Subcontract Act were determined by the Commission as not in accordance with the provisions of Article 4, Paragraph 1, Item 3 of the Subcontract Act. Nissan has refunded an equivalent amount of rebates to suppliers. In addition, Nissan has already discontinued rebates in transactions with subject suppliers. To properly carry out transactions with suppliers going forward, Nissan will strengthen its compliance system by reinforcing the periodical inspections system of compliance with the Subcontract Act, providing thorough and periodic training to executives and employees involved in subcontracting transactions, and taking other measures to prevent recurrence. The Company continues to improve governance, reform the corporate culture, renew corporate ethics, disclose corporate information appropriately and enhance compliance-focused management.

However, compliance issues apply to any and all actions of all employees, all Corporate Executives. Accordingly, it is difficult to completely prevent such incidents unless the entire Company clearly recognizes the importance of compliance and the need to improve the environment for effective adherence thereto, as well as ensuring that everyone truly understands the importance of compliance and acts everyday with compliance in mind. Should the needed governance not be fully realized or any compliance violation recur, the social credibility of the Group and trust in its brand or products could be impaired and significantly affect the Group’s business performance. We conduct the Nissan Ethics Day in December, in accordance with the United Nation’s International Anti-Corruption Day. On this day, as a Group-wide initiative, employees of all regions look back over their business conduct and consider how they can practice Nissan’s values in their daily work.

The number of laws, regulations and rules that should be observed is increasing year by year, whereas expectations and demands relative to CSR in contemporary society are also increasing. Even if the perpetrator of an improper act is its secondary or tertiary supplier or distributor, or in the case when such incidents happen regarding products that were distributed in channels other than the regular sales route anticipated by the Group, the Group could be criticized for social responsibility and delayed, insufficient and/or improper responses on compliance-related issues could adversely affect the confidence and/or reputation of the Group, thereby adversely affecting the Group’s business performance through, for example, a possible decline in sales resulting from a damaged reputation.

5. Continuation of business

(1) Large-scale natural disasters

The Group, with corporate headquarters and many of its manufacturing facilities located in Japan, considers geographical risk of earthquakes (tsunamis) and water damage (typhoons and floods) as the most important risk to be managed. The Group has developed basic guidelines on earthquake risk management, and has organized a global task force, which is composed of key members of the Management Council, to direct disaster prevention and recovery activities. In addition, the Group has been strengthening its manufacturing facilities with anti-seismic reinforcement. The Group also promotes establishment of measures for volcanic eruption as part of its earthquake countermeasures. However, if an unexpectedly severe earthquake were to hit one of the Group’s key facilities causing a halt in production, this would significantly affect the Group’s financial position and business performance.

Moreover, the Group also addresses preventive measures and the improvement of the emergency response system and establishment of systems that can utilize the batteries of EVs as emergency electric supplies during power outages, to prepare for risks of earthquakes (tsunamis), recent increases in water damage (typhoons and floods) and pandemic. Nevertheless, if any of these risk factors occurs or spreads on an unprecedented scale, such risk could adversely affect the Group’s financial position and business performance.

In the wake of the Great East Japan Earthquake, the Kumamoto Earthquake, the heavy rain in west Japan, Typhoons Faxai and Hagibis in 2019, various unforeseen risks emerged as listed below.

- The risk that plant operations could be restricted, to a significant extent, because a scheduled power failure is forcibly implemented or a long-term power shortage continues.
- The risk that plant employees and/or suppliers could not restore operations or operate facilities within areas of limited or no access, in which people cannot restore or operate facilities based on an evacuation directive to restrict or prohibit entry due to radioactive pollution from a nuclear power generation plant.
- The risk that the acceptance of parts and/or products could be rejected or postponed by customers because of radioactive pollution, as well as the risk of sluggish sales due to harmful rumors.
- The risk of tsunamis, for which damage projections (e.g., the height of a tsunami and the scope of the expected devastated areas) are now much more severe than previously anticipated, in the event of any significant earthquakes such as the “Nankai Trough Earthquake.”
- The risk that a supplier of the Group could be damaged by an earthquake in one of many active fault zones in Japan, significantly limiting plant operations.
- Landslides and widespread power outages caused by typhoons and heavy rains (gusts).

The Group is currently improving and addressing effective countermeasures to solve these problems. However, these risks often cannot be handled by the Group alone and may entail certain costs to implement actions, and therefore could have an impact on the Group’s financial position and business performance.

(2) Purchase of raw materials and parts

The Group purchases raw materials, parts/components and services from many suppliers by reason of its business structure. In addition, the use of rare metals, of which production volume is extremely small and/or production mines are limited to a small number of countries or regions, has been increasing, in association with the expansion of electrification and the implementation of new technologies. As a result, the Group is exposed to risks such as soaring raw material prices and tight supplies due to a drastic change in the supply-demand balance, disasters, pandemic, discovery of human rights violations or a radical change in the political situation of a production country and sudden export restrictions. In order to minimize such risks, the Group has strived continuously for enhancement of a stable procurement system including Business Continuity Plan (“BCP”) level improvement in cooperation with suppliers, consideration of alternative suppliers and securing raw materials and parts/components in the entire supply chain. However, an unpredictable change in market conditions could entail a greater-than-anticipated level of risk in the stable procurement of necessary raw materials, parts/components on an ongoing basis, which could significantly affect the Group’s financial position and business performance.

(3) Dependency on specific suppliers

If procurement of higher technology or higher quality is pursued at more competitive pricing, actual orders might sometimes concentrate on only one or a small limited number of suppliers. In addition, special technologies and special production processes can only be provided by limited suppliers. For example, global shortage of semiconductors continuing might significantly affect the production plan of the Group. Although the Group has continuously strived to review and strengthen its supply chains, in order to minimize risks, by considering alternative suppliers including secondary and tertiary suppliers and securing raw materials and parts/components in the entire supply chain, participating in industry-wide efforts to ensure stable procurement, and contracting Long Term Supply Agreement with Semi-conductor suppliers, a possible suspension of supply due to any unforeseen accident or any delay or deficit in supply could lead to the forced suspension of the Group’s production plants, thereby significantly affecting the Group’s financial position and business performance.

Since June 2022, Marelli Holdings Co., Ltd. which is one of the core suppliers for the Group, made an application for Rehabilitation proceeding under the Civil Rehabilitation Act, the reconstruction plan has been progressing. In June 2025, it initiated Chapter 11 proceedings in the United States Bankruptcy Court for the District of Delaware with the agreement of creditors.

Since then, the reconstruction plan has continued to progress, but, possible suspension or delay of supply, or a deficiency in supply from this supplier may happen. This could lead to the Group’s production suspension, delay, cut or increase of financial burden, cost and thereby may significantly affect the Group’s financial position and business performance.

(4) Computer information system

Almost all the Group’s business activities depend on computerized information systems, and such information systems and networks have become increasingly complicated and sophisticated. Nowadays, it is impossible to process routine business operations without services available through these system networks. Given such circumstances, various incidents such as large-scale natural disasters, fires and electricity shutdowns could be risk factors that are detrimental to the Group’s information systems. In addition, artificial threats have been rising rapidly, including computer virus infection and increasingly sophisticated cyber-attacks.

To cope with these risk factors, the Group has developed Business Continuity Plan (“BCP”) and has taken a variety of hardware-based and software-oriented measures, such as modernization of system and infrastructure and the improvement of cybersecurity countermeasures. However, the possible occurrence of any greater-than-anticipated disaster, cyber-attack or infection from a computer virus could cause incidents such as the suspension of business operations due to system outage, the disappearance of important data, and theft or leakage of confidential information and/or private information, and the potential impact on the supply chains (including the impact caused by suppliers). Consequently, such incidents could have a significant adverse effect on the Group’s financial position, as well as the Group’s business performance and/or the reputation of reliability.

4. Management's analysis of financial position, operating results and cash flows

(1) Overview of the operating results, etc.

The overview of the Group's financial position, operating results and cash flows (hereinafter the "operating results, etc.") for the current fiscal year is as follows:

1) Financial position and operating results

The global industry volume for the current fiscal year increased by 3.3% from the prior fiscal year to 87.30 million units. Global retail sales volume of the Group decreased by 2.8% from the prior fiscal year to 3,346 thousand units. Net sales of the Group totaled ¥12,633.2 billion, decreasing by ¥52.5 billion (0.4%) from the prior fiscal year. Operating income totaled ¥69.8 billion, decreasing by ¥498.9 billion (87.7%) from the prior fiscal year.

Net non-operating income totaled ¥140.4 billion, increasing by ¥6.9 billion from the prior fiscal year. Ordinary income totaled ¥210.2 billion, decreasing by ¥492.0 billion (70.1%) from the prior fiscal year. Net special losses totaled ¥623.8 billion, deteriorating by ¥520.9 billion from the prior fiscal year. Loss before income taxes totaled ¥413.6 billion, deteriorating by ¥1,012.8 billion from the prior fiscal year. Net loss attributable to owners of parent totaled ¥670.9 billion, deteriorating by ¥1,097.5 billion from the prior fiscal year.

2) Cash flows

Cash and cash equivalents at the end of the current fiscal year increased by ¥71.3 billion (3.4%) from the end of the prior fiscal year to ¥2,197.5 billion. This reflected ¥753.7 billion in net cash provided by operating activities, ¥971.2 billion in net cash used in investing activities and ¥263.3 billion in net cash provided in financing activities, as well as an increase of ¥25.6 billion in the effects of foreign exchange rate movements on cash and cash equivalents.

3) Production, orders received and sales

a. Actual production

Location of manufacturers	Number of vehicles produced (units)		Change (units)	Change (%)
	Prior fiscal year	Current fiscal year		
Japan	724,838	641,348	(83,490)	(11.5)
The United States of America	605,652	500,434	(105,218)	(17.4)
Mexico	607,089	664,561	57,472	9.5
The United Kingdom	325,458	276,336	(49,122)	(15.1)
Thailand	93,605	63,435	(30,170)	(32.2)
India	124,627	152,017	27,390	22.0
South Africa	25,136	10,425	(14,711)	(58.5)
Brazil	58,761	61,171	2,410	4.1
Argentina	29,646	17,698	(11,948)	(40.3)
Egypt	12,084	21,154	9,070	75.1
Total	2,606,896	2,408,579	(198,317)	(7.6)

Note: The figures represent the production figures for the 12-month period from April 1, 2024 to March 31, 2025.

b. Orders received

Information on orders received has been omitted as the products manufactured after the related orders are received are immaterial to the Group.

c. Actual sales (on a retail basis)

Sales to	Number of vehicles sold (on a retail basis: units)		Change (units)	Change (%)
	Prior fiscal year	Current fiscal year		
Japan	484,195	460,868	(23,327)	(4.8)
North America	1,262,110	1,303,236	41,126	3.3
(The United States of America included therein)	915,712	938,358	22,646	2.5
Europe	361,372	350,957	(10,415)	(2.9)
Asia	910,055	793,425	(116,630)	(12.8)
(China included therein)	793,768	696,631	(97,137)	(12.2)
Other overseas countries	424,525	437,762	13,237	3.1
Total	3,442,257	3,346,248	(96,009)	(2.8)

Notes: 1. The figures in China and Taiwan, which are included in “Asia,” represent the sales figures for the 12-month period from January 1 to December 31, 2024. Those sold in Japan, North America, Europe, Other overseas countries and Asia (excluding China and Taiwan) represent vehicles sold for the 12-month period from April 1, 2024 to March 31, 2025.

2. The figures in China include Chinese joint venture, Dongfeng Motor Co., Ltd.

d. Actual sales (on a consolidated basis)

Sales to	Number of vehicles sold (on a consolidated basis: units)		Change (units)	Change (%)
	Prior fiscal year	Current fiscal year		
Japan	473,517	438,659	(34,858)	(7.4)
North America	1,340,587	1,302,898	(37,689)	(2.8)
(the United States of America included therein)	977,028	911,819	(65,209)	(6.7)
Europe	363,926	336,862	(27,064)	(7.4)
Asia	153,669	132,262	(21,407)	(13.9)
(China included therein)	821	0	(821)	(100.0)
Other overseas countries	453,915	445,911	(8,004)	(1.8)
Total	2,785,614	2,656,592	(129,022)	(4.6)

Notes: 1. The figures in China and Taiwan, which are included in “Asia,” represent the sales figures for the 12-month period from January 1 to December 31, 2024. Those sold in Japan, North America, Europe, Other overseas countries and Asia (excluding China and Taiwan) represent vehicles sold for the 12-month period from April 1, 2024 to March 31, 2025.

2. The figures in China exclude Chinese joint venture, Dongfeng Motor Co., Ltd.

(2) Analysis and discussions of the Group’s operating results from the viewpoint of management

The following analysis and discussions of the Group’s operating results, etc., from the viewpoint of management are, in principle, based on the consolidated financial statements.

Any future forecasts included in the following descriptions are based on the best estimates or judgment of the Group as of June 23, 2025, the date of filing this Securities Report.

1) Significant accounting policies and estimates

The Group’s consolidated financial statements are prepared in accordance with accounting principles generally accepted in Japan. The preparation of consolidated financial statements requires management to select and apply the accounting policies and to make certain estimates which affect the amounts of the assets, liabilities, revenues and expenses reported in the consolidated financial statements and accompanying notes. Although management believes that the estimates made reasonably reflect past experience as well as present circumstances, the actual results could differ substantially because of the uncertainty inherent in those estimates.

In preparing the consolidated financial statements, significant estimates are described below. Due to the adoption of the “*Accounting Standard for Disclosure of Accounting Estimates*”, some items that could have a significant impact on the next consolidated fiscal year are described in (Significant accounting estimates) of the 1. Consolidated Financial Statements in 5. Financial Information.

a. Accrued warranty costs

Accrued warranty costs are provided to cover the cost of all services relating to sold products anticipated to be incurred. The amount of such costs is estimated in accordance with warranty contracts based on forecasts of cost incurring patterns within warranty periods in considering of past experience against the total amount of costs incurred during the entire warranty period for each group of products that have similar cost characteristics. The Group places a high priority on safety and makes every effort to enhance safety every step of the way, from research and development to manufacturing and sales services. However, if the estimates of future warranty costs differ significantly from the pattern of actual costs incurred due to product defects or other variables, the Group could incur a loss on the provision of additional accrual for warranty costs.

b. Retirement benefit expenses

The amounts of retirement benefit obligations and related expenses of the Group, which provides retirement benefits for Group Company employees, are calculated using various actuarial assumptions including discount rates, retirement rates, and mortality rates, as well as the long-term expected rates of return on plan assets, and other factors. For foreign subsidiaries and affiliates that apply International Financial Reporting Standards (IFRS), the same index as the actuarial discount rate is used as net interest and not the expected rate of return on plan assets. When the Group's actual results differ from assumptions or when assumptions change, the resulting effects are accumulated and recognized over future periods. This could cause additional expenses and liabilities to be recorded in future periods.

2) Recognition, analysis and discussions of the operating results, etc., for the current fiscal year

The results of recognition, analysis and discussions of the Group's operating results and financial position, for the current fiscal year are as follows:

(Operating results)

a. Net sales

Consolidated net sales decreased by ¥52.5 billion (0.4%) from the prior fiscal year to ¥12,633.2 billion. This was mainly due to a decrease in sales volume, partially offset by favorable foreign exchange rates.

b. Operating income

Consolidated operating income totaled ¥69.8 billion, with an operating income to net sales ratio of 0.6%. This represents a decrease of ¥498.9 billion (87.7%) compared to the prior fiscal year's income of ¥568.7 billion. This was mainly due to a decrease in sales volume, an increase in sales incentives, and inflation.

c. Non-operating income and expenses

Consolidated net non-operating income totaled ¥140.4 billion, increasing by ¥6.9 billion compared to the prior fiscal year's income of ¥133.4 billion.

d. Special gains and losses

Consolidated net special losses totaled ¥623.8 billion, deteriorating by ¥520.9 billion compared to the prior fiscal year's loss of ¥102.9 billion. This was mainly due to booking an impairment loss and restructuring costs.

e. Income taxes

Income taxes totaled ¥246.5 billion, increasing by ¥96.8 billion (64.7%) from the prior fiscal year.

f. Net income attributable to owners of parent

Net loss attributable to owners of parent totaled ¥670.9 billion, deteriorating by ¥1,097.5 billion from the prior fiscal year.

(Business segments)

a. Automobile

Global retail sales volume of the Group for the current fiscal year totaled 3,346 thousand units, decreasing by 96 thousand units (2.8%) from the prior fiscal year. The number of vehicles sold in Japan decreased by 4.8% to 461 thousand units; those sold in North America, which includes Mexico and Canada, increased by 3.3% to 1,303 thousand units; those sold in Europe decreased by 2.9% to 351 thousand units; those sold in China decreased by 12.2% to 697 thousand units; and those sold in other overseas countries decreased by 1.2% to 535 thousand units.

Net sales in the automobile business (including intersegment sales) for the current fiscal year totaled ¥11,645.5 billion, decreasing by ¥137.0 billion (1.2%) from the prior fiscal year. Operating loss totaled ¥268.0 billion, deteriorating by ¥489.6 billion from the prior fiscal year. This was mainly due to a decrease in sales volume, an increase in sales incentives, and inflation.

Operating loss in the automobile business including elimination of inter-segment transactions for the current fiscal year totaled ¥215.8 billion.

b. Sales finance

Net sales in the sales finance business (including intersegment sales) for the current fiscal year totaled ¥1,262.1 billion, increasing by ¥100.3 billion (8.6%) from the prior fiscal year. Operating income totaled ¥285.6 billion, decreasing by ¥23.1 billion (7.5%) from the prior fiscal year. This was mainly due to the normalization of credit losses and higher funding costs driven by interest rate increases, partially offset by favorable foreign exchange rates.

(Geographic segments)

a. Japan

In the Japan market, the total industry volume ("TIV") increased by 1.0% to 4.58 million units. The Group's retail sales volume decreased by 4.8% to 461 thousand units, and the Group's market share decreased by 0.6 percentage points from the prior fiscal year to 10.1%.

As a result, net sales in Japan (including intersegment sales) for the current fiscal year totaled ¥4,858.1 billion, decreasing by ¥89.8 billion (1.8%) from the prior fiscal year. Operating income totaled ¥133.7 billion, increasing by ¥25.6 billion (23.7%) from the prior fiscal year. This was mainly attributable to favorable foreign exchange rates, partially offset by a decrease in domestic sales and export volume.

b. North America

In the North America market, which includes Mexico and Canada, TIV increased by 3.0% to 19.36 million units, and the Group's retail sales volume increased by 3.3% to 1,303 thousand units.

Meanwhile, net sales in North America (including intersegment sales) for the current fiscal year totaled ¥7,166.9 billion, decreasing by ¥112.4 billion (1.5%) from the prior fiscal year. Operating loss totaled ¥38.3 billion, deteriorating by ¥372.8 billion from the prior fiscal year. This was mainly due to an increase in sales incentives and inflation, partially offset by monozukuri cost improvements.

In the United States of America market, TIV increased by 2.2% to 16.02 million units. The Group's retail sales volume increased by 2.5% to 938 thousand units, and the Group's market share was 5.9%, remaining nearly flat from the prior fiscal year.

c. Europe

In the Europe market including Russia, TIV increased by 4.7% to 17.12 million units. The Group's retail sales volume decreased by 2.9% to 351 thousand units, and the Group's market share decreased by 0.1 percentage points from the prior fiscal year to 2.0%.

As a result, net sales in Europe (including intersegment sales) for the current fiscal year totaled ¥1,788.6 billion, decreasing by ¥81.9 billion (4.4%) from the prior fiscal year. Operating loss totaled ¥98.8 billion, deteriorating by ¥81.4 billion from the prior fiscal year. This was mainly due to an increase in sales incentives and inflation, partially offset by monozukuri cost improvements.

d. Asia

In the Asia market (excluding China), the Group's retail sales volume decreased by 16.8% to 97 thousand units. Net sales in Asia (including intersegment sales) for the current fiscal year totaled ¥1,647.5 billion, increasing by ¥39.7 billion (2.5%) from the prior fiscal year. Operating income totaled ¥57.3 billion, decreasing by ¥51.9 billion (47.6%) from the prior fiscal year. This was mainly due to a decrease in Thai's export volume and a decline in profits from China's sales finance company.

In the China market, TIV increased by 1.6% to 25.14 million units. The Group's retail sales volume decreased by 12.2% to 697 thousand units, and the Group's market share decreased by 0.4 percentage points from the prior fiscal year to 2.8%. This was mainly due to intense price competition and an acceleration in the shift to new energy vehicle from ICE. The operating results of Chinese joint venture, Dongfeng Motor Co., Ltd., are reflected as equity in earnings or losses of affiliates in non-operating income or expenses.

e. Other overseas countries

In other markets consisting of Oceania, Middle East, South Africa, and Central and South America excluding Mexico, etc., the Group's retail sales volume increased by 3.1% to 438 thousand units. The Group's retail sales volume in Central and South America market decreased by 0.1% from the prior fiscal year to 167 thousand units. The Group's retail sales volume in the Middle East increased by 11.1% from the prior fiscal year to 169 thousand units. The Group's retail sales volume in the Africa market such as South Africa decreased by 0.6% from the prior fiscal year to 54 thousand units.

Net sales in other markets consisting of the aforementioned regions (including intersegment sales) for the current fiscal year totaled ¥1,544.7 billion, increasing by ¥30.0 billion (2.0%) from the prior fiscal year. Operating income totaled ¥2.5 billion, decreasing by ¥24.8 billion (91.0%) from the prior fiscal year. This was mainly due to unfavorable foreign exchange rates and an increase in a new model launching cost.

(Analysis of sources of capital and liquidity)

Financial activities within the Group are managed centrally by the Company to enhance cash efficiency as a group.

The Group's funding needs include those for R&D and capital expenditures in the automobile segment and funding for the acquisition of financial assets in the sales finance segment. To ensure stable funding sources for these activities, the Group works on enhancing operating cash flow, including optimization of working capital management, as well as efficiently utilizing cash surplus within the Group. For external funding, the Group has bank loans, issuance of commercial paper, issuance of bonds, and securitization of financial assets including leases of the sales finance business. By combining funding options appropriate in each market, the Group has maintained low funding costs. The Group focuses on investing in R&D and capital expenditures for accelerating electrified mobility, increasing accessibility and innovation in mobility, and creating a global ecosystem for mobility. In the sales finance business where the Group provides loans and leases for customers and dealers, we constantly manage the quality of assets. Distribution of dividends to shareholders is decided considering various factors including profit and the state of the Group's free cash flow.

The Group consistently maintains sufficient liquidity to fund ongoing operations, repay maturing debt and address geographical risks and unpredicted changes in the financial markets. For FY2025, the total debt maturity amount in the automobile segment is ¥708.3 billion and the Group will consider appropriate refinance sources depending on the market conditions. In addition, to cope with various market changes, the automobile segment maintains positive net cash of ¥1,498.4 billion as of March 31, 2025, and the Group has maintained committed credit facilities with major international banks and the unused committed credit facilities, including asset-backed commercial paper facilities for the sales finance segment, available as of March 31, 2025 was ¥2,112.5 billion combining the facilities held by the automobile segment and the sales finance segment. These committed credit facilities as well as cash and cash equivalents of the automobile segment of ¥2,159.8 billion support the Group in maintaining liquidity at a sufficiently high level.

The sales finance segment has been consistently profitable and distributed dividends to its parent automobile segment. For FY2024, the sales finance segment distributed a ¥326.1 billion dividend to the automobile segment, and from FY2020 to FY2023, the total dividends from the sales finance segment to the automobile segment were ¥806.7 billion. The Group's cost and issuance capability for unsecured funding generally depends upon the credit ratings of the Group, as well as general market conditions. The Group's current long-term unsecured credit ratings by Moody's, Standard and Poor's, Fitch Ratings, and Rating and Investment Information, Inc.(R&I) as of June 6, 2025 are as follows. Even though these rating agencies have recently downgraded the Group's current long-term unsecured credit ratings, the Group has continued to consider diversified funding sources, not only bank loans and bond issuances but also securitization of financial assets including leases which is less impacted by downgrade on the Group's current long-term unsecured credit ratings. These credit ratings are not presented here with an intention of inviting the purchase or holding of the Group's debt securities. There are no unsecured financial debts or committed credit facilities of the Group which have clauses that require repayment acceleration or have drawdown restrictions triggered by a change in the Group's credit ratings.

	Moody's	S&P	Fitch Ratings	R&I
Long Term Credit Rating	Ba2	BB	BB	A-

In addition, to secure funds for sustainability initiatives which is at the core of our business, the Group launched a sustainable finance framework in July 2022 and raised funds under new framework in FY2022. The framework was updated in July 2024. Funds raised through the framework are being used for a wide range of initiatives, including the development and production of electrified vehicles and batteries. The scope will also include technology development and infrastructure development for the creation of EV ecosystems, smart cities, and the development of mobility that is more safe and more sustainable.

The reasons for the increases or decreases for each cash flow activity, when compared with the prior fiscal year, are as follows:

(Cash flows from operating activities)

Net cash provided by operating activities decreased by ¥207.2 billion to ¥753.7 billion in the current fiscal year from ¥960.9 billion provided in the prior fiscal year. This was mainly due to a decline in income in the automobile business, partially offset by improved working capital.

(Cash flows from investing activities)

Net cash used in investing activities increased by ¥158.6 billion to ¥971.2 billion in the current fiscal year from ¥812.7 billion used in the prior fiscal year. This was mainly due to an increase in capital expenditure.

(Cash flows from financing activities)

Net cash provided by financing activities increased by ¥394.8 billion to ¥263.3 billion in the current fiscal year from ¥131.6 billion used in the prior fiscal year. This was mainly due to an increase in funding from short-term borrowings.

Free cash flows in the automobile business for the current fiscal year has declined from the prior fiscal year by ¥565.8 billion to negative ¥242.8 billion. The Group's net cash for the automobile business at the end of the current fiscal year has declined from the end of the prior fiscal year by ¥47.6 billion to ¥1,498.4 billion.

Information by segments is as follows:

Prior fiscal year (From April 1, 2023 to March 31, 2024)

	(Millions of yen)		
	Automobile & Eliminations	Sales financing	Consolidated total
Cash flows from operating activities	698,060	262,839	960,899
Cash flows from investing activities	(375,028)	(437,636)	(812,664)
Subtotal: Free Cash flows	323,032	(174,797)	148,235
Cash flows from financing activities	(298,193)	166,642	(131,551)

Current fiscal year (From April 1, 2024 to March 31, 2025)

	(Millions of yen)		
	Automobile & Eliminations	Sales financing	Consolidated total
Cash flows from operating activities	157,456	596,231	753,687
Cash flows from investing activities	(400,272)	(570,955)	(971,227)
Subtotal: Free Cash flows	(242,816)	25,276	(217,540)
Cash flows from financing activities	365,016	(101,765)	263,251

Year-on-Year Comparison

	(Millions of yen)		
	Automobile & Eliminations	Sales financing	Consolidated total
Cash flows from operating activities	(540,604)	333,392	(207,212)
Cash flows from investing activities	(25,244)	(133,319)	(158,563)
Subtotal: Free Cash flows	(565,848)	200,073	(365,775)
Cash flows from financing activities	663,209	(268,407)	394,802

5. Important contracts

Company which entered into agreement	Counterparty	Country	Agreement	Date on which agreement entered into
Nissan Motor Co., Ltd. (Filer of this Securities Report)	Renault	France	Overall alliance in the automobile business including equity participation	July 26, 2023
Nissan Motor Co., Ltd. (Filer of this Securities Report)	Daimler AG Renault	Germany France	Agreement on a strategic cooperative relationship including equity participation	April 7, 2010
Nissan Motor Co., Ltd. (Filer of this Securities Report)	Mitsubishi Motors Corporation	Japan	Overall alliance in the automobile business including equity participation	May 25, 2016
Nissan Motor Co., Ltd. (Filer of this Securities Report)	Daimler AG Renault Renault-Nissan B.V. Mitsubishi Motors Corporation	Germany France Netherlands Japan	Agreement on a strategic cooperative relationship including equity participation	October 3, 2018

On July 26, 2023, the Company entered into the New Alliance Agreement (the “NAA”) with Renault, as a new alliance agreement, replacing the Alliance and Equity Participation Agreement dated March 27, 1999 (the “AEPA”) and the Restated Alliance Master Agreement dated March 28, 2002 (the “RAMA”) and its amendments. Subsequently, the NAA was amended by the First Amended and Restated New Alliance Agreement (the “1st Amended NAA”) on November 7, 2023, and following the satisfaction of the conditions precedent, the 1st Amended NAA became effective on November 8, 2023. As a result, the AEPA and the RAMA were terminated on the same date.

As to the 1st Amended NAA, to enhance the governance and increase transparency, parts of its contents are disclosed as follows to the extent that would not conflict with contractual obligations of confidentiality.

(Lock-up and standstill)

Renault and the Company’s Group will retain an approximately 15% cross-shareholding, with a lock-up obligation, as well as a standstill obligation.

(Director candidate nomination)

Renault is entitled to nominate two representatives at the Company’s board of directors, and the Company is entitled to nominate two representatives at Renault’s Board.

(Entrustment and sales of the Company's shares by Renault)

Of the 43.4% of the Company's shares held by Renault as of November 8, 2023, Renault entrusted approximately 28.4% of the Company's shares into a French trust, and Renault will continue to fully benefit from the economic rights (dividends and shares’ sale proceeds) from the entrusted shares until such shares are sold.

Renault would instruct the trustee to sell the entrusted Company's shares if commercially reasonable for Renault, but it has no obligation to sell the shares within a specific predetermined period of time. Renault has full flexibility to sell the Company's shares held in the trust, within a coordinated and orderly process with the Company, in which the Company would benefit from a right of first offer, to its or the benefit of a designated third party.

(Exercise of voting rights)

The Company's shares entrusted by Renault into the trust, will be voted neutrally, except for:

- the election or dismissal of the directors of the Company nominated by Renault (where the trustee would vote as directed by Renault);
- the election or dismissal of directors who are nominated by the Company's Nomination Committee, other than the Renault nominees (where the trustee should vote in favor of the Company's Nomination Committee decisions and proposals);
- shareholder proposals not supported by the Company's board of directors (where the trustee should abstain).

The voting rights of Renault and the Company's Group are capped at 15% of the total exercisable voting rights, with both companies able to freely exercise their voting rights within such limit.

(Alliance Operating Board)

The Alliance Operating Board, which was created among the Company, Renault and Mitsubishi Motors Corporation, remains the coordination forum for the Company, Renault and Mitsubishi Motors Corporation.

The 1st Amended NAA will be put in place for an initial period of 15 years from the effective date.

Further, the Company and Renault entered into the Second Amended and Restated New Alliance Agreement (the “2nd Amended NAA”) on March 31, 2025, to mutually reduce the lock-up obligation under the 1st Amended NAA to 10%. Subsequently, the 2nd Amended NAA became effective by the end of May 2025 upon the satisfaction of conditions precedent.

6. Research and development activities

The Group has been active in conducting research and development activities in the environment, safety and various other fields in order to realize a sustainable mobility society in the future.

The research and development costs of the Group amounted to ¥619.0 billion for the current fiscal year.

The Group's research and development organization and the results of its activities are summarized as follows:

(1) Research and development organization

In Japan, the Group's research and development activities are centered on the Nissan Technical Center (Atsugi City, Kanagawa Prefecture), with vehicle development handled by Nissan Automotive Technology Co., Ltd., and Nissan Shatai Co., Ltd., and unit development by Jatco Ltd., and other related companies, all of which work closely with the Company. Additionally, the Research Center in Yokosuka, Kanagawa Prefecture, is conducting research and development focused on electrification and intelligence.

In the Western countries, Nissan North America, Inc. in the United States of America, Nissan Mexicana, S.A. de C. V. in Mexico, Nissan Motor Manufacturing (UK) Ltd. in the United Kingdom and Nissan Motor Iberica S.A. in Spain are engaged in the design and development for some vehicle models. In addition, Nissan Advanced Technology Center-Silicon Valley in the United States is conducting research of autonomous driving vehicles and is engaged in our state-of-the-art Information and Communication Technology (ICT) development.

In Asia, Nissan (China) Investment Co., Ltd., Dongfeng Motor Co., Ltd., a joint venture in China with Dongfeng Motor Group Co., Ltd., Yulon Nissan Motor Co., Ltd., a joint venture in Taiwan with Yulon Motor Co., Ltd., Nissan Motor Asia Pacific Co., Ltd. in Thailand and Renault Nissan Technology & Business Centre India Pvt. Ltd. in India are engaged in design and design development for some vehicle models. In addition, Nissan Technology Development (Shanghai) Co., Ltd. conducts research and development of autonomous driving vehicles, electric vehicles (EVs) and connected cars.

Nissan Do Brasil Automoveis Ltda. in South America and Nissan (South Africa) Proprietary Ltd. in South Africa also conduct some development work for locally produced vehicles.

(2) Development of new vehicles

In Japan, the Group launched the "Nissan Ariya NISMO." Overseas, the Group launched "Kicks," "Armada," "Murano," and INFINITI "QX80" in North America, "Nissan Ariya NISMO" in Europe, as well as "Patrol" in Middle East.

(3) Development of new technologies

Nissan is committed to advancing its electrification technologies to achieve carbon neutrality across its entire product life cycle by fiscal year 2050. The company is also developing intelligent technologies to eliminate traffic accident fatalities. Our future product lineup will feature hybrid technologies, including "e-POWER" and plug-in hybrids, as well as next-generation electric vehicle and advanced gasoline engine technologies. These technologies will enable us to address the diverse needs for powertrains tailored to each vehicle model. In addition, the Company will develop batteries that are the key to electrification, by offering enhanced versions of the existing nickel, cobalt and manganese (NCM) lithium-ion batteries, cost-effective lithium iron phosphate (LFP) batteries, and innovative all-solid-state batteries. New EVs with enhanced NCM Li-ion, LFP and all-solid-state batteries will be launched in fiscal year 2028. In addition, the Company also intends to raise the competitiveness of its electrified vehicles mainly through technological development of the X-in-1 next-generation electric powertrain that will achieve considerable cost reduction by common use and modularization of major components such as motors and inverters in EVs and e-POWER.

As for EVs, the Company launched the "Nissan LEAF," the "Nissan Ariya" sport utility vehicle (SUV), and the "Nissan Sakura," a minicar model.

In addition, the "Nissan Sakura" was ranked No. 1 in the J.D. Power 2024 Japan Automotive Performance, Execution and Layout (APEAL) Study, earning the title of the most appealing model in the mini-car-height wagon segment. Furthermore, to ensure the competitiveness of next-generation EVs, the Company strives to achieve cost-parity between EVs and internal combustion engine (ICE) models running on gasoline by standardizing development of different models as a family, having them share a single platform.

Since 2016, Nissan has offered e-POWER, which uses electricity generated by a gasoline engine to power the motor. Cumulative global production reached 1.6 million units in 2024. In addition, the "Note" and the "Kicks" were ranked No. 1 in the J.D. Power 2024 Japan Automotive Performance, Execution and Layout (APEAL) Study, earning the title of the most appealing model in the compact car and compact SUV segments, respectively.

The e-POWER system will continue to evolve as a technology that can be installed in a wide variety of car models, balancing environmental performance and driving performance at a sophisticated level. Just like EVs, in order to further reduce costs, the Company will work to develop an engine dedicated to power generation and simplify the system specializing in engine operation at a fixed RPM and load. The third-generation e-POWER system aims to improve fuel efficiency by up to 15% during high-speed driving compared to the current second-generation system through significant efficiency improvements. The system features a new 1.5-liter engine designed exclusively for e-POWER and a 5-in-1 system that shares Nissan's latest EV powertrain and key components.

Reducing vehicle weight is one of the key challenges to improving fuel economy. The Group therefore focuses on three aspects: materials, structure rationalization and manufacturing methods. In terms of materials, the Group has been quick to expand the use of ultra-high-tensile strength steel that allows the coexistence of high strength and high formability features, and in recent years, also applying it to frame components for a wide variety of models from minicar models to INFINITI. Its application extended to the “Kicks,” “Patrol,” “Armada,” “Murano,” and INFINITI “QX80” in 2024.

The Group not only “manufactures and sells EVs” but also provides various “Nissan Energy” solutions, including the improvement of the environment, which would contribute to making people’s lives and society with EVs more affluent, and has established an “EV eco-system” that integrates these solutions.

“Nissan Energy” is composed of the following three fields:

- Expanding charging solutions: Nissan provides connected charging solutions that customers may need to enjoy safe and convenient EV lives
- Energy management service leveraging EVs: A vehicle-to-home system charges the connected electric vehicle, which then shares power with the home. This demonstrates Nissan Energy Share by using Nissan’s EV technology to store, share and repurpose energy, offering new value. Nissan promotes extending this electricity-sharing scheme to buildings and local communities. In Japan, Nissan offers Nissan Energy Share, a service designed to enable optimal energy management to companies, businesses and municipal governments.
- Promote the second-life use for batteries: Anticipating the widespread use of EVs in the future, Nissan promotes initiatives using the “4R” business model which reuses, refabricates, resells, and recycles lithium-ion batteries used in Nissan’s EVs and give them a second life as they retain high performance even after use in the vehicle’s functions/operations.

Beyond that, Nissan also takes part in the Electrify Japan “Blue Switch” program, an activity that aims to solve issues faced in Japan such as global warming, disaster prevention measures, promotion of renewable energy, revitalization of local tourism, and mobility issues by utilizing EVs. EVs are effective tools for utilizing renewable energy and can greatly contribute to realizing a decarbonized society, which is a global issue. As of March 31, 2025, 276 agreements have been made in cooperation with local governments and companies under the Blue Switch program.

Regarding safety, Nissan is committed to advancing and expanding technologies for safety performance, making efforts to reduce the number of accidents to reduce accident victims.

In the United States of America, the “Nissan LEAF,” “Nissan LEAF+,” “Murano,” “Altima,” “Sentra,” “Versa,” “Rogue,” “Nissan Ariya,” “Pathfinder,” INFINITI “QX50” and “QX60” obtained the highest evaluation (5 Stars) under the United States New Car Assessment Program (US-NCAP).

Moreover, the “Pathfinder” and INFINITI “QX80” were recognized as “Top Safety Picks+ (TSP+)” and the INFINITI “QX60” was recognized as “Top Safety Picks (TSP)” by the Insurance Institute for Highway Safety (IIHS).

In addition, the Group promotes the adoption of driver assistance technology that can be expected to significantly reduce the number of traffic accidents. The Company has been selling the ProPILOT technology to reduce the burden on drivers since 2016 and ProPILOT 2.0, which enables hands-off navigation-linked route driving in the same lane on highways, since 2019. ProPILOT 2.0 was adopted for the “Armada,” INFINITI “QX80” and “QX60” in 2024. The Group intends to continuously apply the ProPILOT technology to a wide variety of car models including minicar models.

The Group is also developing door-to-door driving support to enable driving on public roads and within premises. To build customer confidence in the technology, the Group is developing a system that will significantly improve vehicles' emergency avoidance performance. The Group plans to adopt the next-generation ProPilot, which is equipped with these technologies, in new models in fiscal year 2027 with the aim of reducing driver burden and traffic accidents further.

The Group will always be actively involved in research and development activities designed to launch new and highly competitive products on the market and to pioneer advanced technologies for the future.

3. Equipment and Facilities

1. Overview of capital expenditures

The Group (the Company and its consolidated subsidiaries) invested ¥577.3 billion during this fiscal year concentrated on development of new products, electrification, autonomous driving, new mobility services, safety and environmental technology and improvement of the efficiency of the production system.

2. Major equipment and facilities

The Group's major equipment and facilities are summarized as follows:

Notes: 1. "Other" in net book value consists of tools, furniture and fixtures and construction in progress.

2. "Number of employees" indicates the number of full-time employees. The figures in parentheses represent the average number of part-time employees during the year ended March 31, 2025, and are not included in the number of full-time employees.

(1) The Company

(As of March 31, 2025)									
Location	Address	Description	Net book value						Number of employees (Persons)
			Land		Buildings & structures (Millions of yen)	Machinery & vehicles (Millions of yen)	Other (Millions of yen)	Total (Millions of yen)	
			Area (m ²)	Amount (Millions of yen)					
Yokohama Plant	Kanagawa-ku and Tsurumi-ku, Yokohama-shi, Kanagawa	Automobile parts production facilities	505,434	370	27,013	42,176	5,537	75,096	2,227 (883)
Oppama Plant (including the Research Center)	Yokosuka-shi, Kanagawa	Vehicle production facilities	1,844,577	29,150	40,838	27,100	15,191	112,279	2,941 (873)
Tochigi Plant	Kaminokawa-cho, Tochigi	Vehicle production facilities	2,910,646	4,287	22,961	42,404	13,429	83,081	4,051 (1,634)
Nissan Motor Kyushu Co., Ltd. (Note 1)	Kanda-machi, Fukuoka	Vehicle production facilities	2,355,196	29,849	30,638	35,674	7,224	103,385	76 (9)
Iwaki Plant	Iwaki-shi, Fukushima	Automobile parts production facilities	205,489	3,545	6,252	15,227	1,898	26,922	570 (263)
Head Office departments and other	Atsugi-shi and Isehara-shi, Kanagawa	R&D facilities	1,356,094	25,416	61,990	22,246	18,565	128,217	9,908 (753)
	Nishi-ku, Yokohama-shi, Kanagawa	Head office	10,000	6,455	16,506	850	2,804	26,615	2,532 (154)

Notes: 1. All of the vehicle production facilities are lent to Nissan Motor Kyushu Co., Ltd. to which manufacturing of the Company's products is entrusted.

2. The above table has been prepared based on the location of the equipment.

3. The figures for each plant include those at adjoining facilities for employees' social welfare, warehouses and laboratories and the related full-time employees.

(2) Domestic subsidiaries

(As of March 31, 2025)

Company	Location	Address	Description	Net book value						Number of employees (Persons)
				Land		Buildings & structures (Millions of yen)	Machinery & vehicles (Millions of yen)	Other (Millions of yen)	Total (Millions of yen)	
				Area (m²)	Amount (Millions of yen)					
Jatco Ltd.	Fuji Office and other	Fuji-shi, Shizuoka, etc.	Automobile parts production facilities	923,445	14,117	20,338	33,883	19,974	88,312	3,912 (818)
Nissan Shatai Co., Ltd.	Shonan Plant and other	Hiratsuka-shi, Kanagawa, etc.	Vehicle production facilities	613,491	11,048	12,332	17,955	41,511	82,846	1,797 (233)
Aichi Machine Industry Co., Ltd.	Atsuta Plant and other	Atsuta-ku, Nagoya-shi, Aichi, etc.	Automobile parts production facilities	395,421	26,456	12,001	29,424	10,478	78,359	1,092 (348)
Nissan Network Holdings Company Ltd.	Head office and other	Yokohama-shi, Kanagawa, etc.	Facilities for automobile sales, etc.	3,021,048	330,001	86,489	17	7,926	424,433	58 (8)

(3) Foreign subsidiaries

(As of March 31, 2025)

(As of March 31, 2023)

Company	Location	Address	Description	Net book value						Number of employees (Persons)
				Land		Buildings & structures (Millions of yen)	Machinery & vehicles (Millions of yen)	Other (Millions of yen)	Total (Millions of yen)	
				Area (m ²)	Amount (Millions of yen)					
Nissan North America, Inc.	Production plant for vehicles and parts and other facilities	Smyrna, Tennessee, Canton, Mississippi, USA, etc.	Production facilities for vehicles, parts and others	26,019,144	16,719	92,895	51,097	61,004	221,715	14,806 (—)
Nissan Mexicana, S.A. de C.V.	Production plant for vehicles and parts and other facilities	Morelos, Mexico, and Aguascalientes, Mexico	Production facilities for vehicles, parts and others	6,586,745	8,736	34,583	4,123	45,935	93,377	18,060 (16)
Nissan Motor Manufacturing (UK) Ltd.	Production plant for vehicles and parts	Sunderland, Tyne & Wear, United Kingdom	Production facilities for vehicles and parts	3,227,561	2,138	17,453	323	6,323	26,237	6,084 (390)
Nissan Motor (Thailand) Co., Ltd.	Production plant for vehicles and parts	Bangsaothong, Samutpraken, Thailand	Production facilities for vehicles and parts	998,180	3,433	6,190	3,078	11,580	24,281	2,944 (15)
Nissan Do Brasil Automoveis Ltda.	Production plant for vehicles and parts and other facilities	Resende, Rio de Janeiro, Brazil	Production facilities for vehicles and parts and others	2,738,167	3,046	15,506	3,411	1,896	23,859	2,787 (96)

Note: Right-of-use assets are included in net book values of the foreign subsidiaries.

In addition to the above, other major leased assets are presented as follows:

Major leased assets

Company	Location	Address	Lessor	Description	Area (m ²)	Lease Fees (Thousands of yen/month)
Nissan Motor Co., Ltd.	Information System Center	Atsugi-shi, Kanagawa	Mizuho Trust & Banking Co., Ltd.	Building	24,624	78,678
Nissan Motor Co., Ltd.	Parts Center Warehouse	Aikawa-machi Aiko-gun, Kanagawa	Orix Real Estate Corporation	Building	97,852	153,899

Note: Employees working in or with the leased assets are included in “Major equipment and facilities” above.

Information by reportable segments

Reportable segments	Net book value						Number of employees
	Land		Buildings & structures (Millions of yen)	Machinery & vehicles (Millions of yen)	Other (Millions of yen)	Total (Millions of yen)	
	Area (m ²)	Amount (Millions of yen)					
Sales finance	7,839	42	4,211	2,270,184	10,443	2,284,880	4,772 (212)

Note: There was no major idle equipment or facility at present.

3. Plans for new additions or disposals

(1) New additions and renovations

The Group plans capital expenditure of ¥605.0 billion in fiscal year 2025 (From April 1, 2025 to March 31, 2026) which will be funded with its own capital.

(2) Disposals and sales

As described in “2. Business Overview” of “1. Management policy, management environment, and issues to be addressed” of “(1) Management policy and business strategies”, based on a new Nissan recovery plan, “Re:Nissan,” the Company will consolidate its vehicle production plants from 17 to 10, and streamline its powertrain plants by fiscal year 2027.

With these initiatives, the Company will reduce our production capacity to 2.5 million by FY2027, with the option to increase it by 0.5 million if demand arises.

4. Corporate Information

1. Information on the Company's shares

(1) Number of shares and other

1) Number of shares

Type	Number of shares authorized to be issued
Common stock	6,000,000,000
Total	6,000,000,000

2) Number of shares issued

Type	Number of shares issued		Stock exchanges on which the Company is listed	Description
	As of March 31, 2025	As of June 23, 2025 (filing date of this Securities Report)		
Common stock	3,713,998,612	3,713,998,612	Prime Market of the Tokyo Stock Exchange	The number of shares constituting a standard unit is 100
Total	3,713,998,612	3,713,998,612	—	—

(2) Status of the share subscription rights

1) Stock option plans

Not applicable

2) Right plans

Not applicable

3) Other share subscription rights

Not applicable

(3) Exercise status of bonds with share subscription rights containing a clause for exercise price adjustment

Not applicable

(4) Changes in the number of shares issued and the amount of common stock and other

Period	Changes in the number of shares issued (Thousands)	Balance of the number of shares issued (Thousands)	Changes in common stock (Millions of yen)	Balance of common stock (Millions of yen)	Changes in legal capital surplus (Millions of yen)	Balance of legal capital surplus (Millions of yen)
From April 1, 2023 to March 31, 2024 (Note)	(211,000)	4,009,715	—	605,813	—	804,470
From April 1, 2024 to March 31, 2025 (Note)	(295,717)	3,713,999	—	605,813	—	804,470

Note: Decrease due to retirement of treasury stock.

(5) Details of shareholders

(As of March 31, 2025)

(AS of March 31, 2023)

Classification	Status of shares (1 unit = 100 shares)							Stocks of less than a standard unit	
	National and local governments	Financial institutions	Securities companies	Other corporations	Foreign shareholders		Individuals and other		Total
					Other than individuals	Individuals only			
Number of shareholders (Persons)	1	49	59	2,439	750	3,536	564,693	571,527	—
Number of shares held (Units)	50	4,267,425	536,521	668,132	23,178,934	52,831	8,423,490	37,127,383	1,260,312
Shareholding Ratio (%)	0.00	11.49	1.45	1.80	62.43	0.14	22.69	100.00	—

Note: Treasury stock of 18,727,194 shares is included in "Individuals and other" at 187,271 units, and in "Stocks of less than a standard unit" at 94 shares.

(6) Principal shareholders

(As of March 31, 2025)

Name	Address	Number of shares held (Thousands)	Number of shares (excluding treasury stock) held as a percentage of total shares issued (%)
NATIXIS SA AS TRUSTEE FOR FIDUCIE NEWTON 701910 (Standing agent: Settlement & Clearing Services Division, Mizuho Bank, Ltd.) (Note 1)	7 PROMENADE GERMAINE SABLON 75013 PARIS, FRANCE (Shinagawa Intercity A Bldg., 2-15-1 Konan, Minato-ku, Tokyo)	693,124	18.8
Renault S.A. (Standing agent: Settlement & Clearing Services Division, Mizuho Bank, Ltd.)	122-122 BIS AVENUE DU GENERAL LECLERC 92100, BOULOGNE-BILLANCOURT, FRANCE (Shinagawa Intercity A Bldg., 2-15-1 Konan, Minato-ku, Tokyo)	633,107	17.1
The Master Trust Bank of Japan, Ltd. (Trust account)	Akasaka Intercity AIR, 1-8-1 Akasaka, Minato-ku, Tokyo	260,612	7.1
J.P. MORGAN SE - LUXEMBOURG BRANCH 381648 (Standing agent: Settlement & Clearing Services Division, Mizuho Bank, Ltd.) (Note 2)	6 ROUTE DE TREVES L-2633 SENNINGERBERG LUXEMBOURG (Shinagawa Intercity A Bldg., 2-15-1 Konan, Minato-ku, Tokyo)	126,313	3.4
BNY GCM CLIENT ACCOUNT JPRD AC ISG (FE-AC) (Standing agent: Transaction Services Division, MUFG Bank, Ltd.)	PETERBOROUGH COURT 133 FLEET STREET, LONDON EC4A 2BB, UNITED KINGDOM (1-4-5 Marunouchi, Chiyoda-ku, Tokyo)	82,561	2.2
Custody Bank of Japan, Ltd. (Trust account)	1-8-12 Harumi, Chuo-ku, Tokyo	49,702	1.3
STATE STREET BANK AND TRUST COMPANY 505001 (Standing agent: Settlement & Clearing Services Division, Mizuho Bank, Ltd.)	ONE CONGRESS STREET, SUITE 1, BOSTON, MASSACHUSETTS (Shinagawa Intercity A Bldg., 2-15-1 Konan, Minato-ku, Tokyo)	48,125	1.3
CGML PB CLIENT ACCOUNT/COLLATERAL (Standing agent: Citibank, N.A., Tokyo Branch)	CITIGROUP CENTRE, CANADA SQUARE, CANARY WHARF, LONDON E14 5LB (6-27-30 Shinjuku, Shinjuku-ku, Tokyo)	39,644	1.1
MAN INTERNATIONAL ICVC - MAN GLG JAPAN COREALPHA FUND (Standing agent: Settlement & Clearing Services Division, Mizuho Bank, Ltd.)	RIVERBANK HOUSE, 2 SWAN LANE, LONDON EC4R 3AD, UNITED KINGDOM (Shinagawa Intercity A Bldg., 2-15-1 Konan, Minato-ku, Tokyo)	39,545	1.1
MOXLEY & CO LLC (Standing agent: Settlement & Clearing Services Division, Mizuho Bank, Ltd.)	270 PARK AVENUE., NEW YORK, NY 10017, U.S.A. (Shinagawa Intercity A Bldg., 2-15-1 Konan, Minato-ku, Tokyo)	38,598	1.0
Total	—	2,011,331	54.4

Notes: 1. Although the shares are registered in the name of NATIXIS SA AS TRUSTEE FOR FIDUCIE NEWTON 701910 in the shareholders' register, all of these shares are effectively held by Renault S.A. The total number of shares including Renault S.A. is 1,326,231 thousand shares.

2. Daimspain, S.L. and Daimspain DAG, S.L. substantially hold 126,313 thousand shares of the Company, with an individual distribution of Daimspain, S.L. holding 100,505 thousand shares and Daimspain DAG, S.L. holding 25,808 thousand shares, although these shares are in custody of J.P. MORGAN SE - LUXEMBOURG BRANCH 381648 on the shareholders' register. In addition, Daimspain DT, S.L. substantially holds 13,829 thousand shares of the Company in the custody of J.P. MORGAN SE - LUXEMBOURG BRANCH 381621, and the total of these accounts are 140,142 thousand shares.

(7) Status of voting rights

1) Shares issued

(As of March 31, 2025)

Classification	Number of shares (Shares)	Number of voting rights (Units)	Description
Shares with full voting rights (Treasury stock, etc.)	(Treasury stock) Common stock 18,727,100	—	—
	(Crossholding stock) Common stock 110,500	—	—
Shares with full voting rights (Others)	Common stock 3,693,900,700	36,939,007	—
Stocks of less than a standard unit	Common stock 1,260,312	—	—
Total shares issued	3,713,998,612	—	—
Total voting rights held by all shareholders	—	36,939,007	—

Note: “Stocks of less than a standard unit” include 94 shares of treasury stock.

2) Treasury stock, etc.

(As of March 31, 2025)

Shareholders	Addresses of shareholders	Number of shares held under own name	Number of shares held under the names of others	Total	% of interest
Treasury stock: Nissan Motor Co., Ltd.	2 Takara-cho, Kanagawa-ku, Yokohama-shi, Kanagawa	Shares 18,727,100	Shares —	Shares 18,727,100	% 0.50
Crossholding stock: Kochi Nissan Prince Motor Sales Co., Ltd.	2-21 Asahi-cho, Kochi-shi, Kochi	105,600	—	105,600	0.00
Kagawa Nissan Motor Co., Ltd.	1-1-8 Hanazono-cho, Takamatsu-shi, Kagawa	4,800	100	4,900	0.00
Total		18,837,500	100	18,837,600	0.51

Note: The shares included in “Number of shares held under the names of others” represents those held by Nissan’s crossholding share association (address: 1-1-1 Takashima, Nishi-ku, Yokohama-shi, Kanagawa).

(Fractional numbers under 100 have been omitted.)

2. Acquisition of treasury stock

Type of shares: Acquisition of shares of common stock under Article 155, Item 3 and Article 155, Item 7 of the Companies Act

(1) Acquisition of treasury stock based on a resolution approved at the annual general meeting of the shareholders
Not applicable

(2) Acquisition of treasury stock based on a resolution approved by the Board of Directors

Acquisition pursuant to the provisions of Article 156 of the Companies Act as applied pursuant to the provisions of Article 165, Paragraph 3 of the same Act

Classification	Number of shares (Thousands)	Total amount (Millions of yen)
Resolution at the Board of Directors meeting (March 27, 2024) Period of acquisition (April 1, 2024)	100,243	59,484
Treasury stock acquired prior to the current fiscal year	—	—
Treasury stock acquired during the current fiscal year	100,243	59,484
Total number and amount of the remaining resolved shares	—	—
Unexercised ratio as of the end of current fiscal year (%)	—	—
Treasury stock acquired during the period until the filing date of this Securities Report	—	—
Unexercised ratio as of the filing date (%)	—	—

Note: The acquisition was made through off-session treasury stock repurchase trading (ToSTNeT-3) on the Tokyo Stock Exchange.

Classification	Number of shares (Thousands)	Total amount (Millions of yen)
Resolution at the Board of Directors meeting (September 26, 2024) Period of acquisition (October 1, 2024)	195,474	79,850
Treasury stock acquired prior to the current fiscal year	—	—
Treasury stock acquired during the current fiscal year	195,474	79,850
Total number and amount of the remaining resolved shares	—	—
Unexercised ratio as of the end of current fiscal year (%)	—	—
Treasury stock acquired during the period until the filing date of this Securities Report	—	—
Unexercised ratio as of the filing date (%)	—	—

Note: The acquisition was made through off-session treasury stock repurchase trading (ToSTNeT-3) on the Tokyo Stock Exchange.

(3) Acquisition of treasury stock not based on a resolution approved at the annual general meeting of the shareholders or on a resolution approved by the Board of Directors

Classification	Number of shares (Thousands)	Total amount (Millions of yen)
Treasury stock acquired during the current fiscal year	3	1
Treasury stock acquired during the period until the filing date of this Securities Report	0	0

Note: “Treasury stock acquired during the period until the filing date of this Securities Report” does not include the number of stocks of less than a standard unit purchased during the period from June 1, 2025, to the filing date of this Securities Report.

(4) Current status of the disposition and holding of acquired treasury stock

Classification	Current fiscal year		Period until the filing date of this Securities Report	
	Number of shares (Thousands)	Total disposition amount (Millions of yen)	Number of shares (Thousands)	Total disposition amount (Millions of yen)
Acquired treasury stock for which subscribers were solicited	—	—	—	—
Acquired treasury stock that was disposed of	295,717	142,848	—	—
Acquired treasury stock for which transfer of shares was conducted in association with merger/stock exchange/share issuance/corporate separation	—	—	—	—
Other (Disposal of treasury stock for restricted stock unit system)	3,208	1,912	—	—
Number of shares of treasury stock held	18,727	—	18,727	—

Note: “Treasury stock acquired during the period until the filing date of this Securities Report” does not include the number of stocks of less than a standard unit purchased during the period from June 1, 2025, to the filing date of this Securities Report.

3. Dividend policy

The Company positions the return of profits to shareholders as one of the most important management policies. The return of profits to shareholders mainly consists of the distribution of dividends, and the Company aims to ensure the stable distribution of dividends while taking into account the level of cash on hand, past records and forecasts of profits and free cash flows, the required investment for the future, and other factors.

As the Company has determined in its articles of association that the Company may distribute interim dividends as stipulated in Article 454, Paragraph 5, of the Companies Act, the final decision-making organization is the Board of Directors for the interim dividend with a record date of September 30, and a general meeting of the shareholders for the year-end dividend.

As for the distribution of dividends from surplus for the year ended March 31, 2025, the Company determined not to distribute both interim and year-end dividends, taking into account the management conditions for the year under review. The Company intends to apply its internal reserve to preparations for future business development and R&D costs.

4. Corporate governance

(1) Status of corporate governance

1) Basic corporate governance policy

The Company adopted a three statutory committee format at the close of the 120th annual general meeting of the shareholders of the Company on June 25, 2019, and is continuing its efforts to strengthen its governance and compliance.

The basic corporate governance policy under the system is as follows:

- Under the Nissan's corporate purpose, we defined the company's reason for existence in society as "Driving innovation to enrich people's lives." Accordingly, we will work to improve corporate governance as one of our highest priority management tasks in order to be considered a trustworthy company and provide unique and innovative automotive products and services that deliver superior measurable value to all stakeholders.
- We will conduct our business while considering society's expectations and our social responsibilities and devote ourselves to the development of a sustainable society by aiming for sustainable growth of our business.
- We will select, as our corporation form, to be a company with three statutory committees, which can clearly separate management functions and supervisory, oversight and auditing functions. As such, we will improve the transparency of the decision-making process and also conduct speedy and agile business execution.
- Through the supervision, oversight, and auditing by the Board of Directors and other corporate bodies, we will ensure the effectiveness of our structure related to internal controls, compliance, and risk management. Officers and employees, including executive officers, will sincerely respond to the supervision, oversight, and auditing contemplated hereby.

2) Summary of the Company's corporate governance system and the reason for adopting this system

As noted in "Basic corporate governance policy" above, the Company has adopted a three statutory committee format, which can clearly separate management functions and supervisory, oversight and auditing functions, for the purpose of improving the transparency of the decision-making process and of conducting speedy and agile business execution.

The Company's Board of Directors, led by the independent outside directors, shall decide the basic direction of management by taking a variety of perspectives into account and play the role of supervising the directors and executive directors. The number of directors is a number appropriate to facilitate lively discussions and swift decision-making. In order to create an environment where discussions in meetings of the Board of Directors are led by the independent outside directors, a majority of the directors is independent outside directors and the Board Chair is also an independent outside director. The Board of Directors shall decide on basic management policies and important matters set forth under the law, articles of incorporation and the regulations of the Board of Directors and, in order to carry out effective and flexible management, as a general rule, the Board of Directors delegates a great portion of its power to decide on business activities (excluding matters exclusive to the Board of Directors under law) to executive officers.

For the composition of the Board of Directors and each committee, refer to the 3) Activities of the Board of Directors and each committee during this fiscal year.

Executive Officers decide on business activities which are delegated in accordance with the resolutions of the Board of Directors and execute the business of the Company group. Currently, five (5) Executive Officers, of which one (1) is Representative Executive Officer, are appointed as described in (2) Members of the Board of Directors and Executive Officers 1) 1. Several conference bodies have been established to deliberate on and discuss important corporate matters and the execution of daily business affairs. Furthermore, in the pursuit of more efficient and flexible management, the authority for business execution is clearly delegated as much as possible to corporate officers and employees.

*In addition, "Appointment of Representative Executive Officer" and "Appointment of Executive Officers with Titles" are scheduled to be proposed at the Board of Directors meeting scheduled to be held immediately after the annual general meeting of the shareholders to be held on June 24, 2025. If the proposals are approved, there will be four (4) Executive Officers as described in (2) Members of the Board of Directors and Executive Officers 1) 2.

3) Activities of the Board of Directors and each committee during this fiscal year

i) Activities of the Board of Directors

Based on the laws and the Regulations of the Board of Directors, the Board of Directors makes decisions on important matters related to the Company's group management. During this fiscal year, a majority eight (8) of the twelve (12) members of the Board of Directors are independent outside directors, including the Chairman of the Board.

The Board of Directors consists of twelve (12) directors in this fiscal year. Of the twelve (12) directors, eight (8) are outside directors: Yasushi Kimura, Bernard Delmas, Keiko Ihara, Motoo Nagai, Andrew House, Brenda Harvey, Teruo Asada and Mariko Tokuno. The Board of Directors has appointed Yasushi Kimura as the Board Chair and Jean-Dominique Senard as the Vice Board Chair. Bernard Delmas is acting as the lead independent outside director.

Agenda items submitted to the Board of Directors meeting during this fiscal year are as follows.

1) Regular agenda :

- Annual Business Plan, Business report, Quarterly Financial results, AGSM convocation notice
- Internal control and Risk management report, Corporate Governance report approval
- Sustainability related report (Issuance of Integrated report, Sustainability data book)
- IR activity report, etc.

2) Key Agenda Items in FY2024 :

- Implementation of the Turnaround plan and report on progress
 - Conducted discussions on fundamental business restructuring to recover and stabilize its business. Discussions focused on the rapid implementation of “lean and strong business structure”.
- Sign (and cancellation) of MOU with Honda Motor Co., Ltd. regarding consideration of business integration
 - To build the strategic partnership for the era of automotive intelligence and electrification, continued discussions were held regarding the business integration with Honda Motor Co., Ltd.. Although we finally decided to discontinue discussion and consideration of business integration after various discussions on the increasingly changing market outlook, our management measures, and other issues, confirmed that we will continue to consider collaboration in areas where the mutual strengths can complement each other.
- Replacement of Representative Executive Officer and Change in Executive Officer line-up
 - For the replacement of the Representative Executive Officer, based on the request for management reform in light of the rapid changes in the business environment, a candidate was selected in accordance with the previous succession process of the Nomination Committee, and the Board of Directors confirmed that the candidate is a suitable leader for the next generation, and approved the appointment.

In addition, regular meetings with outside directors chaired by the lead independent director are held to discuss a wide range of issues related to Nissan’s corporate governance and business matters. As cooperation between outside directors and external parties, meetings are held to exchange opinions with institutional investors and external auditors. Also, the Company conducted training sessions for newly appointed outside directors and visits to the Company’s business sites during the fiscal year.

ii) Activities of the each Committee

● Nomination Committee

During this fiscal year, the Board of Directors appoints the committee chair from an Independent director and appoints five committee members, four of whom are Independent directors. The Nomination Committee has the authority to determine the content of the general shareholders meeting agenda concerning the appointment and dismissal of Directors. In addition, the committee has the authority to decide on the content of the Board of Directors meeting agenda concerning the appointment and removal of the Representative Executive Officer and the authority to formulate an appropriate succession plan regarding the President and Chief Executive Officer.

The Nomination Committee consists of five (5) directors in this fiscal year: Andrew House (the chair), Yasushi Kimura, Keiko Ihara, Motoo Nagai, and Jean-Dominique Senard.

The Nomination Committee’s activities during this fiscal year are as follows:

- Discussed Representative Executive Officer’s appointment proposal
- Discussed director’s appointment proposal to be submitted to 126th annual general meeting of the shareholders
- Discussed the President and Chief Executive Officer’s succession plan process for FY2024

● Compensation Committee

During this fiscal year, all five members of the Compensation Committee are Independent directors, including the Chair. The Compensation Committee has the statutory authority to determine the policy of individual compensation of the Company’s directors and executive officers and the contents of individual compensation for directors and executive officers. The Compensation Committee consists of five (5) directors in this fiscal year: Keiko Ihara (the chair), Bernard Delmas, Motoo Nagai and Andrew House and Mariko Tokuno.

The Compensation Committee’s activities during this fiscal year are as follows:

- Confirm a policy for compensating directors and executive officers
- Select benchmark companies and discuss the level of compensation based on the benchmark results of these companies and the results of surveys conducted by external compensation consultants
- Determine the aggregate and individual amounts of director and executive officer compensation

● Audit Committee

During this fiscal year, the Chair of Audit Committee is an Independent director, and four (4) out of five (5) members are Independent directors. As part of audits on business execution including the organization and operation of Nissan’s internal control systems, the Audit Committee receives reports from executive officers, corporate officers, and employees on their business execution for Nissan and its group companies, in accordance with the Audit Committee’s annual audit plan and on an ad-hoc basis as necessary. In addition, the Chair has meetings with executive officers including the President and Chief Executive Officer periodically and exchanges opinions in various areas. Furthermore, the Chair attends important meetings etc. to state his opinions, reviews internal approval documents and other important documents, and, when necessary, requests explanations or reports from executive officers, corporate officers, and employees. The Chair shares his collected information with other members of the Audit Committee in a timely manner. The Audit Committee, in conducting its audits, cooperates with the internal audit department and the independent auditors in an appropriate manner, to enhance the effectiveness of "tri-parties" audit. Under the leadership of the Audit Committee, collaboration among three parties is contributing to the enhancement of the effectiveness of internal control systems by sharing information on the issues pointed out by their respective audits and the status of their remediation in a timely manner.

Furthermore, the Audit Committee supervises the internal audit department, having secured the internal audit department's very high independence of the execution side, and periodically receives reports from the internal audit department on the progress and results of their internal audit activities conducted in accordance with their internal audit plan and, as necessary, provides instructions regarding internal audits.

The Audit Committee is the contact point for whistleblowing with concerns regarding the involvement of management such as executive officers and deals with whistleblowing by establishing a system where relevant executive officers cannot identify the whistleblower and the content of whistleblowing.

In addition, the Audit Committee audits the validity of the evaluation process and of the identified issues to be addressed based on the evaluation results of the annual evaluation of the effectiveness of the Board of Directors, reports its audit results to the Board of Directors, and appropriately conducts monitoring so that such evaluation can be made appropriately and be meaningful to improve the effectiveness of the Board of Directors.

The Audit Committee consists of five (5) directors in this fiscal year: Motoo Nagai (the chair), Bernard Delmas, Brenda Harvey, Teruo Asada and Pierre Fleuriot. The Audit Committee set the key audit items for this fiscal year. The Audit Committee considered and deliberated each item at the meeting repeatedly, and made recommendations to the execution side as needed. In addition to those mentioned above for the key audit items, the Audit Committee also engaged in the activities in this fiscal year.

The framework to secure the independent of the internal audit division, the relationship among Audit Committee, Internal Audit and Execution Side, the detailed status of important audit items, other audit items, and the main activities of the Committee related to the each month of this fiscal year are described in (3) Status of Audit.

Board of Directors Meeting and each Committee status of attendance of each member in FY2024 is as follows:

Name	Meeting and Committee Status of Attendance			
	Board of Directors Meeting	Nomination Committee	Board of Directors Meeting	Audit Committee
Yasushi Kimura *	◎100% (21/21)	100% (9/9)	—	100% (4/4)
Jean-Dominique Senard**	86% (18/21)	89% (8/9)	—	—
Bernard Delmas *	100% (21/21)	—	100% (13/13)	100% (12/12)
Keiko Ihara *	100% (21/21)	100% (9/9)	◎100% (13/13)	—
Motoo Nagai *	100% (21/21)	100% (9/9)	100% (13/13)	◎100% (12/12)
Andrew House *	100% (21/21)	◎100% (9/9)	100% (13/13)	—
Brenda Harvey *	95% (20/21)	—	—	100% (12/12)
Teruo Asada*#	100% (18/18)	—	—	100% (8/8)
Mariko Tokuno*#	100% (18/18)	—	90% (9/10)	—
Pierre Fleuriot**	86% (18/21)	—	—	100% (12/12)
Makoto Uchida	100% (21/21)	—	—	—
Hideyuki Sakamoto	100% (21/21)	—	—	—

Notes: 1. () indicates the number of attended/the number of meetings held during office.

2. ◎ indicates the chairman or chairperson.

3. * indicates an independent outside director.

4. **Mr. Jean-Dominique Senard and Mr. Pierre Fleuriot did not attend three Board of Directors meetings at which matters relating to Renault were deliberated, in accordance with a policy for resolution of conflict of interest, taking into account their concurrent positions in Renault.

5. # Teruo Asada and Mariko Tokuno are appointed as a director at the general shareholders' meeting in June 2024. Their status of attendance are recorded held after their appointment as a director.

4) Other matters related to corporate governance

1. Status of the Company's internal control systems

The Company's Board of Directors has resolved "systems to ensure proper and appropriate corporate operations of the Company and its group companies" in accordance with the Companies Act and the Companies Act Enforcement Regulations, and appointed an executive officer or executive officers to be in charge of the internal control system. A summary and the status of such systems are as follows.

i) Systems to ensure efficient and management of business activities by the executive officers

- The Company chooses to be a company with three statutory committees as its legal organizational structure and its Board of Directors shall decide on basic management policies and important matters set forth under the law, articles of incorporation and the regulations of the Board of Directors.
- The Company's Board of Directors delegates a great portion of its power to decide on business activities (excluding matters exclusive to the Board of Directors under law) to its executive officers, in order to carry out effective and flexible management.

- c. The Company uses a proven system of an Executive Committee, in which executive officer president and chief executive officer is a member, where key issues such as business strategies, important transactions and investments are reviewed and discussed, as well as other committee meetings where operational business issues are reviewed and discussed.
 - d. For review and discussion of the regional and specific business area operations, the Company utilizes Management Committees.
 - e. One of the methods of the management is cross-functionality. Among others, Cross-functional teams – CFTs – address problems and challenges. CFTs are powerful management tools, developed within Nissan, that reach across the functions and organizations.
 - f. The Company implements an objective and transparent Delegation of Authority procedure which establishes the authority and responsibility of each executive officer and employee, for the purpose of speeding up and clarifying the decision making processes as well as ensuring consistent decisions.
 - g. The Company ensures the efficient and effective management of its business by determining and sharing management policy and business direction through establishment of the mid-term management plan and the annual business plan.
- ii) Systems to ensure compliance of executive officers' and employees' activities with Laws and articles of association
- a. The Company implements the "Global Code of Conduct," which explains acceptable behaviors of all employees working at the group companies of the Company worldwide and promotes understanding of our rules of conduct.
 - b. In order to ensure rigorous and strict compliance with the code of conduct, the Company and its group companies offer educational programs such as an e-learning system.
 - c. With regard to members of the Board of Directors as well as executive officers, etc. of the Company, the Company establishes "Guidance for directors, executive officers, etc.," which explains the acceptable behaviors of the members of the Board of Directors and executive officers.
 - d. The Company stands firm and takes appropriate actions against anti-social forces or groups. If any director, corporate officer or employee is approached by such forces or groups, the said individual shall promptly report such matter to his/her superiors and specific committee, and shall follow their instructions.
 - e. All directors, corporate officers and employees are encouraged to use good conduct, and to neither directly nor indirectly, be involved in any fraud, blackmail or other improper or criminal conduct. In cases of becoming aware of any such impropriety or illegal activity, or the risk thereof, in addition to acting resolutely against it, he/she shall promptly report such matter to his/her respective superiors and specific committee, and shall follow their instructions.
 - f. For the purpose of monitoring and ensuring compliance with the code of conduct, the Company establishes the Global Compliance Committee. The compliance topics detected by the Global Compliance Committee, which are related to executive officers of the Global Head Quarters and the chair of the Management Committee are directly reported to the Audit Committee.
 - g. The Company implements a hotline system with internal and external points of contact, by which the employees are able to submit their opinions, questions and requests, as well as report an act that may be suspected as a violation of compliance, freely and directly to the Company's management. The Company has established the system where, as for the matters with doubt of involvement of the management such as executive officers, etc., related executive officers, etc. do not be able to gain knowledge of the whistleblower or the detail of the report by making the Audit Committee the body to report to.
 - h. The Company is committed to continually implementing relevant company rules. The Company continually offers education programs to employees as part of its program to promote the understanding and compliance with such corporate rules.
 - i. The Company is committed to improve and enhance the internal control systems to ensure accuracy and reliability of its financial reports in accordance with the Financial Instruments and Exchange Act together with its related rules and standards. This is accomplished through adherence to J-SOX testing, review, and reporting protocols (required under the Financial Instruments and Exchange Act). The Company designs and effectively operates processes. Further the Company addresses identified accounting and internal control findings.
 - j. The Board of Directors appoints outside directors that has independency (independent outside director) for the majority of its members and for its chair and shall focus on supervising the status of execution of duties by executive officers by taking a number of measures such as periodically receive reports from executive officers, periodically hold meetings only with the independent outside directors, establish a lead independent outside director, enhance the secretariat's personnel and function, and secure independency and further, shall receive assessment from a third party evaluation organization in respect to its functionality once every three years.
 - k. The Audit Committee appoints independent outside director for a majority of its members and as its chair and also appoints adequately qualified and able Director and shall perform audit of executive officers' status of business execution. In addition, the Audit Committee shall appropriately audit the effectiveness with regard to the monitoring function of the Board of Directors on an ongoing basis.
 - l. The Company shall establish a department under the Audit Committee specialized in internal audit for the purpose of regularly auditing group companies' business and their observance of processes, policies, laws, and other matters as appropriate. Regional internal audit departments have been established to perform internal audits under the supervision of Nissan's global internal audit department.
 - m. The Audit Committee shall, as necessary, cooperate with the Nomination Committee and the Compensation Committee.
 - n. Considering the possibilities of conflict of interest between Renault, other major shareholders or Mitsubishi Motors Corporation, which is one of the other parties of the Alliance, and the Company, Representative executive officer must not concurrently serve as a director, executive officer, or any other officer or other positions of Renault, other major shareholders or Mitsubishi Motors Corporation and the subsidiaries and affiliates thereof. If an executive officer concurrently serves in such position upon assuming the office of Representative executive officer of the Company, he/she and the Company shall promptly take necessary measures to leave such position at the other company.

- o. If a director has held the position of director, executive officer or other positions with a title at Renault, other shareholders or Mitsubishi Motors Corporation or its subsidiaries and affiliates thereof, such director shall not participate in the deliberation and resolution of an agenda raised at the Company's meeting of Board of Directors that may cause a conflict of interest between the company in which the director has held a position and the Company.
 - p. The Company's activities relating to the Nissan-Renault- Mitsubishi Motors Corporation Alliance, are subject to direction, supervision and oversight by the Company's Board of Directors, Executive Committee and relevant executive officers, etc. Decision-making occurs by the Company's Board of Directors, executive officers or employees in accordance with the Company's Delegation of Authority, and as otherwise necessary to comply with legal and regulatory requirements and also in consideration of the possibility of conflict of interest between the Company and Renault or the Company and Mitsubishi Motors Corporation.
 - q. Upon newly establishing or changing the organization internally, the Company shall not adopt a structure where the authority is divided in a way which may possibly inhibit the check function of the legal, accounting, financial and other managerial departments.
- iii) Rules and systems for proper management of risk and loss
- a. The Company minimizes the possibility of occurrences of risk and, if they occur, mitigates the magnitude of losses by sensing such risks as early as possible and implementing appropriate countermeasures. In order to achieve such objectives, the Company and its Group companies implement the "Global Risk Management Policy."
 - b. Management of material company-wide risks is assigned primarily to the members of the Risk Management Committee, who are responsible to implement necessary measures such as preparing relevant risk management manual.
 - c. Concerning the management of other specific business risks beyond those supervised directly by the Risk Management Committee, they are handled by each manager in the business function who will evaluate, prepare and implement the necessary measures to minimize such risks.
 - d. The internal audit department of the Company on behalf of the Audit Committee shall conduct auditing activities pursuant to the relevant audit standards in order to provide assurance on the state of internal controls pursuant to a risk based methodology and consulting when appropriate.
- iv) Systems to ensure accurate records and the retention of information of executive officers' execution of business
- a. The Company preserves and appropriately manages the documents and other information relating to executive officers' execution of business.
 - b. Results of all corporate decisions made by various divisions and departments pursuant to Delegation of Authority are preserved and retained either electronically or in writing.
 - c. While the departments in charge are responsible for proper and strict retention and management of such information, in particular, for materials related to important management councils, directors and executive officers and other employees of the Company have access to any records within a reasonable range as required for the purpose of performing their business activities.
 - d. The Company has enacted a policy about the creation, use, and management of information to enhance proper and strict retention and management of information and to prevent improper use of information and unintended disclosure of such information. Furthermore, the Company has established an Information Security Committee, which is engaged in overall management of information security in the Company and makes decisions on information security matters.
- v) Systems to ensure proper and legitimate business activities of the group companies
- (A) Systems to ensure the efficient execution and management of business activities by directors of the group companies
- a. The Company establishes various Management Committees which are trans-group organizations in order to ensure proper, efficient and consistent Group management.
 - b. In management committee meetings, the Company provides group companies with important information and shares with them management policies; this ensures that the business decisions of all group companies are made efficiently and effectively.
 - c. The group companies implement an objective and transparent Delegation of Authority procedures in cooperation with the Company.
- (B) Systems to ensure compliance of activities of directors and employees of the group companies to laws and regulations and articles of association
- a. Group companies implement each company's code of conduct in line with the Global Code of Conduct, establish a compliance committee and ensure full compliance with all laws and our corporate code of conduct. The Global Compliance Committee regularly monitors these companies and works to ensure further strict compliance with laws, the articles of association and the corporate behavior. In addition, group companies implement a hotline system which ensures that employees are able to directly communicate to the group company or to the Company directly their opinions, questions and requests.
 - b. The internal audit department of the Company carries out audits on the business of group companies for the purpose of evaluating and improving the effectiveness of risk management control and governance processes.
 - c. The Company's Audit Committee and group companies' Statutory Auditors shall have periodic meetings to share information and exchange opinion for the purpose of ensuring effective auditing of the group companies.
 - d. In particular, the scope and frequency of internal audits and other monitoring activities on the business of the group companies may vary reasonably because of, for example, risk identified as well as the size, nature of the business, and materiality of such group companies.

(C) Rules and systems for proper management of risk and loss of the group companies

- a. The group companies implement the Global Risk Management Policy.
- b. Management of risks related to the group companies that might have an impact on the entire Group is assigned mainly to the members of the Risk Management Committee, who are responsible to implement specific measures.
- c. Concerning the management of other risks related to the group companies, each group company is responsible to monitor, manage and implement the necessary measures to minimize such risks.

(D) Systems for directors of the group companies to report business activities to the Company

The Company requests the group companies to report and endeavors to maintain certain important business matters of the group companies, through multiple routes, including, (i) the systems stated in (A) through (C) above and (ii) relations and cooperation between each function of the Company and the corresponding function of the other group companies.

vi) Directors and employees supporting the Company's Audit Committee, systems showing the directors and employees' independence from the Company's executive officers, and systems to ensure effectiveness of the Company's Audit Committee's instruction to directors and employees

- a. The Company has Audit Committee secretariat as an organization to support the activities of the Company's Audit Committee. The required number of dedicated staff members shall be assigned to the Audit Committee secretariat, and they carry out their duties under the direction of the Audit Committee members.
- b. The evaluation of staff members in the Audit Committee secretariat is discussed among the Audit Committee members, and consent of the Audit Committee is necessary for personnel changes and disciplinary actions.

vii) Systems to report business issues to the Company's Audit Committee and systems to ensure prevention of disadvantageous treatment of those who made such report

(A) Systems for the Company's board members (excluding Audit Committee members), executive officers and employees to report business issues to the Company's Audit Committee

- a. The Company's Audit Committee determines their annual audit plan and performs their audit activities in accordance with that plan. The annual audit plan includes schedules of reports by various divisions. Directors (excluding Audit Committee members), executive officers and employees make reports in accordance with the annual audit plan.
- b. When the Company's directors (excluding Audit Committee members), executive officers and employees detect any incident which could have a materially negative impact on Nissan's business performance or reputation, or are believed to be non-compliant with the global code of conduct or other standard for conduct, they are required to report such incidents to Nissan's Audit Committee.
- c. In addition, the Company's directors (excluding Audit Committee members), executive officers and employees are required to make an ad-hoc report to the Company's Audit Committee regarding the situation of business activities when so requested.
- d. The internal audit department reports on an on-going basis to the Company's Audit Committee matters such as its risk based internal audit plan and audit findings identified through the internal audits performed.

(B) Systems for directors, Statutory Auditors, other officers and employees of the group companies and those who received a report from the group companies to report business issues to the Company's Audit Committee

- a. The Company's Audit Committee shall have periodic meetings of group companies' statutory auditors to share information and exchange opinions for the purpose of ensuring effective auditing of group companies and group companies' Statutory Auditors report the matters which could affect the entire group and other matters to the Company's Audit Committee.
- b. Directors and employees of the group companies shall promptly make a report to the Company's Audit Committee regarding the situation of business activities when so requested by the Company's Audit Committee.
- c. The Company's directors (excluding Audit Committee members), executive officers and employees (including, those in the internal audit department), as stated in (A) of this Section, shall report to the Company's Audit Committee the business activities of each group company reported through the systems mentioned in Section v) above.

(C) Systems to ensure prevention of disadvantageous treatment of those who made a report as stated in (A) and (B) above on the basis of making such report

The Company prohibits disadvantageous treatment of those who made a report as stated in i) and ii) above on the basis of making such report. The Company takes the necessary measures to protect those who made such report and takes strict actions, including, disciplinary actions, against directors and employees of the Company and its group companies who gave disadvantageous treatment to those who made such report.

viii) Policy for payment of expenses or debt with respect to the Company's Audit Committee members' execution of their duties, including the procedures of advancement or reimbursement of expenses

In accordance with Companies Act, the Company promptly makes advance payment of expenses or makes payment of debt with regard to the Company's Audit Committee members' execution of their duties if so requested by the Audit Committee except where it proves that the expense or debt relating to such request is not necessary for the execution of the duties of the Audit Committee member. Every year the Company establishes a budget with regard to the Company's Audit Committee members' execution of their duties for the amounts deemed necessary.

ix) Systems to ensure effective and valid auditing by the Company's Audit Committee

- a. The Company's Audit Committee enhances its independence by appointing independent outside directors for the majority of its members and for its chair. Further, in order to ensure that the audit by the Audit Committee is being carried out effectively, the Audit Committee appoints one or more full-time member of the Audit Committee.

- b. The Audit Committee shall, as necessary, cooperate with the internal audit department and accounting auditor upon conducting the Audit Committee's audits. The Audit Committee shall take charge of the department for internal audit and instruct the internal audit department with regard to auditing. The internal audit department obtains approval from the Audit Committee regarding basic policy of the internal audit and, annual plans, budgets and personnel plans for internal audits, and will report to the Audit Committee the status of the performance of duties and any findings therefrom on an ongoing basis. Approval of the Audit Committee shall be obtained for appointment/removal and performance assessment (including discipline) of persons responsible for the internal audit department.
- c. The Audit Committee shall have meetings periodically or upon request from the Audit Committee with executive officers (including the president and chief executive officer) and exchange views and opinions.
- d. Audit Committee members may attend important meetings, etc. and state his/her opinions and further, may view documents giving approval and other important documents and may request, as necessary, explanations and reports from executive officers and employees.
- e. The Audit Committee shall, as necessary, cooperate with the Nomination Committee and the Compensation Committee if necessary, such as by exchanging information and opinions mutually.

2. Outline of the limited liability contract (Agreement set forth in Article 427, Paragraph 1, of the Companies Act)

Pursuant to Article 427, Paragraph 1 of the Companies Act, the Company's articles of association stipulates that the Company may enter into the agreement with directors (excluding executive directors and the like) limiting their liability as prescribed in Article 423, Paragraph 1 of the Companies Act and, pursuant to the said agreement, the liability limit shall be ¥5 million or the statutory minimum liability amount, whichever is higher.

According to this Article, the Company entered into the said agreement with eight (8) directors (excluding executive directors and the like).

3. Outline of contents of liability insurance policy for directors and officers

a. Scope of the insured

All directors, executive officers, statutory auditors, corporate officers, employees in managerial roles, of the Company and all of its subsidiaries.

b. Outline of the insurance

Compensation for damages and defense costs etc. due to claims arising from acts or omissions of the insured in the Company's defined role. However, in order not to impair appropriateness for the execution of duties, the Company takes measures not to cover compensation for criminal acts such as bribery and damages of intentional illegal acts. The Company bears all insurance premiums.

(2) Members of the Board of Directors and Executive Officers

1) List of executives

1. The status of our officers as of June 23, 2025 is as follows:

14 men, 3 women (woman ratio of 18%)

a. Directors

Position	Name	Date of birth	Career profile		Term of office (period)	Number of shares owned (Thousands)
Director, Board Chair, Member of Nomination Committee	Yasushi Kimura	February 28, 1948	1970 April 2002 June 2007 June 2010 April 2010 July 2012 May 2012 June 2014 June 2017 April 2018 June 2019 June 2022 June	Joined Nippon Oil Corporation Director of Nippon Oil Corporation Director, Senior Vice President of Nippon Oil Corporation Director of JX Holdings, Inc. Representative President, of JX Nippon Oil & Energy Corporation Chairman of Petroleum Association of Japan Representative Chairman of the Board of JX Holdings, Inc. Representative Chairman of the Board of JX Nippon Oil & Energy Corporation Director of NIPPO Corporation Vice Chairman of Japan Business Federation Representative Chairman of JXTG Holdings, Inc. Senior Executive Advisor of JXTG Holdings, Inc. Director of the Company (Current position) Senior Corporate Advisor of JXTG Holdings, Inc. (currently, ENEOS Holdings, Inc.) Outside Director of INPEX CORPORATION Honorary Executive Consultant of ENEOS Holdings, Inc. (Current position)	One year from June 2024	14
Director, Vice Board Chair, Member of Nomination Committee	Jean-Dominique Senard	March 7, 1953	1996 October 2005 March 2007 May 2011 May 2012 May 2012 June 2019 January 2019 April 2019 May	Chief Financial Officer of Pechiney and a member of its Group Executive Council Chief Financial Officer of Michelin and a member of the Michelin Group Executive Council Managing Partner of the Michelin Group Managing General Partner of the Michelin Group Chief Executive Officer of the Michelin Group Outside Director of Saint-Gobain (Current position) Chairman of the Board of Directors of Renault (Current position) Director of the Company (Current position) Supervisory Board Member of Fives s.a.s (Current position)	One year from June 2024	21
Director, Member of Compensation Committee, Member of Audit Committee	Bernard Delmas	April 21, 1954	1979 May 1995 September 2007 September 2009 October 2010 February 2015 June 2015 November 2016 November 2018 February 2019 June	Joined Michelin President of Michelin Research Asia President and CEO of Nihon Michelin Tire Co., Ltd. President and CEO of Michelin Korea Tire Co., Ltd. Senior Vice President of Michelin Group President of the French Chamber of Commerce and Industry in Japan Outside Director of Ichikoh Industries, Ltd. Chairman of the Board of Nihon Michelin Tire Co., Ltd. Chairman of Nihon Michelin Tire Co., Ltd. Senior Advisor of Michelin Group Director of the Company (Current position)	One year from June 2024	2

Position	Name	Date of birth	Career profile		Term of office (period)	Number of shares owned (Thousands)
Director, Chair of Compensation Committee, Member of Nomination Committee	Keiko Ihara	July 4, 1973	2013 January	Fédération Internationale de l'Automobile (FIA) Asian representative for the Women in Motorsports Commission and female representative for the FIA Drivers Commission	One year from June 2024	26
			2013 April	Special Guest Associate Professor at Keio University Graduate School of Media Design		
			2015 April	Member of Industrial Structure Council (Development Committee for 2020 and Beyond), Japan Ministry of Economy, Trade and Industry		
			2015 July	Member of Japan House Advisory Board, Japan Ministry of Foreign Affairs		
			2015 September	Guest Associate Professor at Keio University Graduate School of Media Design		
			2016 June	Outside Director of SOFT99 corporation (Current position)		
			2018 June	Director of the Company (Current position)		
			2020 April	Project Professor at Keio University Graduate School of Media Design (Current position)		
			2020 October	Representative Director of Future, Inc. (Current position)		
Director, Chair of Audit Committee, Member of Nomination Committee, Member of Compensation Committee	Motoo Nagai	March 4, 1954	1977 April	Joined The Industrial Bank of Japan Ltd.	One year from June 2024	38
			2005 April	Corporate Officer of Mizuho Corporate Bank, Ltd.		
			2007 April	Managing Executive Officer of Mizuho Corporate Bank, Ltd.		
			2011 April	Deputy President (Executive Officer) of Mizuho Trust & Banking Co., Ltd.		
			2011 June	Deputy President (Executive Officer and Director) of Mizuho Trust & Banking Co., Ltd.		
			2014 April	Advisor of Mizuho Trust & Banking Co., Ltd.		
			2014 June	Statutory Auditor of the Company		
			2015 June	Outside Statutory Auditor of Organo Corporation		
				Outside Director of Organo Corporation		
				Outside Statutory Auditor of Nisshin Seifun Group Inc.		
			2019 June	Director of the Company (Current position)		
				Outside Director of Nisshin Seifun Group Inc. (Current position)		
Director, Chair of Nomination Committee, Member of Compensation Committee	Andrew House	January 23, 1965	1990 October	Joined Sony Corporation	One year from June 2024	8
			2005 October	Group Executive and Chief Marketing Officer of Sony Corporation		
			2011 September	Group Executive, President and Global CEO of Sony Computer Entertainment		
			2016 April	EVP, President and Global CEO of Sony Interactive Entertainment		
			2017 October	EVP and Chairman of Sony Interactive Entertainment		
			2018 April	Strategic Advisor of Intelity (Current position)		
			2018 October	Executive Mentor of Merryck & Co., Ltd. (currently, The ExCo Group) (Current position)		
			2019 June	Director of the Company (Current position)		
			2021 May	Outside Director of Nordic Entertainment Group (currently, Viaplay Group)		
			2022 March	Outside Director of Dentsu Group Inc. (Current position)		

Position	Name	Date of birth	Career profile		Term of office (period)	Number of shares owned (Thousands)
Director, Member of Audit Committee	Brenda Harvey	November 22, 1965	1986 June	Joined International Business Machines Corporation (IBM)	One year from June 2024	12
			2006 September	General Manager of Integrated Technology Services North America, Global Product Offering Management		
			2011 August	General Manager of Integrated Technology Services, Growth Markets		
			2014 July	General Manager of IBM US Public Sector		
			2017 August	Board Member of Plum Alley Investment		
			2020 January	Chairman and CEO of IBM Asia Pacific		
			2020 July	Board Member of Singapore International Chamber of Commerce Director (Current Position)		
			2022 January	General Manager of Technology IBM Financial Services		
			2023 January	General Manager of IBM Public Sector, Healthcare, and Federal Government		
			2023 June	Director of the Company (Current position)		
			2024 January	Managing Director of IBM		
Director, Member of Audit Committee	Teruo Asada	October 13, 1948	1972 April	Joined Marubeni Corporation	One year from June 2024	3
			2002 April	Executive Officer of Marubeni Corporation		
			2004 April	Managing Executive Officer of Marubeni Corporation		
			2005 June	Managing Executive Officer, Member of the Board of Marubeni Corporation		
			2006 April	Senior Managing Executive Officer, Member of the Board of Marubeni Corporation		
			2008 April	President and CEO, Member of the Board of Marubeni Corporation		
			2013 April	Chairman of the Board of Marubeni Corporation		
			2015 April	Vice Chairperson of KEIZAI DOYUKAI (Japan Association of Corporate Executives)		
			2019 April	Executive Advisor, Member of the Board of Marubeni Corporation		
			2019 June	Executive Advisor of Marubeni Corporation		
			2021 April	Honorary Executive Advisor of Marubeni Corporation (Current position)		
			2024 June	Director of the Company (Current position)		
Director, Member of Compensation Committee	Mariko Tokuno	October 6, 1954	1978 April	Joined The Bank of Tokyo, Ltd. (currently, MUFG Bank, Ltd.)	One year from June 2024	8
			1994 January	Joined Louis Vuitton Japan K.K.		
			2002 April	Senior Director of Louis Vuitton Japan K.K.		
			2004 March	Vice President of Tiffany & Co., Japan Inc.		
			2010 August	Representative Director, President of Christian Dior K.K.		
			2013 June	Outside Director of Happinet Corporation		
			2013 September	Representative Director, President and CEO of Ferragamo Japan K.K.		
			2016 June	Outside Director of Mitsubishi Materials Corporation		
			2017 June	Outside Director of Yamato Holdings Co., Ltd.		
			2022 March	External Director of Shiseido Co., Ltd. (Current position)		
			2024 June	Director of the Company (Current position)		

Position	Name	Date of birth	Career profile		Term of office (period)	Number of shares owned (Thousands)
Director, Member of Audit Committee	Pierre Fleuriot	January 31, 1954	1981 June 1985 September 1991 January 1997 September 2009 November 2016 April 2016 June 2018 June 2019 August 2020 February	Financial auditor (Inspecteur des finances) Advisor to the chairman and head of market research of the French market authority of Commission des Opérations de Bourse General Manager of the French market authority of Commission des Opérations de Bourse ABN AMRO France Chief Executive Officer of Credit Suisse France Chairman of PCF Conseil & Investissement (France) (Current Position) Director and Chairman of the Governance, Appointments and Remuneration Committee of the Casablanca Stock Exchange (Morocco) (Current Position) Lead Independent Director of Renault (Current Position) Director and Chairman of the Risk Committee of Bank of America Securities Europe SA (France) (Current Position) Director of the Company (Current position)	One year from June 2024	—
Director	Makoto Uchida	July 20, 1966	1991 April 2003 October 2014 April 2016 November 2018 April 2019 December 2020 February	Joined Nissho Iwai Corporation Joined the Company Program Director of the Company Corporate Vice President of the Company Senior Vice President of the Company Director of Dongfeng Motor Co., Ltd. President of Dongfeng Motor Co., Ltd. Representative Executive Officer, President and Chief Executive Officer of the Company Director of the Company (Current position)	One year from June 2024	345
Director	Hideyuki Sakamoto	April 15, 1956	1980 April 2005 April 2008 April 2012 April 2014 April 2014 June 2018 August 2018 September 2019 June 2020 February 2024 April	Joined the Company Chief Vehicle Engineer of the Company Corporate Vice President of the Company Senior Vice President of the Company Executive Vice President of the Company Director, Executive Vice President of the Company Chairman of the Board of Aichi Machine Industry Co., Ltd. (Current position) Chairman of the Board of Jatco Ltd. Executive Officer, Executive Vice President of the Company Outside Director of Mitsubishi Motors Corporation (Current position) Director of the Company (Current position) Chief Monozukuri Officer (CMZO) of the Company	One year from June 2024	162
Total						639

Notes: 1. Yasushi Kimura, Bernard Delmas, Keiko Ihara, Motoo Nagai, Andrew House, Brenda Harvey, Teruo Asada and Mariko Tokuno are Independent Outside Directors of the Company, and Bernard Delmas is the Lead Independent Outside Director.

2. The term of office of the Directors shall be from the conclusion of the annual general meeting of the shareholders pertaining to the fiscal year ended March 31, 2024, to the conclusion of the annual general meeting of the shareholders pertaining to the fiscal year ending March 31, 2025.

b. Executive Officers

C. Executive Officers							
Position	Name	Date of birth	Career profile			Term of office (period)	Number of shares owned (Thousands)
Representative Executive Officer, President and Chief Executive Officer	Ivan Espinosa	November 19, 1978	2001 May		Director of Adaptacion Int. de Medios, S.A	(Note 2)	40
			2003 February		Engineering analyst of Jato Dynamics		
			2003 October		Joined Nissan Mexicana, S.A. De C. V.		
			2006 April		General manager of Nissan Mexicana, S.A. De C. V.		
			2008 July		Marketing director and RPM of Nissan Motor (Thailand) Co., Ltd.		
			2010 April		Director of Nissan Mexicana, S.A. De C. V.		
			2014 April		Vice President of Nissan International SA		
			2016 April		Program Director of the Company		
			2017 April		Vice President of the Company		
			2018 April		Corporate Vice President of the Company		
			2019 December		Senior Vice President of the Company		
			2024 April		Chief Planning Officer of the Company		
			2025 April		Representative Executive Officer, President and CEO of the Company (Current position)		
					Director of Dongfeng Motor Co., Ltd. (Current position)		
Executive Officer, Chief Technology Officer	Eiichi Akashi	February 14, 1966	1990 April		Joined the Company	(Note 2)	16
			2014 April		General Manager, Vehicle Development Planning Department of the Company		
			2015 April		Vice President, Vehicle Engineering of Nissan North America, Inc.		
			2018 April		Corporate Vice President, Alliance Global Vice President of the Company		
			2024 April		President and CEO of NMKV Co., Ltd.		
			2025 April		Executive Officer, Chief Technology Officer of the Company (Current position)		
					Director of Dongfeng Motor Co., Ltd. (Current position)		
Executive Officer, Chief Monozukuri Officer	Teiji Hirata	February 7, 1967	1991 April		Joined the Company	(Note 2)	41
			2018 February		General manager, Tochigi Plant of the Company		
			2018 November		Corporate Vice President of the Company		
			2020 April		Corporate Vice President, Alliance Global Vice President of the Company		
			2025 April		Executive Officer, Chief Monozukuri Officer of the Company (Current position)		
Executive Officer, Chairperson of Management Committee for China of China	Stephen Ma	November 6, 1970	1996 June		Joined Nissan North America, Inc.	(Note 1)	269
			2003 June		General Manager of Dongfeng Motor Co., Ltd.		
			2006 December		Senior Manager of the Company		
			2012 April		CFO of Dongfeng Motor Co., Ltd.		
			2018 September		Corporate Vice President of the Company		
			2019 December		Executive Officer, Chief Financial Officer of the Company		
			2023 December		Director of Dongfeng Motor Co., Ltd.		
			2025 January		Executive Officer, Chairperson of Management Committee for China (Current position)		
					President of Dongfeng Motor Co., Ltd. (Current position)		

Position	Name	Date of birth	Career profile		Term of office (period)	Number of shares owned (Thousands)
Executive Officer, Chief Financial Officer	Jeremie Papin	November 20, 1973	1999 July	Equity Research Analyst of Deutsche Bank	(Note 2)	72
			2002 March	Equity Research Analyst of Lehman Brothers		
			2008 September	Equity Research Analyst of Banque Nomura		
			2009 September	Financial Advisor of Renault Nissan B.V.		
			2015 January	Vice President of Renault S.A.		
			2018 May	Senior Vice President of Nissan North America, Inc.		
			2020 June	Vice Chairperson of the Management Committee and CFO of Nissan North America, Inc.		
			2021 April	Senior Vice President, Chairperson of Management Committee for Americas of the Company		
			2024 April	President of Nissan North America Inc.		
				Chairperson, Management Committee for Americas of the Company		
			2025 January	Chief Financial Officer of the Company (Current position)		
			2025 April	Executive Officer of the Company (Current position)		
Total						438

Notes: 1. The term of office of the Executive Officers shall be from the conclusion of the first Board of Directors meeting to be held after the conclusion of the annual general meeting of the shareholders pertaining to the fiscal year ended March 31, 2024, to the conclusion of the first Board of Directors meeting to be held after the conclusion of the annual general meeting of the shareholders pertaining to the fiscal year ending March 31, 2025.

2. The term of office of the Executive Officers shall be from April 1, 2025, to the conclusion of the first Board of Directors meeting to be held after the conclusion of the annual general meeting of the shareholders pertaining to the fiscal year ending March 31, 2025.

3. The Company has introduced an Corporate Executive (CE) system in April 2025 in order to speed up and improve the efficiency of decision-making. Corporate Executive are responsible for the execution of operations in their respective areas of responsibility (the highest level of management) under the direction and supervision of management, and are involved in the management of the company.

2. The Company has proposed “Election of 12 Directors” as an item (resolution) for the annual general meeting of the shareholders to be held on June 24, 2025, and, if approved, the status of the Company's officers and their terms of office are expected to be as follows.

The position, etc, includes those that are scheduled to be resolved at the Board of Directors meeting to be held immediately after the annual general meeting of the shareholders (Board Chair, Chair of each Committee, Representative Executive Officer, etc.).

10 men, 4 women (woman ratio of 29%)

a. Directors

Position	Name	Date of birth	Career profile		Term of office (period)	Number of shares owned (Thousands)
Director, Board Chair, Member of Nomination Committee	Yasushi Kimura	February 28, 1948	1970 April 2002 June 2007 June 2010 April 2010 July 2012 May 2012 June 2014 June 2017 April 2018 June 2019 June 2022 June	Joined Nippon Oil Corporation Director of Nippon Oil Corporation Director, Senior Vice President of Nippon Oil Corporation Director of JX Holdings, Inc. Representative President, of JX Nippon Oil & Energy Corporation Chairman of Petroleum Association of Japan Representative Chairman of the Board of JX Holdings, Inc. Representative Chairman of the Board of JX Nippon Oil & Energy Corporation Director of NIPPO Corporation Vice Chairman of Japan Business Federation Representative Chairman of JXTG Holdings, Inc. Senior Executive Advisor of JXTG Holdings, Inc. Director of the Company (Current position) Senior Corporate Advisor of JXTG Holdings, Inc. (currently, ENEOS Holdings, Inc.) Outside Director of INPEX CORPORATION Honorary Executive Consultant of ENEOS Holdings, Inc. (Current position)	One year from June 2025	14
Director, Member of Compensation Committee, Member of Audit Committee	Bernard Delmas	April 21, 1954	1979 May 1995 September 2007 September 2009 October 2010 February 2015 June 2015 November 2016 November 2018 February 2019 June	Joined Michelin President of Michelin Research Asia President and CEO of Nihon Michelin Tire Co., Ltd. President and CEO of Michelin Korea Tire Co., Ltd. Senior Vice President of Michelin Group President of the French Chamber of Commerce and Industry in Japan Outside Director of Ichikoh Industries, Ltd. Chairman of the Board of Nihon Michelin Tire Co., Ltd. Chairman of Nihon Michelin Tire Co., Ltd. Senior Advisor of Michelin Group Director of the Company (Current position)	One year from June 2025	2
Director, Chair of Compensation Committee, Member of Nomination Committee	Keiko Ihara	July 4, 1973	2013 January 2013 April 2015 April 2015 July 2015 September 2016 June 2018 June 2020 April 2020 October	Fédération Internationale de l'Automobile (FIA) Asian representative for the Women in Motorsports Commission and female representative for the FIA Drivers Commission Special Guest Associate Professor at Keio University Graduate School of Media Design Member of Industrial Structure Council (Development Committee for 2020 and Beyond), Japan Ministry of Economy, Trade and Industry Member of Japan House Advisory Board, Japan Ministry of Foreign Affairs Guest Associate Professor at Keio University Graduate School of Media Design Outside Director of SOFT99 corporation (Current position) Director of the Company (Current position) Project Professor at Keio University Graduate School of Media Design (Current position) Representative Director of Future, Inc. (Current position)	One year from June 2025	26

Position	Name	Date of birth	Career profile		Term of office (period)	Number of shares owned (Thousands)
Director, Chair of Audit Committee, Member of Nomination Committee, Member of Compensation Committee	Motoo Nagai	March 4, 1954	1977 April 2005 April 2007 April 2011 April 2011 June 2014 April 2014 June 2015 June 2019 June	Joined The Industrial Bank of Japan Ltd. Corporate Officer of Mizuho Corporate Bank, Ltd. Managing Executive Officer of Mizuho Corporate Bank, Ltd. Deputy President (Executive Officer) of Mizuho Trust & Banking Co., Ltd. Deputy President (Executive Officer and Director) of Mizuho Trust & Banking Co., Ltd. Advisor of Mizuho Trust & Banking Co., Ltd. Statutory Auditor of the Company Outside Statutory Auditor of Organo Corporation Outside Director of Organo Corporation Outside Statutory Auditor of Nisshin Seifun Group Inc. Director of the Company (Current position) Outside Director of Nisshin Seifun Group Inc. (Current position)	One year from June 2025	38
Director, Chair of Nomination Committee, Member of Compensation Committee	Andrew House	January 23, 1965	1990 October 2005 October 2011 September 2016 April 2017 October 2018 April 2018 October 2019 June 2021 May 2022 March	Joined Sony Corporation Group Executive and Chief Marketing Officer of Sony Corporation Group Executive, President and Global CEO of Sony Computer Entertainment EVP, President and Global CEO of Sony Interactive Entertainment EVP and Chairman of Sony Interactive Entertainment Strategic Advisor of Intelity (Current position) Executive Mentor of Merryck & Co., Ltd. (currently, The ExCo Group) (Current position) Director of the Company (Current position) Outside Director of Nordic Entertainment Group (currently, Viaplay Group) Outside Director of Dentsu Group Inc. (Current position)	One year from June 2025	8
Director, Member of Audit Committee	Brenda Harvey	November 22, 1965	1986 June 2006 September 2011 August 2014 July 2017 August 2020 January 2020 July 2022 January 2023 January 2023 June 2024 January	Joined International Business Machines Corporation (IBM) General Manager of Integrated Technology Services North America, Global Product Offering Management General Manager of Integrated Technology Services, Growth Markets General Manager of IBM US Public Sector Board Member of Plum Alley Investment Chairman and CEO of IBM Asia Pacific Board Member of Singapore International Chamber of Commerce Director (Current Position) General Manager of Technology IBM Financial Services General Manager of IBM Public Sector, Healthcare, and Federal Government Director of the Company (Current position) Managing Director of IBM	One year from June 2025	12

Position	Name	Date of birth	Career profile		Term of office (period)	Number of shares owned (Thousands)
Director, Member of Audit Committee	Teruo Asada	October 13, 1948	1972 April 2002 April 2004 April 2005 June 2006 April 2008 April 2013 April 2015 April 2019 April 2019 June 2021 April 2024 June	Joined Marubeni Corporation Executive Officer of Marubeni Corporation Managing Executive Officer of Marubeni Corporation Managing Executive Officer, Member of the Board of Marubeni Corporation Senior Managing Executive Officer, Member of the Board of Marubeni Corporation President and CEO, Member of the Board of Marubeni Corporation Chairman of the Board of Marubeni Corporation Vice Chairperson of KEIZAI DOYUKAI (Japan Association of Corporate Executives) Executive Advisor, Member of the Board of Marubeni Corporation Executive Advisor of Marubeni Corporation Honorary Executive Advisor of Marubeni Corporation (Current position) Director of the Company (Current position)	One year from June 2025	3
Director, Member of Compensation Committee	Mariko Tokuno	October 6, 1954	1978 April 1994 January 2002 April 2004 March 2010 August 2013 June 2013 September 2016 June 2017 June 2022 March 2024 June	Joined The Bank of Tokyo, Ltd. (currently, MUFG Bank, Ltd.) Joined Louis Vuitton Japan K.K. Senior Director of Louis Vuitton Japan K.K. Vice President of Tiffany & Co., Japan Inc. Representative Director, President of Christian Dior K.K. Outside Director of Happinet Corporation Representative Director, President and CEO of Ferragamo Japan K.K. Outside Director of Mitsubishi Materials Corporation Outside Director of Yamato Holdings Co., Ltd. External Director of Shiseido Co., Ltd. (Current position) Director of the Company (Current position)	One year from June 2025	8
Director, Member of Audit Committee	Valerie Landon	August 17, 1962	1985 September 1990 May 2009 June 2015 February 2016 April 2017 November 2021 April 2024 October 2025 June	Joined Air France, Logistic Engineer Investment Banker of Credit Suisse Head of the Investment Bank (France, Belgium, and Luxembourg) of Credit Suisse Vice-chairman of the Investment Bank of Credit Suisse Independent Board member, member of the audit committee and member of the commitments committee of Albioma Independent Board member and member of the audit Committee of Forvia (Current position) Chief Executive Officer (France and Belgium) of Credit Suisse Independent member of the audit committee of Apprentis d'Auteuil Foundation Director of the Company (Current position)	One year from June 2025	—
Director, Member of Nomination Committee	Timothy Ryan	June 4, 1969	1992 June 2000 March 2003 June 2008 January 2012 March 2017 January 2021 April 2025 June	Joined HSBC Sinopia Asset Management Global Head of Quantitative Asset Management of AXA Investment Managers Asia Regional Chief Investment Officer of AXA Life (Japan and Asia) Chairman and CEO of Alliance Bernstein Japan Chairman and CEO of Alliance Bernstein EMEA Group Chief Investment Officer and Global CEO (Asset & Wellness Management) of Assicurazioni Generali Global CEO (Asset & Wellness Management) of Group BPCE Natixis Director of the Company (Current position)	One year from June 2025	—

Position	Name	Date of birth	Career profile		Term of office (period)	Number of shares owned (Thousands)
Director	Ivan Espinosa	November 19, 1978	2001 May	Director of Adaptacion Int. de Medios, S.A	One year from June 2025	40
			2003 February	Engineering analyst of Jato Dynamics		
			2003 October	Joined Nissan Mexicana, S.A. De C. V.		
			2006 April	General manager of Nissan Mexicana, S.A. De C. V.		
			2008 July	Marketing director and RPM of Nissan Motor (Thailand) Co., Ltd.		
			2010 April	Director of Nissan Mexicana, S.A. De C. V.		
			2014 April	Vice President of Nissan International SA		
			2016 April	Program Director of the Company		
			2017 April	Vice President of the Company		
			2018 April	Corporate Vice President of the Company		
			2019 December	Senior Vice President of the Company		
			2024 April	Chief Planning Officer of the Company		
			2025 April	Representative Executive Officer, President and CEO of the Company (Current position)		
				Director of Dongfeng Motor Co., Ltd. (Current position)		
			2025 June	Director of the Company (Current position)		
Director	Eiichi Akashi	February 14, 1966	1990 April	Joined the Company	One year from June 2025	16
			2014 April	General Manager, Vehicle Development Planning Department of the Company		
			2015 April	Vice President, Vehicle Engineering of Nissan North America, Inc.		
			2018 April	Corporate Vice President, Alliance Global Vice President of the Company		
			2024 April	President and CEO of NMKV Co., Ltd.		
			2025 April	Executive Officer, Chief Technology Officer of the Company (Current position)		
				Director of Dongfeng Motor Co., Ltd. (Current position)		
			2025 June	Director of the Company (Current position)		
Total						167

- Notes: 1. Yasushi Kimura, Bernard Delmas, Keiko Ihara, Motoo Nagai, Andrew House, Brenda Harvey, Teruo Asada and Mariko Tokuno are Independent Outside Directors of the Company, and Bernard Delmas is the Lead Independent Outside Director.
2. The term of office of the Directors shall be from the conclusion of the annual general meeting of the shareholders pertaining to the fiscal year ended March 31, 2025, to the conclusion of the annual general meeting of the shareholders pertaining to the fiscal year ending March 31, 2026.

b. Executive Officers

Position	Name	Date of birth	Career profile		Term of office (period)	Number of shares owned (Thousands)
Representative Executive Officer, President and Chief Executive Officer	Ivan Espinosa	November 19, 1978	*Please see a. Directors		One year from June 2025	40
Executive Officer, Chief Technology Officer	Eiichi Akashi	February 14, 1966	*Please see a. Directors		One year from June 2025	16
Executive Officer, Chief Monozukuri Officer	Teiji Hirata	February 7, 1967	1991 April 2018 February	Joined the Company General manager, Tochigi Plant of the Company	One year from June 2025	41
			2018 November 2020 April	Corporate Vice President of the Company Corporate Vice President, Alliance Global Vice President of the Company		
			2025 April	Executive Officer, Chief Monozukuri Officer of the Company (Current position)		
Executive Officer, Chief Financial Officer	Jeremie Papin	November 20, 1973	1999 July 2002 March	Equity Research Analyst of Deutsche Bank Equity Research Analyst of Lehman Brothers	One year from June 2025	72
			2008 September	Equity Research Analyst of Banque Nomura		
			2009 September	Financial Advisor of Renault Nissan B.V.		
			2015 January	Vice President of Renault S.A.		
			2018 May	Senior Vice President of Nissan North America, Inc.		
			2020 June	Vice Chairperson of the Management Committee and CFO of Nissan North America, Inc.		
			2021 April	Senior Vice President, Chairperson of Management Committee for Americas of the Company		
			2024 April	President of Nissan North America Inc.		
			2025 January	Chairperson, Management Committee for Americas of the Company		
			2025 April	Chief Financial Officer of the Company (Current position) Executive Officer of the Company (Current position)		
Total						169

Notes: 1. The term of office of the Executive Officers shall be from the conclusion of the first Board of Directors meeting to be held after the conclusion of the annual general meeting of the shareholders pertaining to the fiscal year ended March 31, 2025, to the conclusion of the first Board of Directors meeting to be held after the conclusion of the annual general meeting of the shareholders pertaining to the fiscal year ending March 31, 2026.

2. The Company has introduced an Corporate Executive (CE) system in April 2025 in order to speed up and improve the efficiency of decision-making. Corporate Executive are responsible for the execution of operations in their respective areas of responsibility (the highest level of management) under the direction and supervision of management, and are involved in the management of the company.

2) Status of outside directors

In order to secure a diversity of viewpoints, the Company considers the following factors upon deciding agenda items related to the appointment of directors to be submitted to the general meeting of shareholders:

- (a) Diversity (including diversity of nationality and gender); and
- (b) Expertise and experience that will contribute to discussions by the Board of Directors, and diversity thereof.

In addition, taking into account the trends of independence standards in Japan and international capital markets, the Company set forth Independence Standards for outside directors. Currently, eight (8) outside directors satisfy such Independence Standards, and the Company has determined that there is no risk of a conflict of interest with ordinary shareholders.

*The Company has proposed “Election of 12 Directors” as an item (resolution) for the annual general meeting of the shareholders to be held on June 24, 2025, and if the resolution is approved, the outside directors will continue to consist of the same eight (8) outside directors.

The Company appointed each outside director in accordance with the reasons described below.

Outside director Yasushi Kimura has experience serving as top management in a key industry in Japan. He also has wealth of experience and deep insight in corporate management and leadership experience in Japan Business Federation (Keidanren), as well as Chairman of Petroleum Association of Japan (PAJ). The Company expects him to continuously contribute to the Company through his global management, ESG, and sales/marketing skills. Since his inauguration in June 2019, Mr. Kimura has supervised the companies’ overall management providing an objective and broad perspective as the Chair of the Board of Directors, Member of the Nomination Committee, Member of the Audit Committee, and since June 2024 serving as the Chair of the Board of Directors, Member of the Nomination Committee and he has fulfilled the duties of outside director. Therefore, the Company appointed him as an outside director for Nissan.

Outside director Bernard Delmas has extensive international business experience in the automotive industry. He has a wealth of experience and deep insight in management of R&D, business planning, and managing cross-functional organizations. The Company expects him to continuously contribute to the Company through his global management, automobile industry, and product/technology skills. Since his inauguration in June 2019, Mr. Delmas has supervised the companies’ overall management providing an objective and broad perspective as a Member of the Compensation Committee and from June 2023, as the Lead independent outside director and a Member of the Audit Committee as well, and he has fulfilled the duties of outside director. Therefore, the Company appointed him as an outside director for Nissan.

Outside director Keiko Ihara has a wealth of experience and deep insight in the auto industry as an international female racing driver, being many years involved with domestic and global auto makers including technology development and popularization of eco-friendly car and MaaS research at University research institute. Also, Ms. Ihara has an extensive business experience leading organizational governance and talent development in international organizations. The Company expects her to continuously contribute to the Company through her global management, automobile industry, ESG, and digital transformation skills. Since her inauguration in June 2018, especially after June 2019, Ms. Ihara has supervised the companies’ overall management providing an objective and broad perspective as the Chair of the Compensation Committee, Member of the Nomination Committee during this fiscal year, and she has fulfilled the duties of outside director. Therefore, the Company appointed her as an outside director for Nissan.

Outside director Motoo Nagai has a wealth of experience and deep insight in risk management gained through executive leadership positions in institutions including Mizuho Corporate Bank and Mizuho Trust & Banking Co. The Company expects him to continuously contribute to the Company through his global management, legal/risk management, finance/accounting and ESG skills. Since his inauguration as full-time Statutory Auditor in 2014, Mr. Nagai has a wealth of management experience in Nissan and from June 2019, he has supervised the Companies’ overall management providing an objective and broad perspective as the Chair of the Audit Committee, Member of the Nomination Committee, Member of the Compensation Committee and he has fulfilled the duties of outside director. Therefore, the Company appointed him as an outside director for Nissan.

Outside director Andrew House has a wealth of experience and deep insight in international business management, understanding of customer needs and consumer products, and emerging technologies through key roles in global companies. Having worked both inside and outside Japan, he has a strong cross-cultural perspective, and he also has accumulated experience as an outside director and about committee activities at Japanese and overseas companies. The Company expects him to continuously contribute to the Company through his global management, ESG, product/technology, and sales/marketing skills. Since his inauguration in June 2019, he has supervised the companies’ overall management providing an objective and broad perspective as a Member of the Nomination Committee, and from June 2023, as the Chair of the Nomination Committee and a Member of the Compensation Committee, and he has fulfilled the duties of outside director. Therefore, the Company appointed him as an outside director for Nissan.

Outside director Brenda Harvey has a wealth of experience and deep insight in digital transformation, business transformation, and IT technology trends and innovation through key roles in global companies. Having worked and lived in multiple countries, she has a strong cross-cultural perspective. The Company expects her to contribute to the Company through her global management, product/technology, and sales/marketing skills. Since her inauguration in June 2023, she has supervised the companies’ overall management providing an objective and broad perspective as a Member of the Audit Committee and she has fulfilled the duties of outside director. Therefore, the Company appointed her as an outside director for Nissan.

Outside director Teruo Asada has experience serving as top management in a Japanese general trading company. He also has a wealth of experience and deep insight in corporate management and finance, and leadership experience in the Japan Business Federation as well as the Japan Association of Corporate Executives. Having worked in multiple countries, he has a strong cross-cultural perspective. The Company expects him to continuously contribute to the Company through his global management, corporate strategy, and finance/accounting skills. Since his inauguration in June 2024, he has supervised the companies' overall management providing an objective and broad perspective as the Member of the Audit Committee and he has fulfilled the duties of outside director. Therefore, the Company appointed him as an outside director for Nissan.

Outside director Mariko Tokuno has a wealth of experience and deep insight in corporate management, brand, and marketing from a global perspective, gained through executive leadership positions in global prestige brand companies. She also has knowledge of corporate governance from her experience as an outside director and involvement in committee activities at several Japanese companies. The Company expects her to continuously contribute to the Company through her global management, sales/marketing, and ESG skills. Since her inauguration in June 2024, she has supervised the companies' overall management providing an objective and broad perspective as the Member of the Compensation Committee and she has fulfilled the duties of outside director. Therefore, the Company appointed her as an outside director for Nissan.

The Company set forth the following Independence Standards for outside directors.

- Nissan Motor Company Director Independence Standards -

In order for an outside director of Nissan Motor Company (the "Company") to be qualified as an independent director, he or she must not fall into any of the following categories:

1. A person who is, or has been within the past 10 years, an executive director, executive officer (shikko-yaku), corporate officer (shikko-shoku), general manager (shihai-nin) or any other officer or employee (collectively, including similar positions for foreign corporate persons, "Executive(s)") of the Company or its subsidiary.
2. A person (i) who is a Major Shareholder (Note 1), or (ii) who is, or has been within the past 5 years, a director, statutory auditor (kansa-yaku), statutory accounting advisor (kaikei-sanyo) or Executive of a company that is a Major Shareholder or a parent company or subsidiary of a Major Shareholder.
3. A person who is a director, statutory auditor, statutory accounting advisor or Executive of a company of which the Company is a Major Shareholder.
4. A person (i) who is a Major Business Partner (Note 2), or (ii) who is, or has been within the past 5 years, a major shareholder, major member, major partner or Executive of a company that is a Major Business Partner or a parent company or subsidiary of a Major Business Partner.
5. A person who is an Executive of an organization that received from the Company and its subsidiaries donations and contributions exceeding, on an annual average basis for the last 3 fiscal years, the larger of (i) JPY 10 million or (ii) 30% of the annual average total expenses of such organization.
6. A person who is a director, statutory auditor, statutory accounting advisor or Executive of (i) a company that has a director (including non-executive director) who was seconded from the Company or its subsidiary or (ii) the parent company or subsidiary of such company.
7. A person (i) who is a Major Creditor (Note 3), or (ii) who is, or has been within the past 5 years, a director, statutory auditor, statutory accounting advisor or Executive of a company that is a Major Creditor or a parent company or subsidiary of a Major Creditor.
8. A person who is, or has been within the past 3 years, (i) a certified public accountant or tax attorney appointed as an accounting auditor (kaikei-kansa-nin) or statutory accounting advisor of the Company or its subsidiary or (ii) a member, partner or any other Executive of an accounting firm or tax firm appointed as an accounting auditor or statutory accounting advisor of the Company or its subsidiary.
9. A person who does not fall under Item 8(i) above but is an attorney, certified public accountant, tax attorney or any other type of consultant who has received from the Company and its subsidiaries, except for remuneration for serving as director, statutory auditor, statutory accounting auditor or statutory accounting advisor, economic benefits exceeding, on an annual average basis for the last 3 fiscal years, JPY 10 million.
10. A person who is a member, partner or any other Executive of an accounting firm, tax firm, consulting firm or any other type of professional advisory service firm that does not fall under Item 8(ii) above but has received from the Company and its subsidiaries payments equivalent to at least 2% of consolidated gross annual revenue of such firm on an annual average basis for the last 3 fiscal years.
11. A person who is the spouse or family member within the second degree (as defined under Japanese law) or a cohabiting family member of a person falling into any of the above categories (provided, however, that for purposes of this Item 11, "Executive" in each of the above categories should be read as "executive director, executive officer, corporate officer, or any other officer who has similar important position).
12. A person who has served as director (including as independent director) of the Company for more than 8 years.
13. A person who otherwise may consistently have substantial conflicts of interest with the shareholders (including minority shareholders) of the Company.

Note 1: A "Major Shareholder" means a shareholder that owns, directly or indirectly, 10% or more of the voting rights in the Company.

Note 2: A “Major Business Partner” means (i) a business partner that received, on a consolidated basis of the corporate group to which it belongs, for any of the last 4 fiscal years, payments from the Company and its subsidiaries of: (x) if such business partner is an individual, 2% or more of his/her total annual revenue; or (y) if such business partner is a company or any other form of corporate person, 2% or more of that fiscal year’s consolidated gross annual revenue of such company and (ii) a business partner that paid, on a consolidated basis of the corporate group to which it belongs, to the Company and its subsidiaries 2% or more of that fiscal year’s consolidated gross annual sales of the Company.

Note 3: A “Major Creditor” means a creditor that provides indispensable funding for the Company and on which the Company is so dependent that it is unable to find an alternative.

- 3) Monitoring, auditing, and internal auditing by outside directors and outside corporate auditors; cooperation with audits conducted by corporate auditors and accounting audits and relationships with internal control departments

The independent outside directors shall lead the Company’s Board of Directors which decide the basic direction of management into account and plays the role of supervising the executive directors. The Audit Committee takes charge of the department for internal audit and instructs the department for internal audit with regard to auditing, and the department for internal audit shall report to the Audit Committee the status of the performance of duties and any findings therefrom on an ongoing basis. The Statutory Auditors receive similar reports from the independent auditor, as well as detailed explanations on the status of the quality control of internal audits, to confirm whether their oversight is at a suitable level.

(3) Status of Audit

1) Audits by the Audit Committee

The Chair of the Audit Committee is an independent outside director, and four (4) out of five (5) members are independent outside directors. Mr. Motoo Nagai, Chair of the Audit Committee, and Mr. Pierre Fleuriot, both members of the Audit Committee, have years of experience of working for financial institutions, and thus have extensive knowledge of finance, accounting and risk management. Mr. Teruo Asada, a member of the Audit Committee, has years of experience of working in enterprise management, and thus has extensive knowledge of finance and accounting. Mr. Bernard Delmas, a member of the Audit Committee, has a wealth of experience and deep insight in management of R&D, business planning, and managing the cross-functional organization. Ms. Brenda Harvey, a member of the Audit Committee, has a wealth of experience and deep insight in digital transformation, business transformation, and IT technology trends and innovation through key roles.

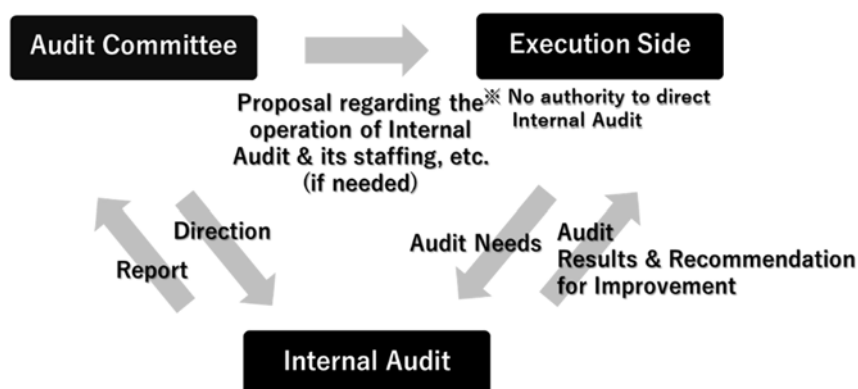
As part of audits of business execution including the organization and operation of Nissan's internal control systems, the Audit Committee receives reports from executive officers, corporate officers and employees on their business execution for the Company and its group companies, in accordance with the Audit Committee's annual audit plan and on an ad-hoc basis as necessary.

Furthermore, the Audit Committee, in conducting its audits, cooperates with the internal audit department and the independent auditor in an appropriate manner, making efforts to enhance the effectiveness of "tri-parties" audit. Under the leadership of the Audit Committee, collaboration among three parties is contributing to the enhancement of the effectiveness of internal control systems by sharing information on the issues pointed out in their respective audits and the status of their remediation in a timely manner. The Audit Committee also supervises the internal audit department, having secured the internal audit department's very high independence of the execution side as follows, and periodically receives reports from it on the progress and results of its internal audit activities conducted in accordance with its internal audit plan and, as necessary, gives it instructions regarding internal audits.

Framework to secure the independent of the internal audit division

Item	Framework
Authority to direct	The Audit Committee only has the authority to direct the internal audit department
Personnel move & evaluation of the head of internal audit dept.	Approval by the Audit Committee is required for the transfer of, and the Audit Committee evaluates the head of the internal audit department. (The execution side is neither able to evaluate or to transfer him/her.)
Budget (including Payment)	The annual budget of internal audit department is approved by the Audit Committee, and a system is established so that the internal audit department can make payments under the budget without going through the execution side's approval procedures.

Relationship among Audit Committee, Internal Audit and Execution Side



In addition, the Audit Committee is the contact point for whistleblowing with concerns regarding the involvement of management such as executive officers, and deals with whistleblowing by establishing a system where relevant executive officers cannot identify the whistleblower and the content of whistleblowing.

Furthermore, the Audit Committee audits the validity of the evaluation process and of the identified issues to be addressed based on the evaluation results of the annual evaluation of the effectiveness of the Board of Directors, reports its audit results to the Board of Directors, and appropriately conducts monitoring so that such evaluation can be made appropriately and be meaningful to improve the effectiveness of the Board of Directors.

The Audit Committee held 12 meetings during this fiscal year, and the status of attendance of each member is as follows:

Position	Name	Attendance
Chair	Motoo Nagai	12 out of 12 (100%)
Member	*Yasushi Kimura	4 out of 4 (100%)
Member	Bernard Delmas	12 out of 12 (100%)
Member	Brenda Harvey	12 out of 12 (100%)
Member	**Teruo Asada	8 out of 8 (100%)
Member	Pierre Fleuriot	12 out of 12 (100%)

* Mr. Yasuo Kimura was retired as a member on June 25, 2024.

** Mr. Teruo Asada was elected as a member on June 25, 2024.

The Audit Committee set the following as key audit items for this fiscal year. The Audit Committee considered and deliberated each item at the meeting repeatedly, and made recommendations to the execution side as needed. Furthermore, the Audit Committee has the head of the internal audit department as well as the independent auditors attend the meetings as observers and share with them timely the Company's business situation and challenges recognized through the discussion of each meeting agenda so that each can utilize them in their respective audits. And, to enhance the discussion of each agenda further, the Audit Committee requests the opinions from each as necessary.

Key Audit Item	Points of Discussion
Monitoring of the business execution status of the executive officers, etc.	<ul style="list-style-type: none"> • The progress of the mid-term business plan “The Arc” (The Audit Committee confirmed the status of sales and the cash flow in each region as well as the status of the initiatives to address major business challenges such as the improvement of the sales quality aiming at the optimization of the inventories and the incentives, etc., and provided advices to the execution side as necessary to encourage further consideration.) • The contents of the Turnaround plan and the progress of the measures partially implemented based on the plan (Considering the expected reaction of stakeholders, the Audit Committee advised and encouraged the execution side for further consideration, from the perspectives of the appropriateness of the risk scenarios, the feasibility of the future cost reductions and financing, and the importance of partner strategy, etc.)
Monitoring of the operational status of the internal control system and the risk management system	<ul style="list-style-type: none"> • The handling of the integrated risk management system and of newly recognized high risk items considering the environment surrounding the Company • Thorough compliance with the Subcontract Act, and efforts to ensure proper transactions and strengthen relationship with suppliers • The structural enhancement of the compliance division and the status of the activities to enhance internal awareness regarding compliance • The activities concerning cybersecurity (the contents of the maturity self-assessment and the progress of the mid-term plan based on the 3rd party assessment) • Recommendations on improvements to speed-up and increase the efficiency of decision-making of the execution side (the reduction and the strict management of the number of meetings involving the management, and the expansion of the delegation of authorities, etc.) and the execution side’s responses to the Audit Committee’s recommendations
Confirmation of the status of the internal audit department	<ul style="list-style-type: none"> • Significant audit findings and the execution of recommended improvements based thereon (The internal audit department’s following-up to encourage the steady execution thereof by the execution side.) • The internal audit department’s initiatives to further enhance the operation aiming at an "insight generator" and to integrate cooperation and close communication as a "global one team" • Support for the 2nd line (Support for compliance with the revised J-SOX standards, etc.) • Initiatives to promote Digital Transformation (the efficient operation of the audit management system, the utilization of big data in audits)
Measures to enhance the internal control as the Company’s group	<ul style="list-style-type: none"> • The integrated management of all group companies in Japan and overseas for further group governance enhancement. • The collaboration between Nissan’s internal audit department and major domestic and overseas group companies’ internal audit sections including the unification of the audit standards within the group companies, etc.

In addition to those mentioned above for the key audit items, the Audit Committee also engaged in the following activities in this fiscal year:

Other Engaged Items	Specific Activities and Contents
Handling of Misconduct Matters	The Audit Committee continuously implemented appropriate measures to seek responsibility for serious misconduct by the former chairman and a former representative director respectively and to recover damages, including the handling of the lawsuits filed against them to claim damages.
Deepening of Collaboration with the Independent Auditors	The Audit Committee received reports on the year-end audit and interim review for this fiscal year from the independent auditors, and exchanged opinions about the Key Audit Matters (KAM) such as the impairment of the fixed assets in the automotive business, etc., as well as the latest regulatory trends for audits.
On-site Audits and Collaboration with the Company Group's Statutory Auditors	<ul style="list-style-type: none"> The Audit Committee members conducted on-site audits on the Company's sites/plants and major domestic and overseas subsidiaries (2 sites and 21 subsidiaries), and Audit Committee received reports on the results of major on-site audits. The Audit Committee held semi-annual conferences with major domestic statutory auditors of group companies to improve their audit quality.

The status of the Audit Committee' major activities mentioned above in every month of this fiscal year are shown as follows:

Activity Status			A P R	M A Y	J U N	J U L	A U G	S E P	O C T	N O V	D E C	J A N	F E B	M A R
Key Audit Item	Monitoring of Business Execution Status		●	●	●	●	●	●	●	●	●	●	●	●
	Monitoring of the Operational Status of the Internal Control System and the Risk Management System	Overall Internal Control	●	●	●	●			●		●	●		
		Integrated Risk Management System			●			●						
		Subcontract Act	●	●				●	●		●			●
		Compliance				●				●	●			
		Cybersecurity			●			●			●			
		Decision Making Speed up and Efficiency						●					●	●
	Confirmation to Activity Status of Internal Audit Department		●	●	●	●	●	●	●	●	●	●	●	●
Collaboration with the Independent Auditors	Internal Control Enhancement for the Company Group		●		●	●	●	●	●	●	●	●	●	●
	Receipt of Audit and Review Reports		●	●	●	●				●			●	
	Information Exchanges		●	●	●	●	●	●	●	●	●		●	●

Full-time Audit Committee members play a leading role in working with the internal audit and the independent auditor, and exchange broad opinions through periodic meetings with executive officers including the CEO. Also, they attend and state opinions at important internal meetings and efficiently collect and understand information in a timely and appropriate manner by reviewing written approval and other important documents and requesting explanation or reports from executive officers, corporate officers and employees as necessary. The audit/monitoring function of the Audit Committee is enhanced by establishing a system in which information collected by Full-time Audit Committee members is timely shared with the other members for discussion and decision-making. Other than the above, the major activities of the full-time Audit Committee members during this fiscal year were as follows:

- Taking legal measures for misconduct of the former chairman and former representative director
- Monitoring the establishment and operation status of the internal control system in fields such as risk management and cybersecurity

- Receiving reports from the independent auditor and the accounting department
- Receiving reports from the internal audit department
- Handling whistleblowing cases and compliance issues
- Audit visits to facilities and major domestic and overseas subsidiaries (2 plants and 21 companies)
- Information exchange and meetings with group companies for the purpose of enhancing their governance

2) Status of Internal Audit

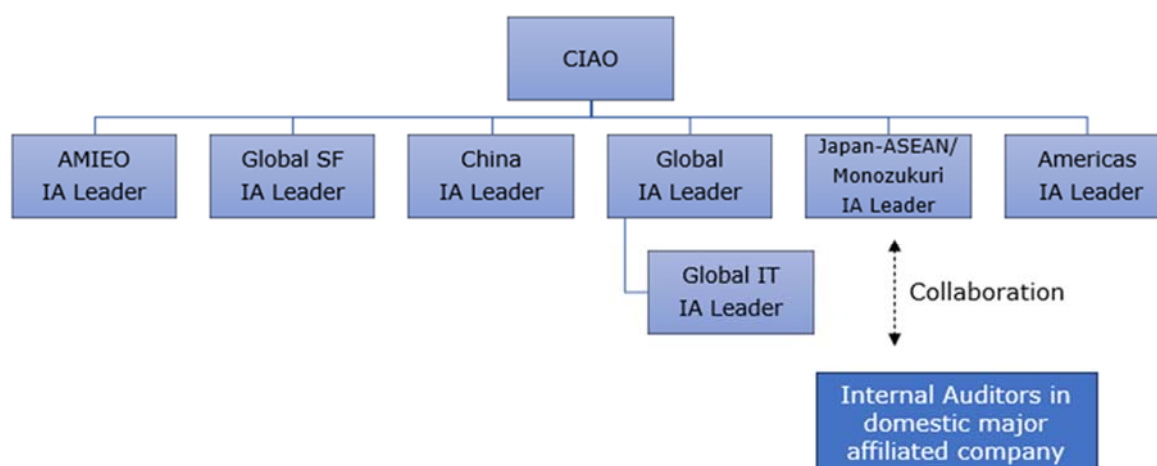
a. Organization and Personnel of Internal Audit

In order to enhance the effectiveness of Internal Audit, the Company has the Internal Audit department, which is independent from the executive side and is directly under the supervision of the Audit Committee. The department conducts internal audit activities under the control of the Chief Internal Audit Officer (CIAO), appointed by the Audit Committee. Regional audit teams are located in each region, primarily at regional headquarters. For Sales Finance, IS/IT and Monozukuri areas, cross-regional specialty audit teams were set up and conduct related activities which require a higher level of expertise, globally consistent internal audits and corrective actions. The CIAO manages the organization effectively by demonstrating leadership in pursuit of "Global One Team" through the opportunities for cross-regional communication among Internal Auditors.

At the end of March 2025, there were a total of ninety-seven (97) internal auditors under the CIAO reporting line, twenty-nine (29) at the Company and sixty-eight (68) at overseas subsidiaries. To further enhance their expertise, the Internal Audit department proactively encourages auditors to obtain and maintain professional certifications relevant to Internal Audit. The following table shows the name of professional certifications and the number of internal auditors who possess them.

In addition to the above, thirty-three (33) internal auditors have been assigned to major domestic affiliates to conduct internal audits. The Internal Audit department strives to enhance the professional skills of internal auditors at each company and ensure audit quality by providing practical training on the Global Internal Audit Manual, strengthening the internal audit organization through personnel exchanges, and conducting regular meetings.

<Global Reporting Line of the Internal Audit department>



* AMIEO: Africa, Middle East, India, Europe and Oceania

* SF: Sales Finance

<Number of auditors holding Internal Audit-related qualifications (including multiple certification holders) >

Certification Name	Numbers
Certified Internal Auditor (CIA)	26 persons
Certified Information Systems Auditor (CISA)	10 persons
Certified Public Accountant (CPA)	17 persons
Certified Fraud Examiner (CFE)	12 persons
Lawyer	1 person

b. Internal Audit Procedures

• Internal Audit Plan and Implementation

The Internal Audit department develops a three-year plan that shows the mid-term outlook for internal audit activities based on the results of the risk assessment conducted by Internal Audit department, along with risk information provided by the Corporate Risk Management and Compliance departments. Based on this three-year plan, the Internal Audit department prepares an annual audit plan and obtains approval from the Audit Committee. Furthermore, when the Internal Audit department receives additional instructions from the Audit Committee and requests from the executive side during the current fiscal year, changes are flexibly incorporated into the audit plan to adapt to changing priorities and emerging risks.

In implementing the audit plan, all audits are carried out efficiently and consistently based on the “Global Internal Audit Policy”, applicable to the entire Nissan Group, and the “Global Operational Manual (GOM)”, which contains the standards and procedures for internal audit. These policies and manuals are in accordance with the “International Framework for Professional Implementation” published by the Institute of Internal Auditors and have been reviewed in line with the revision of the framework in FY2024.

The activities of the Internal Audit department are reported to the Audit Committee on a regular basis. In addition to the progress of the annual audit plan and significant audit findings identified through individual internal audit engagements, the progress of follow-up on the implementation of corrective action plans by the auditee departments and the enhancement status of the second line departments are also reported. A summary of the activities is also reported to the Internal Control Committee and to the Executive Committee, the highest decision-making body on the executive side.

In FY2021, the Internal Audit department introduced a cloud-based internal audit management system for the purpose of thoroughly operating the above manuals, managing the progress of audit plans, analyzing audit findings, and efficiently monitoring the implementation of improvement measures, and audit-related information is shared in real time with internal auditors around the world.

• Follow-up Activities for Internal Audit Recommendations

The Internal Audit department regularly follows up on the implementation status of the corrective action plans set by the auditee departments based on the results of the internal audits. If they are delayed, the reasons are confirmed in detail. The results of the follow-up process are summarized quarterly as a Global Follow-up Report, shared with the Audit Committee, the Executive Committee members, heads of each region, and heads of Sales Finance and Information System departments. The Internal Audit department facilitates regular communication with the auditee department’s management to encourage the implementation of the corrective action plans.

• Quality Assurance and Improvement Program for Internal Audit

The Internal Audit department conducts the following multidirectional evaluations to maintain and continuously improve internal audit quality.

1. Evaluation by the auditee department: Assessment of internal audit quality by each auditee department (at the end of each internal audit)
2. Evaluation by executive officers: Comprehensive evaluation regarding the independence of the Internal Audit department and internal audit quality at the senior executive officer level (once a year)
3. External evaluation: Assessment conducted by an external organization in accordance with the standards published by the Institute of Internal Auditors (IIA) (once every five years)

3) Audits of financial statements

a. Name of auditing firm

Ernst & Young ShinNihon LLC

b. Audit Duration

73 years (Since 2008 for foreign consolidated subsidiaries)

c. Certified Public Accountants engaged in the financial statements audit

The Company appoints Ernst & Young ShinNihon LLC as its Independent Auditor. The Certified Public Accountants engaged in the auditing and attestation of financial statements are as follows:

The name of the Certified Public Accountants engaged in the financial statement audit	
Designated Liability-Limited and Engagement Partner	Masayuki Nakamura
Designated Liability-Limited and Engagement Partner	Makoto Matsumura
Designated Liability-Limited and Engagement Partner	Hiroshi Minagawa
Designated Liability-Limited and Engagement Partner	Taiga Matsumoto

※As the years of continuous service in audit are not more than seven years for all the Certified Public Accountants, the relevant statement is omitted.

※Ernst & Young ShinNihon LLC has taken its own autonomous measures so that each Engagement Partner is not involved in the audit of the Company’s financial statements for a period exceeding a predetermined tenure.

d. Composition of assistants involved in the audit

Assistants to the audit of the financial statements consisted of 25 Certified Public Accountants and 52 others, including successful applicants who have passed the Certified Public Accountants examination and system specialists.

e. Policy and reasons for appointing the Independent Auditor

(Policy for appointing the Independent Auditor)

The Company appoints an independent auditor by examining each audit firm's corporate summary, the independence of its audit team, its expertise, quality management system, capability to cover the Company's global business operation and communication with the Company, etc., in accordance with the "Policy for decision on dismissal or non-reappointment of the independent auditor" approved by the Audit Committee.

(Policy for decisions on dismissal or non-reappointment of the Independent Auditor)

① Policy for decision on dismissal

- The Audit Committee will dismiss the independent auditor with the unanimous consent of all of its members when any of the items in Article 340, Paragraph 1 of the Companies Act are found to apply to the independent auditor and the Audit Committee deems it necessary to dismiss it promptly. In such case, the members of the Audit Committee appointed by the Audit Committee will report such dismissal and reasons therefore at the first general shareholders meeting called after such dismissal.
- The Audit Committee determines the content of a proposal for the dismissal of the independent auditor which is submitted to the general shareholders meeting when it is expected that the implementation of appropriate audits by the independent auditor will be materially obstructed, such as when any of the items in Article 340, Paragraph 1 of the Companies Act are found to apply to the independent auditor.

② Policy for decision on non-reappointment

The Audit Committee determines the content of a proposal for the non-reappointment of the independent auditor which is submitted to a general shareholders meeting when the Audit Committee, after confirming the independent auditor's performance of duties, decides that it is reasonable to appoint a different independent auditor that is more capable in terms of independence, expertise, quality management system and audit capability to cover the Company's global business operations.

f. Evaluation of the Independent Auditor by the Audit Committee

The Audit Committee conducts the evaluations of the independent auditor in accordance with the "Policy for decision on dismissal or non-reappointment of the independent auditor" and the criteria for decision on dismissal or non-reappointment, etc. The Audit Committee has decided to reappoint the current auditing firm, Ernst & Young ShinNihon LLC, as its independent auditor as the result of the evaluation of and discussion on its audit activities and in view of its independence, expertise, quality management system, capabilities and skills/knowledge to cover the global business operations of the Company, communication with the Company, etc.

4) Content of the audit fee

a. Content of the remuneration to the Certified Public Accountants engaged in the financial statements audit

Category	Prior fiscal year		Current fiscal year	
	Remuneration to be paid for auditing and attestation (Millions of yen)	Remuneration to be paid for non-audit services (Millions of yen)	Remuneration to be paid for auditing and attestation (Millions of yen)	Remuneration to be paid for non-audit services (Millions of yen)
The Company	657	18	660	20
Consolidated subsidiaries	296	5	309	—
Total	953	23	969	20

The Company pays remuneration for non-audit services provided by the Certified Public Accountants regarding the preparation of comfort letters for the issuance of bonds and so forth.

b. Content of the remuneration to the Ernst & Young network, of which the auditing firm is a group member (excluding the amount presented in item a. above)

Category	Prior fiscal year		Current fiscal year	
	Remuneration to be paid for auditing and attestation (Millions of yen)	Remuneration to be paid for non-audit services (Millions of yen)	Remuneration to be paid for auditing and attestation (Millions of yen)	Remuneration to be paid for non-audit services (Millions of yen)
The Company	—	876	—	863
Consolidated subsidiaries	3,172	518	3,525	589
Total	3,172	1,394	3,525	1,452

The Company pays remuneration for non-audit services provided by the Ernst & Young network regarding the support services for introducing an IT system and so forth.

Consolidated subsidiaries pay remuneration for non-audit services by the Ernst & Young network regarding the tax support services and so forth.

c. Content of other important remuneration

Not applicable.

d. Policy on determining the audit fee

The audit fee is appropriately determined, with the consent of the Audit Committee and in order to maintain the independence of the Certified Public Accountants engaged in the financial statements audit, with due consideration for the audit plan, audit scope, the time necessary for the audit and so forth.

e. Reasons why the Audit Committee has consented to remuneration for the Independent Auditor

The reasons why the Audit Committee of the Company has given consent, pursuant to Article 399, Paragraph 1 of the Companies Act, to remuneration for the independent auditor suggested by the accounting department of the Company are as follows: The Audit Committee determined that the remuneration to the independent auditor is appropriate as a result of its detailed examination of the content of the audit plan, the status of duties performed by the independent auditor in the prior fiscal year, the grounds for calculating the estimate of remuneration and so forth, with reference to the necessary data and materials obtained and/or reported from internal divisions/departments involved and the independent auditor.

(4) Executive Compensation

< Policy and Methodology for Determining Compensation amount and Calculation Method >

The Compensation Committee sets a policy to determine elements of compensation for each director and executive officer of the Company as provided by the Companies Act. The Company's basic policy is executive compensation must be designed to motivate the Company's directors and executive officers to maximize value for the stakeholders, such as its customers, shareholders, the local communities in which the Company operates, and its employees. Based on this policy, the Compensation Committee applies the following principles to guide its decisions on compensation for directors and executive officers:

[Six principles of executive compensation]

Governance and oversight responsibility	The Company seeks to further improve its corporate governance, compliance, and corporate ethics. In that regard, the Company will appropriately monitor the compensation program to ensure it is both efficient and in line with the policy.
Fairness and transparency	The compensation program shall be structured and applied in a fair and consistent manner, regardless of race, gender, nationality, or other attributions. The performance evaluation system and compensation program shall be open, transparent, and designed to treat individuals fairly.
Value-creation and accountability	The compensation program shall foster performance and actions that create long-term value for the stakeholders, such as the Company's customers, shareholders, the local communities in which the Company operates, and its employees.
Competitiveness	Compensation will be competitive as compared to that offered by other automotive companies and large global companies with which the Company competes for securing talented personnel.
Operational effectiveness	The compensation program must be a functioning system that is efficiently administered, easy for executives to understand, cost efficient, and capable of being implemented globally.
Innovation and adaptability	The Company operates its business globally in an environment where technologies and people's lifestyles are changing dramatically. To that end, the Company adopts a global mindset to continuously adapt its compensation program to the diversity of the talent market and business environment.

The Compensation Committee designs the compensation program for each director and executive officer in accordance with the above basic policy. The Compensation Committee determines the contents of compensation for each director and executive officer for the current fiscal year after appropriate deliberations. The Compensation Committee has determined that these contents are in line with the policy for determining the contents of compensation set forth by the committee.

Major revisions made during the current business year

The major revisions in executive compensation for the fiscal year under review are as follows.

Item		Contents of revision
Composition ratio of compensation		The proportion of long-term incentives was increased.
Annual bonus	Structure of objective	For executive officers other than the CEO, specific functional objectives were added for the function they lead.
FY2022/FY2023 performance-based cash incentives	Social value indicator	The index was changed from respect for human rights index, which was set as a performance indicator until FY2023, to the DEI (Diversity Equity and Inclusion) index.
FY2024 performance-based cash incentive	Target setting	The setting of single-year targets for each of the three fiscal years was changed to targets for the end of the three-fiscal-year period only.
	Social value indicator	In addition to increasing the evaluation weight, the performance indicators are set to CO2 emission reduction rate for the environmental field and the DEI index for the social field.
	Shareholder indicator	Total shareholder return (TSR) was newly added.

Consideration for compensation levels

The Company refers to benchmark results for executive compensation when setting compensation levels. For top corporate executives, the reference group comprises global companies of similar business size and business complexity to the Company including major automotive companies with which it competes with. For other executive officers, the reference comprises Japanese companies listed on Japanese stock exchanges and also includes major automotive companies with which it competes with.

Composition of compensation

i) Directors

The compensation paid to the Company's directors consists of (1) a basic compensation and (2) a fixed compensation that covers, depending on each director's role, participating on committees, serving as a committee chair, and serving as a lead independent outside director. Directors who do not serve as executive officers are not eligible for variable compensation, such as an annual bonus or long-term incentives. Directors who are also executive officers do not receive additional compensation for their responsibilities as directors.

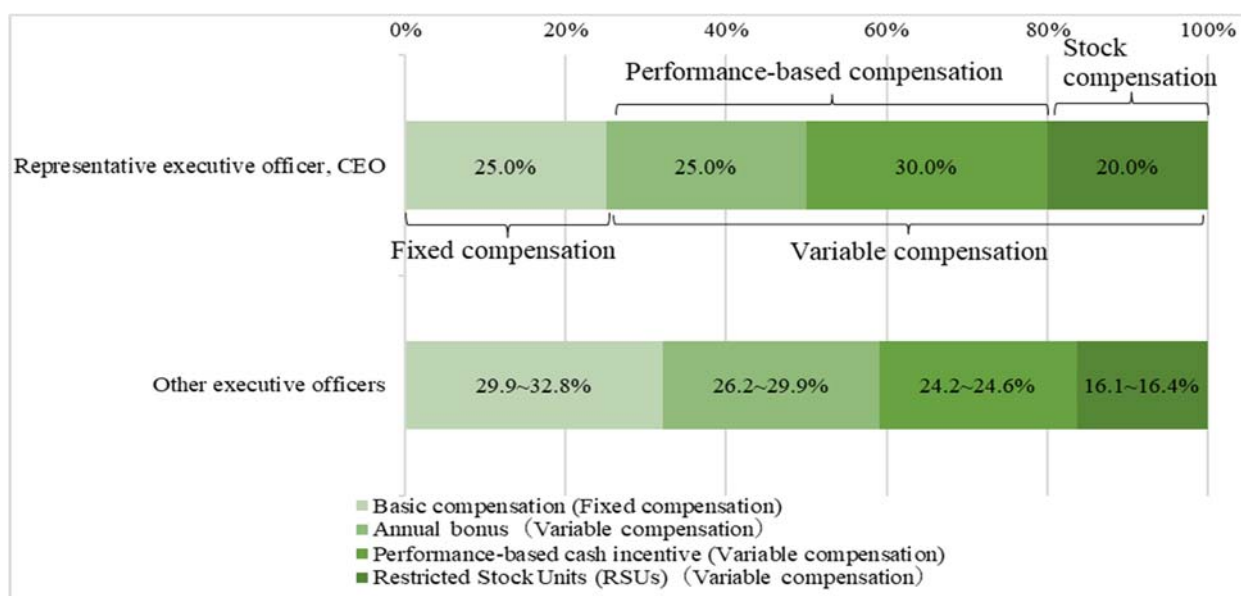
ii) Executive officers

The compensation paid to the Company's executive officers consists of (1) a fixed basic compensation and (2) an annual bonus and long-term incentive that are collectively described as variable compensation.

In order to make the compensation and compensation composition focus on improving mid to long-term corporate value and shareholder value, the proportion of long-term incentive composition (especially performance-based compensation) is set higher, and the high-ranking executive officers have a higher percentage of variable compensation (annual bonus and long-term incentive) as a proportion of total compensation.

The chart below describes the composition rate of compensation for this fiscal year. The compensation level and the composition rate of compensation are revised from time to time depending on trends in compensation levels for compensation benchmark companies.

[Composition rate of compensation for executive officers]



Notes 1. This rate is calculated based on the value assuming a total achievement rate of 100% for the target of FY2024 variable compensation.

2. This rate includes metrics from executive officers who retired on March 31, 2025.

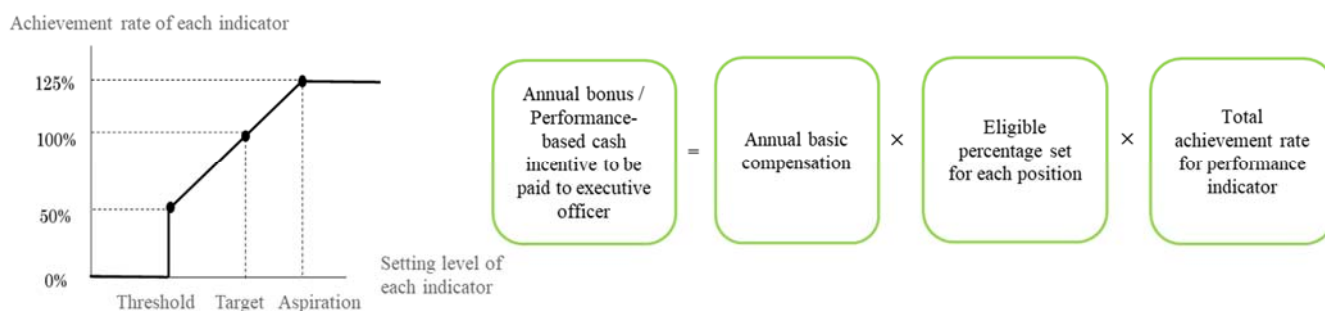
Basic compensation

The basic compensation of executive officers is determined with reference to the benchmarking results for compensation at global companies and survey results from external specialists. Each executive officer's skills, experience, responsibilities at the Company, level of performance in the previous fiscal year, the Company's performance, and other considerations are also considered in determining each executive officer's basic compensation.

Variable compensation

Variable compensation consists of an "annual bonus" paid according to annual business performance, and two types of "long-term incentive compensation" designed to motivate executive officers to take actions that enhance shareholder value, sustainable growth and profitability for the Company. This "long-term incentive compensation" consists of both a non-performance-linked compensation "restricted stock units (RSUs)" element and a "performance-based cash incentive" element that is paid only when the objectives are achieved. As a result, the Company's executive officers' variable compensation programs are designed to motivate management to achieve both annual performance objectives and mid-to long-term business performance objectives, and to enhance the shareholder value.

[Annual bonus and performance-based cash incentive payment rate model and calculation method]



The total achievement rate is the sum of the values derived by multiplying the achievement rate for each performance indicator, which is calculated between the minimum "Threshold" (50% of achievement rate) and the maximum "Aspiration" (125% of achievement rate), by each evaluation weight. In principle, if a certain indicator falls short of 50% in terms of achievement rate, the achievement rate would be counted as zero (0%), and if a certain indicator exceeds 125% of the achievement rate, the achievement rate would be 125%.

Annual bonus

The annual bonus which is a performance-based compensation is paid based on the calculation of multiplying the annual basic compensation by eligible percentage determined for each executive position and the total achievement rate for performance indicators that are defined for sustainable growth.

For the CEO, the annual bonus is weighted as 100% to the achievement of the corporate objectives. For other executive officers, 70% of their annual bonus is linked to the achievement of corporate objectives, while 30% is linked to the achievement of individual functional objectives for their specific area of responsibility. (hereinafter referred to as "specific objectives").

The details of performance indicators and the reasons the Company selected each indicator are explained in the [Targets, achievements, payment rates, etc. for each performance indicator of annual bonuses for executive officers] section.

Long-term incentive program

The Company's long-term incentive program consists of two compensation elements: "Restricted Stock Units (RSUs)" and "performance-based cash incentive". The "Restricted Stock Units (RSUs)" are 40% and the "performance-based cash incentive" are 60% of the total long-term incentive program. The performance-based cash incentive uses a multi-year performance period to reward long-term value creation as opposed to a single-year performance period which is used for the annual bonus.

[Purpose of introducing long-term incentive program]

The long-term incentive program is designed to support four main objectives.

- (1) promote the achievement of mid to long-term business continuity and growth
- (2) align the interests of executives with those of shareholders
- (3) motivate the executives to create shareholder value
- (4) encourage long-term retention of its key talents

[Overview of the 2 compensation elements of the long-term incentive program]

- Restricted Stock Units (RSUs)

The Restricted Stock Units (RSUs) award involves granting Restricted Stock Units (RSUs) for a predetermined number of shares of the Company's common stock ("Shares") to be delivered to the executives at a later date. Delivery is subject to continued employment and other conditions during a period specified by the Company (hereinafter referred to as the "Target Period"). The Target Period is currently three years, and one-third of the rights will be vested on each of the next three anniversaries after the date of grant of the Restricted Stock Units (RSUs). After vesting the shares are delivered to the executives. Restricted Stock Units (RSUs) are non-cash compensation and not performance-based compensation. For Restricted Stock Units (RSUs) granted to executive officers in this fiscal year, the total number of shares to be delivered over the three fiscal years from the date of grant is limited to a maximum of approximately 567 thousand shares.

In the event of serious fraud or illegal activity by an executive, the Company may cancel such executive's right to receive Shares or may request the return of Shares that have already been delivered. This recoupment policy, also known as a Malus and Clawback Policy, was implemented as part of the Company's efforts to improve corporate governance. This policy is included in the Restricted Stock Unit Regulations and is communicated to executives who receive an award upon its grant.







- Performance-based cash incentive

The performance-based cash incentives will be calculated by multiplying the basic compensation by the target total achievement rate for over the three-fiscal-year period starting from the grant year, and the performance-based cash incentive proportion set for each executive position.

The details of performance indicators and the reasons the Company selected each indicator are explained in the [Targets, achievements, payment rates, etc. for each performance indicator of performance-based cash incentive for executive officers] section.

[Long-term incentive payment schedule]

For the FY2022 and FY2023 performance-based cash incentives, the achievement rate of targets for each indicator is aggregated every year and the compensation is paid based on the total achievement rate for the three fiscal years. For the FY2024 performance-based cash incentive, the method is changed to aggregate the achievement rate of targets for the third fiscal year.

Plan		Event	FY[N]	FY[N+1]	FY[N+2]	FY[N+3]
Performance-based cash incentives	Granted in FY2022/ FY2023	Set targets for each fiscal year for the next three years	Grant of right 			
		Aggregate achievement rate of targets for each indicator every year		Aggregate achievement rate	Aggregate achievement rate	Aggregate achievement rate
		Payment based on total achievement rate for three years				Payment
	Granted in FY2024	Set targets for FY[N+2]	Grant of right 			
		Aggregate achievement rate of targets for each indicator at FY[N+2]				Aggregate achievement rate
		Payment based on total achievement rate at FY[N+2]				Payment
Restricted Stock Unit (RSUs)		Grant stock points	Grant of right 			
		Vesting/ delivery of shares (every year for total three years starting FY[N+1])		 1/3 rd of the stock points are vested	 1/3 rd of the stock points are vested	 1/3 rd of the stock points are vested

Policy for executive officer compensation upon separation

The Company has adopted a policy for executive officer compensation upon separation for executive officers who separate from the Company. The policy is intended to ensure that executive officers comply with non-competition and confidentiality obligations and other similar obligations for a certain period of time after separating from the Company and to support the appropriate transition of management.

This policy is operated at the discretion of the Compensation Committee. The Compensation Committee may decide whether or not to pay such compensation at the time of separation and determine the amount based on the facts and circumstances at the time of separation of the executive officer in question.

<Total amount of compensation by position category of executives, total amount by compensation type, and the number of executives>

(Units: Millions of yen)

(Units: Millions of yen)								
Position category of executives	Total amount of compensation	Breakdown of total amount of compensation						Number of executives
		Annual basic compensation	Performance-based compensation			Restricted Stock Unit (RSUs) (Non-cash compensation) (Note 2)	Other compensation	
			Annual bonus	Performance-based cash incentive	Share Appreciation Rights (Note 1)			
Directors (excluding independent outside directors)	18	18	—	—	—	—	—	1
Independent outside directors	179	179	—	—	—	—	—	8
Executive officers (Note 3)	1,605	415	66	100	—	61	963 (Notes 4,5)	5 (Note 6)

Notes 1. This notes the difference between (i) the total monetary amount received by the relevant directors or officers from the Company during FY2024 upon the exercise of such rights granted in previous fiscal years and (ii) the total fair value of such exercised rights as disclosed in the corresponding prior securities report based on then-current share prices. No such rights were exercised in FY2024.

2. This is the amount that was booked as expense in FY2024 (with respect to executive officers who left from their positions on March 31, 2025, the amount of compensation for their time with the Company in FY2024).

3. Executive officers who concurrently serve as director of the Company are included in the position category of executive officer. The Company has paid each such executive officer the compensation for his or her service as executive officer only.

4. This amount represents the sum of (i) the amount of compensation paid to four executive officers (who left from their positions as executive officers on March 31, 2025) following their departure (in an amount of 646 million yen) and (ii) cash compensation such as the tax and the tax equalization benefit (184 million yen), housing allowance and other fringe benefits, etc. (133 million yen) paid to two executive officers including one executive officer who left from their positions on March 31, 2025 which were, in each case, determined by the Compensation Committee in accordance with the Company's internal rules and other standards.

5. Separately from the compensation listed in the table above, the Company provided fringe benefits of 9 million yen, which were confirmed as compensation of the Company during this fiscal year, as cash compensation to one former executive officer.

6. This includes four persons who left from their roles as executive officers on March 31, 2025.

7. The amounts of the compensation, etc. paid to executives in foreign currency are noted in the amounts converted into yen using the yearly average exchange rate for convenience.

< Individual Disclosure for Executives whose Consolidated Compensation is at or exceeds ¥100 million >

(Units: Millions of yen)

Name	Category of executives	Name of entity	Total amount of compensation	Breakdown of total amount of compensation					
				Annual basic compensation (Note 1)	Performance-based compensation			Restricted Stock Unit (RSUs) (Non-cash compensation) (Note 2)	Other compensation (Note 3,4)
					Annual bonus	Performance-based cash incentive (Monetary compensation)	Share Appreciation Rights		
Makoto Uchida	Executive Officer	NML	390	124	17	45	—	17	187
Stephen Ma (Note 5)	Executive Officer	NML	504 (Note 6)	130	10	25	—	34	305
Hideyuki Sakamoto	Executive Officer	NML	268	57	17	11	—	4	179
Kunio Nakaguro	Executive Officer	NML	216	52	17	9	—	3	135
Asako Hoshino	Executive Officer	NML	227	52	5	10	—	3	157

Notes 1. The relevant executive officers voluntarily returned a portion of their annual basic compensation. This amount reflects the relevant executive officer's compensation after a reduction that was made based on such voluntary return.

2. This is the amount that was booked as expense in FY2024 (with respect to executive officers who left from their positions on March 31, 2025, the amount of compensation for their time with the Company in FY2024).
3. Each amount represents the sum of cash compensation such as the tax and the tax equalization benefit (¥184 million), housing allowance and other fringe benefits, etc. (¥133 million) paid to the relevant executive officers, which were determined by the Compensation Committee in accordance with the Company's internal rules and other standards. In addition, with respect to the executive officers who left from their positions on March 31, 2025, "Other compensation" includes the amount of compensation paid to them following their departure in an amount of ¥175 million to Makoto Uchida, ¥179 million to Hideyuki Sakamoto, ¥135 million to Kunio Nakaguro and ¥157 million to Asako Hoshino, which were determined by the Compensation Committee in accordance with the Company's internal rules and other standards.
4. Separately from the compensation listed in the table above, the Company provided fringe benefits of ¥9 million, which were confirmed as compensation of the Company during this fiscal year, as cash compensation to one former executive officer, Christian Vandenhende. His FY2021 other compensation becomes ¥84 million and the total amount of compensation becomes ¥141 million with this amount.
5. The amounts of the compensation, etc. paid to executives in foreign currency are noted in the amounts converted into yen using the yearly average exchange rate for convenience.
6. The relevant executive officer is eligible for benefits for the payment of social insurance, tax, and tax support fee associated with foreign service assignment living in Japan and China. The amount of compensation to the relevant executive officer that excludes the amount of the benefits associated to his secondment to Japan and China (i.e., the compensation categorized in "Other compensation"), such as social insurance, tax equalization and other fringe benefits, is 199 million yen.

<Targets, achievements, payment rates, etc. for each performance indicator of annual bonuses for executive officers>

FY2024 annual bonus

The six performance indicators that are listed in the table below were set as the corporate objectives. These performance indicators are critical to achieving the first year of the midterm plan. FY2024 targets and results for annual bonuses are as follows.

Performance indicator (Corporate objectives)	Evaluation weight	Reason for selecting the indicator	Evaluation method	Target value	Actual value	Achievement rate
Operating profit	20%	To achieve sustainable growth and improve the profitability and efficiency of the business	Evaluated based on the achievement rate of targets for the current fiscal year	610 billion yen (Note 2)	69.8 billion yen	0%
Operating profit margin	20%			4.5% (Note 2)	0.6%	0%
Free cash flow in the automotive business	20%			(Note 3)	Below the target value	0%
Sales volume (on retail basis) (Note 1)	20%			3,725 k units (Note 2)	3,346 k units	0%
Quality	10%	To improve quality assurance and customer satisfaction		(Note 4)	Exceeded the target value	10%
Corporate culture	10%	To foster a corporate culture that empowers people to reach and achieve their full potential		(Note 5)	Below the target value	0%
Overall achievement rate						10%

Notes 1. Include sales volume in the Chinese market.

2. Based on the FY2024 outlook announced at the financial results announcement on May 9, 2024.

3. Based on the business plans.

4. Based on internal objectives for product quality.

5. Based on year over year improvement for the Global employee survey scores consisting of six indicators including Employee Engagement/Satisfaction.

For executive officers other than the CEO, the achievement rate of the specific objectives ranged from 0% to 100%.

Accordingly, the payment rate for FY2024 annual bonus for the CEO was 10% and the payment rate for executive officers other than the CEO ranged from 7% to 37%.

<Targets, achievements, payment rates, etc. for each performance indicator of performance-based cash incentive for executive officers>

The performance-based cash incentives are calculated by multiplying the basic compensation by the target total achievement rate at the end of the three fiscal years starting from the grant year, and the performance-based cash incentive proportion set for each executive position. Payment under this performance-based cash incentive is determined after all three years of the evaluation period have concluded and the results are finalized.

FY2024 results for FY2022/FY2023 performance-based cash incentives

The Company tracks performance in each year of the performance evaluation period, and the targets and performance results for this fiscal year are as described below.

Performance indicator (Corporate objectives)		Evaluation weight	Reason for selecting the indicator	Evaluation method	Target value	Actual value	Achievement rate
Financial value indicators	Operating profit margin	30%	To achieve sustainable growth and improve the profitability and efficiency of the business	Evaluated based on the achievement rate of single-year targets for each of the three fiscal years	4.5% (Note 3)	0.6%	0%
	Free cash flow in the automotive business	30%			(Note 4)	Below the target value	0%
	Net revenue	30%			13,701.0 billion yen (Note 3)	12,633.2 billion yen	0%
Social value indicators	Carbon neutrality (environment) (Note 1)	5%	To improve the Company’s mid- to long-term corporate and social value		A-	A	5% (Note 1)
	DEI Index (social) (Note 2)	5%			(Note 2)	Below the target value	4%
Overall achievement rate							9%

Notes 1. External evaluation on carbon neutrality. The achievement rate was reduced to 100% based on management decision.

2. In FY2024, due to changes in the evaluating agency's methodology which led to a difficulty in obtaining a consistent score, the social value indicator has been changed from respect for human rights index which was set as a performance indicator until FY2023. The new index is DEI (Global employee survey scores related to DEI). The targets were set to raise DEI-related Global employee survey scores to global benchmark levels in the future.

3. Based on the FY2024 outlook announced at the financial results announcement on May 9, 2024.

4. Based on the business plans.

Accordingly, the payment rate for FY2022 performance-based cash incentive was 76% based on the achievement rate during the three-year evaluation period.

FY2024 performance-based incentive

The targets of the FY2024 performance-based cash incentive for each indicator are detailed in the table below. In FY2024, the Company adopted a shareholder indicator and increased its social value indicators in order to improve shareholder and corporate value over the mid- to long-term and to further prioritize sustainability goals.

Performance indicator (Corporate objective)		Evaluation weight	Reason for selecting the indicator	Evaluation method	Target value at the end of FY2026
Financial value indicators	Operating profit margin	40%	To achieve sustainable growth and improve the profitability and efficiency of the business	Evaluated based on the achievement rate of targets for the end of third fiscal year only.	6.0% (Note 1)
	Net revenue	20%			(Note 2)
Shareholder indicator	Total shareholder return (TSR)	20%	(Note 3)		
Social value indicators	CO2 emission reduction rate (environment)	10%	To improve mid- to long-term shareholder value and corporate value		(Note 4)
	DEI index (social)	10%			(Note 5)

Notes 1. Based on the midterm plan externally announced on March 25, 2024.

2. Target to be set to achieve goals outlined in the midterm plan.

3. Targets to be set for the Company TSR during the evaluation period to be equal to or exceed 1) Tokyo Stock Exchange Stock Price Index (TOPIX) growth rate, 2) global competitors, and 3) Japanese competitors.

4. Target to be set to achieve future CO2 emission reduction plans outlined in the mid-term environmental action plan - "Nissan Green Program (NGP)."

5. Target to be set to raise DEI-related Global employee survey scores to global benchmark levels in the future.

(5) Status of stocks held

1) Criteria and concept on stocks for investment

“Stocks for investment held for pure investment purpose,” of which the major holding purpose is to gain benefits from fluctuations of the stock value or from the receipt of dividends, are classified as different from “Stocks for investment held for any purposes other than pure investment purpose.” The Company does not hold any such stocks for investment held for pure investment purpose.

2) Stocks for investment held for any purposes other than pure investment purpose

- a. Holding policy and the method to verify the reasonableness of the holding, as well as details of such verification by the Board of Directors or any other bodies concerning the appropriateness of the holding of the respective stocks

(i) Policy on crossholdings

The Company’s basic policy on crossholding of stocks is to limit its collaborative/cooperative relationship with counterparties to within a reasonable scope with the aim of achieving the Company’s business advantages.

(ii) Verification method of rationality of stocks held and details verified by the Board of Directors, etc.

For each individual stocks held by the Company, the Company examines each stock, such as the purpose of holding, nature of transactions, future business significance and risks, etc. On top of these verifications from a strategic viewpoint, the return associated with the holdings and the cost of capital are compared and the appropriateness of holding is determined by the execution side. The result is assessed by the Board of Directors. If a continued holding is determined to be inappropriate, its treatment shall be studied, including sell-off.

As a result, the Company held three crossheld stocks as of March 31, 2025.

b. Number of stocks and total of the amounts recorded in the balance sheet

	Number of stocks	Total of the amounts recorded in the balance sheet (Millions of yen)
Unlisted stocks	33	51,372
Stocks other than unlisted stocks	4	561

(Stocks of which the number increased during the current fiscal year)

	Number of stocks	Total amount of acquisition price relating to increase in the number of stocks (Millions of yen)	Reason for the increase
Unlisted stocks	1	6,574	Underwriting Class A preferred shares through third-party allotment.
Stocks other than unlisted stocks	—	—	—

Note: The increase due to new listing is not included.

(Stocks of which the number decreased during the current fiscal year)

	Number of stocks	Total amount of sales price relating to decrease in the number of stocks (Millions of yen)
Unlisted stocks	1	147
Stocks other than unlisted stocks	—	—

c. Information regarding the number of stocks, amounts recorded in the balance sheet, etc., by each stock for “Specific stocks for investment” and “Stocks subject to deemed holding”

Specific stocks for investment

Stocks	Current fiscal year	Prior fiscal year	Holding purpose, quantitative holding effects and reason for the increased number of shares	Holding of the Company's shares
	Number of shares held by the Company	Number of shares held by the Company		
	Amount recorded in the balance sheet (Millions of yen)	Amount recorded in the balance sheet (Millions of yen)		
Tan Chong Motor Holdings Berhad	37,333,324	37,333,324	Held to cooperate in production, import and sales in Asian countries and the Company considers that such investment is appropriate to promote its business in Asian countries.	No
	395	1,028		
Star Flyer Inc.	60,000	60,000	Held to maintain cooperative relationships with local companies and contribute to the local community at Kyushu area where the Company has one of the major production bases and the Company considers that such investment is appropriate.	No
	150	174		
MITSUBA Corporation	729	729	Stocks of less than a standard unit held when contributed to a retirement benefit trust. The holding purpose is as described in the “Stocks subject to deemed holding” table below.	No
	0	1		
Dynamic Map Platform Co., Ltd.	10,000	—	Major Japanese automotive OEMs have invested in this company to support the development of high-definition 3D map data (HD maps) which are essential for enabling advanced driver assistance systems (ADAS), and the Company considers that such investment is appropriate. This stock became specific stocks for investment due to the new listing in March 2025.	No
	14	—		

Note: The number of the relevant specific stocks for investment is four (4), inclusive of those amount recorded in the balance sheet is less than one-hundredth (1/100) of common stock.

It is difficult to state quantitative benefits of holding each individual stock. However, the Company determines the appropriateness of the holdings by verifying quantitative aspects including comparison of benefits and capital costs related to the holding as well as qualitative aspects including the purpose of the holdings and significance for the future business.

The method to verify the reasonableness of the holdings is stated in “a. Holding policy and the method to verify the reasonableness of the holding, as well as details of such verification by the Board of Directors or any other bodies concerning the appropriateness of the holding of the respective stocks” of “2) Stocks for investment held for any purposes other than pure investment purpose.”

Stocks subject to deemed holding

Stocks	Current fiscal year	Prior fiscal year	Holding purpose, quantitative holding effects and reason for the increased number of shares	Holding of the Company's shares
	Number of shares held by the Company	Number of shares held by the Company		
	Amount recorded in the balance sheet (Millions of yen)	Amount recorded in the balance sheet (Millions of yen)		
MITSUBA Corporation	1,742,000	1,742,000	Contributed to a retirement benefit trust, but the voting rights by instruction are reserved. Planned to be used depending on the need of funds to be contributed to the retirement pension.	No
	1,428	2,844		

Note: Deemed holdings are verified in a similar way as specific stocks for investment.

It is difficult to state quantitative benefits of holding each individual stock. However, the Company determines the appropriateness of the holdings by verifying quantitative aspects including comparison of benefits and capital costs related to the holding as well as qualitative aspects including the purpose of the holdings and significance for the future business.

The method to verify the reasonableness of the holdings is stated in “a. Holding policy and the method to verify the reasonableness of the holding, as well as details of such verification by the Board of Directors or any other bodies concerning the appropriateness of the holding of the respective stocks” of “2) Stocks for investment held for any purposes other than pure investment purpose.”

3) Stocks for investment held solely for investment purpose

Not applicable.

5. Financial Information

1. Basis of preparation of the consolidated financial statements and the non-consolidated financial statements

- (1) The consolidated financial statements of the Company are prepared in accordance with the Ministry of Finance Ordinance No. 28, 1976 “Regulations Concerning the Terminology, Forms and Preparation Methods of Consolidated Financial Statements” (hereinafter the “Regulations for Consolidated Financial Statements”).
- (2) The non-consolidated financial statements of the Company are prepared in accordance with the Ministry of Finance Ordinance No. 59, 1963 “Regulations Concerning the Terminology, Forms and Preparation Methods of Non-Consolidated Financial Statements” (hereinafter the “Regulations for Non-Consolidated Financial Statements”).
As the Company falls under the category of a company filing financial statements prepared in accordance with special provisions, the non-consolidated financial statements of the Company are prepared in accordance with Article 127 of the Regulations for Non-Consolidated Financial Statements.

2. Auditing and attestation

The consolidated and the non-consolidated financial statements for the fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025) were audited by Ernst & Young ShinNihon LLC, pursuant to Article 193-2, Paragraph 1 of the Financial Instruments and Exchange Act.

3. Particular efforts to secure the appropriateness of the consolidated financial statements

- (1) To ensure correct understanding of and to correspond appropriately to any changes in accounting standards, etc., the Company gathers information by acquiring membership in the Financial Accounting Standards Foundation and other means.
- (2) The Company has developed unified accounting standards for the Group for circulation among its consolidated group companies and supplements these standards by providing information on important accounting matters that require particular attention. This information is accessible to said companies whenever necessary as a guide for preparing their financial reports. The financial information of the consolidated group companies that the Company obtained to prepare the consolidated financial statements are reviewed through analytical and other methods by the Company’s accounting managers and any deficiencies found in the reports must be corrected and resubmitted. The Group’s unified accounting standards are regularly updated. In addition, the Company ensures that its consolidated group companies are kept informed of such updates and prepares accounting instructions and educates the accounting personnel of the consolidated group companies as needed. As a part of the activities, the accounting personnel participates in seminars organized by audit firms and other organizations, thereby accumulating specialized expertise within the Company.
- (3) To assist in conformity of the accuracy and precision of the content of disclosures, the Disclosure Review Committee, which is composed of the corporate officers or corporate executives in charge, deliberates on the content of disclosures.

1. Consolidated Financial Statements

(1) Consolidated financial statements

① Consolidated balance sheet

(Millions of yen)

		Prior fiscal year (As of March 31, 2024)		Current fiscal year (As of March 31, 2025)
Assets				
Current assets				
Cash on hand and in banks		1,896,401		1,961,513
Trade notes and accounts receivable, and contract assets	※7	635,329	※7	577,877
Sales finance receivables	※3,※6	7,418,200	※3,※6	7,239,101
Securities		235,745		236,000
Merchandise and finished goods		1,279,001		1,004,235
Work in process		100,166		80,039
Raw materials and supplies		676,438		588,031
Other	※6	796,505	※6	783,046
Allowance for doubtful accounts		(154,185)		(146,375)
Total current assets		12,883,600		12,323,467
Fixed assets				
Property, plant and equipment				
Buildings and structures, net		654,425		617,430
Machinery, equipment and vehicles, net	※2,※3	2,939,857	※2,※3	2,731,897
Land		583,792		574,186
Construction in progress		247,191		211,367
Other, net		338,245		197,180
Total property, plant and equipment	※1	4,763,510	※1	4,332,060
Intangible fixed assets	※4	186,469	※4	216,554
Investments and other assets				
Investment securities	※5	1,379,078	※5	1,428,641
Long-term loans receivable		12,229		11,191
Net defined benefit assets		145,819		165,954
Deferred tax assets		188,411		163,618
Other	※3	298,897	※3	385,924
Allowance for doubtful accounts		(7,425)		(6,458)
Total investments and other assets		2,017,009		2,148,870
Total fixed assets		6,966,988		6,697,484
Deferred assets				
Bond issuance costs		4,563		3,109
Total deferred assets		4,563		3,109
Total assets		19,855,151		19,024,060

(Millions of yen)

	Prior fiscal year (As of March 31, 2024)	Current fiscal year (As of March 31, 2025)
Liabilities		
Current liabilities		
Trade notes and accounts payable	2,229,210	2,070,387
Short-term borrowings ※3	837,266	※3 876,104
Current portion of long-term borrowings ※3	1,221,739	※3 1,881,691
Commercial papers	103,262	86,743
Current portion of bonds	239,032	771,205
Lease obligations	46,784	44,400
Accrued expenses	1,119,093	1,092,732
Accrued warranty costs	112,678	117,835
Other ※7	1,017,875	※7 1,129,093
Total current liabilities	6,926,939	8,070,190
Long-term liabilities		
Bonds	2,351,216	1,708,532
Long-term borrowings ※3	2,921,628	※3 2,661,356
Lease obligations	90,466	69,830
Deferred tax liabilities	266,541	230,872
Accrued warranty costs	144,621	147,920
Net defined benefit liability	154,439	164,516
Other ※7	528,758	※7 525,496
Total long-term liabilities	6,457,669	5,508,522
Total liabilities	13,384,608	13,578,712
Net assets		
Shareholders' equity		
Common stock	605,814	605,814
Capital surplus	826,151	825,756
Retained earnings	4,285,508	3,415,475
Treasury stock	(111,377)	(88,284)
Total shareholders' equity	5,606,096	4,758,761
Accumulated other comprehensive income		
Unrealized holding gain and loss on securities	3,500	1,563
Unrealized gain and loss from hedging instruments	13,159	(2,824)
Adjustment for revaluation of the accounts of the consolidated subsidiaries based on general price level accounting	(103,135)	(112,691)
Translation adjustments	422,883	314,407
Remeasurements of defined benefit plans	39,144	(972)
Total accumulated other comprehensive income	375,551	199,483
Share subscription rights	304	299
Non-controlling interests	488,592	486,805
Total net assets	6,470,543	5,445,348
Total liabilities and net assets	19,855,151	19,024,060

② Consolidated statement of income and consolidated statement of comprehensive income

Consolidated statement of income

(Millions of yen)

	Prior fiscal year		Current fiscal year	
	(From April 1, 2023 To March 31, 2024)		(From April 1, 2024 To March 31, 2025)	
Net sales	※1	12,685,716	※1	12,633,214
Cost of sales	※2,※3	10,618,802	※2,※3	10,939,854
Gross profit		2,066,914		1,693,360
Selling, general and administrative expenses				
Advertising expenses		321,758		347,482
Service costs		69,052		29,829
Provision for warranty costs		146,538		130,518
Other selling expenses		156,258		217,212
Salaries and wages		470,606		492,207
Retirement benefit expenses		27,935		24,392
Supplies		2,046		2,047
Depreciation and amortization		63,013		69,406
Provision for doubtful accounts		44,269		69,448
Amortization of goodwill		1,242		1,031
Other		195,479		239,990
Total selling, general and administrative expenses	※2	1,498,196	※2	1,623,562
Operating income		568,718		69,798
Non-operating income				
Interest income		63,516		53,803
Dividends income		186		689
Equity in earnings of affiliates		113,487		91,299
Derivative gain		44,407		82,805
Gain on net monetary position		79,916		45,160
Miscellaneous income		18,429		25,410
Total non-operating income		319,941		299,166
Non-operating expenses				
Interest expense		78,032		77,369
Exchange loss		69,165		49,040
Credit liquidation costs		17,525		18,138
Miscellaneous expenses		21,776		14,249
Total non-operating expenses		186,498		158,796
Ordinary income		702,161		210,168

(Millions of yen)

	Prior fiscal year		Current fiscal year	
	(From April 1, 2023 To March 31, 2024)		(From April 1, 2024 To March 31, 2025)	
Special gains				
Gain on sales of fixed assets	※4	16,880	※4	21,707
Other		10,545		1,078
Total special gains		27,425		22,785
Special losses				
Loss on sales of fixed assets	※5	5,342	※5	12,690
Loss on disposal of fixed assets		15,402		21,972
Impairment loss	※6	58,972	※6	494,935
Other		50,645	※3	116,974
Total special losses		130,361		646,571
Income (loss) before income taxes		599,225		(413,618)
Income taxes-current	※7	233,587	※7	265,142
Income taxes-deferred		(83,914)		(18,675)
Total income taxes		149,673		246,467
Net income (loss)		449,552		(660,085)
Net income attributable to non-controlling interests		22,903		10,813
Net income (loss) attributable to owners of parent		426,649		(670,898)

Consolidated statement of comprehensive income

	(Millions of yen)	
	Prior fiscal year (From April 1, 2023 To March 31, 2024)	Current fiscal year (From April 1, 2024 To March 31, 2025)
Net income (loss)	449,552	(660,085)
Other comprehensive income		
Unrealized holding gain and loss on securities	(701)	(1,601)
Unrealized gain and loss from hedging instruments	24,436	(16,225)
Adjustment for revaluation of the accounts of the consolidated subsidiaries based on general price level accounting	(46,890)	(17,912)
Translation adjustments	459,520	(148,162)
Remeasurements of defined benefit plans	69,445	(28,382)
The amount related to equity method companies	86,862	50,765
Total other comprehensive income	※1 592,672	※1 (161,517)
Comprehensive income	1,042,224	(821,602)
(Breakdown of comprehensive income)		
Comprehensive income attributable to owners of parent	996,272	(846,966)
Comprehensive income attributable to non-controlling interests	45,952	25,364

③ Consolidated statement of changes in net assets

Prior fiscal year (From April 1, 2023 to March 31, 2024)

(Millions of yen)

	Shareholders' equity					Accumulated other comprehensive income	
	Common stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity	Unrealized holding gain and loss on securities	Unrealized gain and loss from hedging instruments
Balance at the beginning of current period	605,814	811,209	4,047,870	(136,172)	5,328,721	2,893	(3,346)
Changes of items during the period							
Cash dividends paid			(58,760)		(58,760)		
Net income attributable to owners of parent			426,649		426,649		
Purchase of treasury stock				(121,294)	(121,294)		
Disposal of treasury stock		(8)	(1,505)	17,343	15,830		
Cancellation of treasury stock			(128,746)	128,746			
Changes in interests by sales of subsidiaries' shares		10,790			10,790		
Changes in affiliated companies' interests in its subsidiaries		4,160			4,160		
Net changes of items other than those in shareholders' equity						607	16,505
Total changes of items during the period		14,942	237,638	24,795	277,375	607	16,505
Balance at the end of current period	605,814	826,151	4,285,508	(111,377)	5,606,096	3,500	13,159

	Accumulated other comprehensive income				Share subscription rights	Non-controlling interests	Total net assets
	Adjustment for revaluation of the accounts of the consolidated subsidiaries based on general price level accounting	Translation adjustments	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Balance at the beginning of current period	(51,079)	(111,694)	(30,846)	(194,072)	273	480,218	5,615,140
Changes of items during the period							
Cash dividends paid							(58,760)
Net income attributable to owners of parent							426,649
Purchase of treasury stock							(121,294)
Disposal of treasury stock							15,830
Cancellation of treasury stock							—
Changes in interests by sales of subsidiaries' shares							10,790
Changes in affiliated companies' interests in its subsidiaries							4,160
Net changes of items other than those in shareholders' equity	(52,056)	534,577	69,990	569,623	31	8,374	578,028
Total changes of items during the period	(52,056)	534,577	69,990	569,623	31	8,374	855,403
Balance at the end of current period	(103,135)	422,883	39,144	375,551	304	488,592	6,470,543

Current fiscal year (From April 1, 2024 to March 31, 2025)

(in millions of yen)

	Shareholders' equity					Accumulated other comprehensive income	
	Common stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity	Unrealized holding gain and loss on securities	Unrealized gain and loss from hedging instruments
Balance at the beginning of current period	605,814	826,151	4,285,508	(111,377)	5,606,096	3,500	13,159
Changes of items during the period							
Cash dividends paid			(56,104)		(56,104)		
Net loss attributable to owners of parent			(670,898)		(670,898)		
Purchase of treasury stock				(139,856)	(139,856)		
Disposal of treasury stock			(183)	20,101	19,918		
Cancellation of treasury stock			(142,848)	142,848			
Changes in affiliated companies' interests in its subsidiaries		(395)			(395)		
Net changes of items other than those in shareholders' equity						(1,937)	(15,983)
Total changes of items during the period		(395)	(870,033)	23,093	(847,335)	(1,937)	(15,983)
Balance at the end of current period	605,814	825,756	3,415,475	(88,284)	4,758,761	1,563	(2,824)

	Accumulated other comprehensive income				Share subscription rights	Non-controlling interests	Total net assets
	Adjustment for revaluation of the accounts of the consolidated subsidiaries based on general price level accounting	Translation adjustments	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Balance at the beginning of current period	(103,135)	422,883	39,144	375,551	304	488,592	6,470,543
Changes of items during the period							
Cash dividends paid							(56,104)
Net loss attributable to owners of parent							(670,898)
Purchase of treasury stock							(139,856)
Disposal of treasury stock							19,918
Cancellation of treasury stock							—
Changes in affiliated companies' interests in its subsidiaries							(395)
Net changes of items other than those in shareholders' equity	(9,556)	(108,476)	(40,116)	(176,068)	(5)	(1,787)	(177,860)
Total changes of items during the period	(9,556)	(108,476)	(40,116)	(176,068)	(5)	(1,787)	(1,025,195)
Balance at the end of current period	(112,691)	314,407	(972)	199,483	299	486,805	5,445,348

④ Consolidated statement of cash flows

(Millions of yen)

	Prior fiscal year (From April 1, 2023 To March 31, 2024)	Current fiscal year (From April 1, 2024 To March 31, 2025)
Cash flows from operating activities		
Income (loss) before income taxes	599,225	(413,618)
Depreciation and amortization (for fixed assets excluding leased vehicles)	351,684	367,946
Depreciation and amortization (for long term prepaid expenses)	38,957	41,317
Depreciation and amortization (for leased vehicles)	287,312	287,748
Impairment loss	58,972	494,935
Increase (decrease) in allowance for doubtful accounts	(6,474)	(4,660)
Provision for residual value risk of leased vehicles (net changes)	(17,014)	44,565
Interest and dividends income	(63,702)	(54,492)
Interest expense	298,338	358,523
Equity in losses (earnings) of affiliates	(113,487)	(91,299)
Loss (gain) on sales of fixed assets	(11,538)	(9,017)
Loss on disposal of fixed assets	15,402	21,972
Decrease (increase) in trade notes and accounts receivable, and contract assets	(28,903)	42,541
Decrease (increase) in sales finance receivables	(243,605)	(16,641)
Decrease (increase) in inventories	(112,150)	429,099
Increase (decrease) in trade notes and accounts payable	280,483	(96,018)
Retirement benefit expenses	(686)	(12,450)
Payments related to net defined benefit assets and liabilities	(19,545)	(26,847)
Other	30,083	(97,394)
Subtotal	1,343,352	1,266,210
Interest and dividends received	60,234	57,057
Proceeds from dividends income from affiliates accounted for by equity method	69,492	23,651
Interest paid	(285,054)	(358,265)
Income taxes paid	(227,125)	(234,966)
Net cash provided by (used in) operating activities	960,899	753,687
Cash flows from investing activities		
Net decrease (increase) in short-term investments	(2,352)	9,633
Purchase of fixed assets	(368,273)	(533,712)
Proceeds from sales of fixed assets	36,797	46,320
Purchase of leased vehicles	(1,259,505)	(1,378,029)
Proceeds from sales of leased vehicles	796,697	821,177
Payments of long-term loans receivable	(85)	(187)
Collection of long-term loans receivable	22,981	2,139
Purchase of investment securities	(48,064)	(19,492)
Proceeds from sales of investment securities	8	80,280
Proceeds from purchase of shares of subsidiaries' shares resulting in changes in the scope of consolidation	—	1,276
Payments for sales of subsidiaries' shares resulting in changes in the scope of consolidation	—	(162)
Net decrease (increase) in restricted cash	(1,199)	(9,253)
Proceeds from sales of businesses	6,912	—
Other	3,419	8,783
Net cash provided by (used in) investing activities	(812,664)	(971,227)

	(Millions of yen)	
	Prior fiscal year (From April 1, 2023 To March 31, 2024)	Current fiscal year (From April 1, 2024 To March 31, 2025)
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	(380,759)	41,908
Proceeds from long-term borrowings	2,102,278	1,688,211
Proceeds from issuance of bonds	311,855	143,068
Repayments of long-term borrowings	(1,411,497)	(1,189,197)
Redemption of bonds	(487,489)	(166,692)
Purchase of treasury stock	(119,968)	(139,350)
Repayments of lease obligations	(53,271)	(52,094)
Cash dividends paid	(58,760)	(56,104)
Cash dividends paid to non-controlling interests	(58,460)	(6,499)
Proceeds from changes in ownership interests in subsidiaries that do not result in change in the scope of consolidation	24,520	—
Net cash provided by (used in) financing activities	(131,551)	263,251
Effects of exchange rate changes on cash and cash equivalents	95,135	25,596
Increase (decrease) in cash and cash equivalents	111,819	71,307
Cash and cash equivalents at the beginning of the period	2,014,387	2,126,206
Cash and cash equivalents at the end of the period	※1 2,126,206	※1 2,197,513

[Notes to Consolidated Financial Statements]

(Basis of consolidated financial statements)

1. Scope of consolidation

(1) Number of consolidated group companies: 231

- Domestic companies: 93
- Foreign companies: 138

The names of the principal consolidated group companies are omitted here because they are provided in “4. Information on subsidiaries and affiliates” under “1. Overview of the Company.”

Jatco UK Ltd., which was an unconsolidated subsidiary in the prior fiscal year, has been included in the scope of consolidation in the current fiscal year as a newly established company. 4R Energy Corporation and one other company, which were the affiliates accounted for by the equity method in the prior fiscal year, have become consolidated companies in the current year due to the additional acquisition of their shares.

Nissan Satio Chiba Co., Ltd. has been excluded from the scope of consolidation due to sale of its shares. Kanagawa Nissan Motor Co., Ltd. and one other company have been excluded from the scope of consolidation in the current fiscal year as they have been absorbed and dissolved. Vinz 2022 Retail Auto Mortgage Loan securitization Trust (Phase 1) and one other company have been excluded from the scope of consolidation due to liquidation.

(2) Number of subsidiaries not accounted for by the full consolidation method: 2

- Domestic company: 1
NC Service Co., Ltd.
- Foreign company: 1
Nissan Manufacturing Tanger Mediterranean

These unconsolidated subsidiaries are immaterial in terms of their total assets, sales, net income or loss, retained earnings and others, and do not have a significant impact on the consolidated financial statements.

2. Equity method

(1) Number of companies accounted for by the equity method: 35

- Affiliates: 35 (21 domestic and 14 foreign companies)
Renault S.A., Dongfeng Motor Co., Ltd., Mitsubishi Motors Corporation, Nissan Tokyo Sales Holdings Co., Ltd. and others

4R Energy Corporation and one other company have been excluded from the scope of the equity method and included in the scope of consolidation in the current fiscal year due to the additional acquisition of their shares.

Nissan Auto Auction Hiroshima Co., Ltd. and one other company have been excluded from the scope of the equity method in the current fiscal year due to liquidation.

(2) Number of companies not accounted for by the equity method: 5

- Unconsolidated subsidiaries: 2
Nissan Manufacturing Tanger Mediterranean and others
- Affiliates: 3
Sun Co., Ltd. and others

The impact of these companies is not significant on the consolidated net income or loss, consolidated retained earnings and others.

(3) For these companies accounted for by the equity method whose fiscal year end differs from the consolidated fiscal year end, the financial statements of their respective fiscal years are used as the basis of the consolidated financial statements.

3. Accounting period of consolidated subsidiaries

(1) The following consolidated group companies close their books of account at:

January 31:

Yokohama Marinos Ltd.

June 30:

Aprite (GB) Ltd.

September 30:

Nissan Formula E Team S.A.S.

December 31:

Nissan Mexicana, S.A. de C. V.

Nissan Exports De Mexico, S. de R.L. de C.V.

NR Finance Mexico, S.A. de C.V.

NR Finance Services, S.A. de C.V.

Anzen Agente de Seguros, S.A. de C.V.

Nissan Do Brasil Automoveis Ltda.

Nissan Argentina S.A.

Nissan Argentina Plan S.A. de Ahorro Para Fines Determinados

Nissan Chile SpA.

Nissan-Tanner Financial Services SpA.

Nissan-Tanner Financial Services Retail SpA.

Nissan-Tanner Financial Services Wholesale SpA.

Nissan Peru S.A.C.

Nissan Motor Ukraine LLC

Yulon Nissan Motor Co., Ltd.

Yi-Jan Overseas Investment Co., Ltd.

Jetford Inc.

Nissan (China) Investment Co., Ltd.

Dongfeng Nissan Auto Finance Co., Ltd.

Dongfeng Nissan Financial Leasing Co., Ltd.

Wuhan Dongfeng Insurance Broker Co., Ltd.

Wuhan Dongfeng Xinda Economic Information Consulting Co., Ltd.

Nissan Shanghai Co., Ltd.

Jatco Mexico S.A. de C.V.

Jatco (Guangzhou) Automatic Transmission Ltd.

Jatco (Suzhou) Automatic Transmission Ltd.

Nissan Guangzhou Co., Ltd.

Nissan Trading China Co., Ltd.

Nissan (Shanghai) Automotive Design Co., Ltd.

Nissan Mobility Service Co., Ltd.

Jatco USA, Inc.

Jatco Korea Engineering Corporation

Jatco France S.A.S.

Jatco Korea Service Corporation

Nissan Trading Do Brasil Produtos Automotivos Ltda.

Nissan Technology Development (Shanghai) Co., Ltd.

Nissan (China) Investment Co., Ltd. and 5 other companies have changed their fiscal year end for consolidation reporting purpose from December 31 to March 31, and the current fiscal year includes 15 months from January 1, 2024 to March 31, 2025.

(2) Of these 39 companies, Aprite (GB) Ltd., whose fiscal year end is June 30, Nissan Formula E Team S.A.S., whose fiscal year end is September 30 and Nissan Mexicana, S.A. de C. V. and 28 other companies, whose fiscal year end is December 31, close their books of account at March 31 for consolidation reporting purpose. With respect to Yokohama Marinos Ltd., whose fiscal year end is January 31, and Dongfeng Nissan Auto Finance Co., Ltd. and 6 other companies, whose fiscal year end is December 31, the necessary adjustments were made in consolidation to reflect any significant transactions from February 1 to March 31 and January 1 to March 31.

4. Significant accounting policies

(1) Valuation methods for assets

① Securities

Held-to-maturity securities:

Held-to maturity securities are stated at amortized cost.

Other securities:

Marketable securities:

Marketable securities classified as other securities are carried at fair value with any changes in unrealized holding gain or loss, net of the applicable income taxes, directly included in net assets. Cost of securities sold is calculated by the moving average method.

Non-marketable securities:

Non-marketable securities classified as other securities are carried at cost determined by the moving average method.

Investments in limited liability partnerships and similar investments, defined as securities by Article 2, Section 2 of the Financial Instruments and Exchange Act, are recognized at the net amount corresponding to the owning portion under the equity method accounting based on the latest available financial statements of the partnerships.

② Derivative financial instruments

Derivative financial instruments are stated at fair value.

③ Inventories

Inventories are stated at cost determined by the first-in and first-out method (cost of inventories is written-down when their carrying amounts become unrecoverable).

(2) Depreciation of property, plant and equipment

Depreciation of self-owned property, plant and equipment is calculated principally by the straight-line method based on the estimated useful lives and the estimated residual value determined by the Company.

Depreciation of leased assets (including right-of-use assets) is calculated by the straight-line method based on either the estimated useful lives or the lease terms and the estimated residual value determined by the Company.

(3) Basis for significant reserves

① Allowance for doubtful accounts

Allowance for doubtful accounts is provided based on past experience for ordinary receivables and on an estimate of the collectability of receivables from companies in financial difficulty. Some foreign subsidiaries and affiliates have adopted IFRS 9 or Financial Accounting Standards Board (FASB) Accounting Standards Codification (ASC) 326, and recognized impairment losses on financial assets using the expected credit loss model.

② Accrued warranty costs

Accrued warranty costs are provided to cover the cost of all services anticipated to be incurred during the entire warranty period in accordance with the warranty contracts and based on past experience.

(4) Accounting for retirement benefits

For calculating the retirement benefit obligation, the benefit formula basis has been adopted for attributing projected benefits to periods.

Past service cost is being amortized as incurred by the straight-line method over periods which are shorter than the average remaining years of service of the eligible employees (principally 3 to 15 years).

Actuarial gain and loss are amortized in the year following the year in which actuarial gain and loss are recognized by the straight-line method over periods which are shorter than the average remaining years of service of the eligible employees (principally 6 to 24 years). Some foreign subsidiaries and affiliates have adopted the corridor approach for actuarial gain and loss, and amortize them over the average remaining years of services of the eligible employees or the average life expectancy of the eligible employees.

Actuarial gain and loss and past service cost that are yet to be recognized as gain or loss are recorded as remeasurements of defined benefit plans presented in accumulated other comprehensive income of the net assets section, after being adjusted for tax effects.

(5) Reporting of significant revenue and expenses

Businesses of the Group are segmented into Automobile and Sales financing based on the features of products and services.

The Automobile business includes manufacturing and sales of vehicles and parts. The Sales financing business provides sales finance services and leasing to support the sales activities of the Automobile business.

Regarding the sales of vehicles and parts in the Automobile business, the Group usually recognizes revenue when products are delivered to customers, as control over products is considered to be transferred to customers when they can use and/or sell products at their own discretion. Transactions in which services are provided over a certain period of time primarily include paid extended warranties and maintenance services. Revenue is recognized over time in accordance with the progress of the performance obligation satisfied. Revenue is measured based on transaction price specified in a contract with customers, excluding the amounts collected on behalf of third parties such as tax authorities.

The Group provides incentives primarily to dealers, and these incentives are calculated based on total vehicle volume or vehicle unit sales of certain models sold by dealers during a specified period of time. The Group accrues these amounts as incentives upon the sale of vehicles using the “most likely amount method” and deducts them from revenue.

Payments for products received by customers are collected in accordance with the terms and conditions of relevant sales agreements and amounts of financing component included in the payments are not material.

In addition, product sales contracts with customers include warranty clauses to cover free replacement or repair needed to correct defects in materials or workmanship of all parts and components and the Group recognizes provisions for product warranties to meet these guarantees. The provisions for such warranty costs are booked as described above in (3) Basis for significant reserves.

Interest income from sales finance products in the Sales financing business is recognized at an amount equivalent to interest over the contractual period. Interest income from finance lease transactions is recognized over the lease term. Revenue from operating lease transactions is recognized by allocating the total of the lease payments over the lease term based on the contract.

(6) Foreign currency translation

① Foreign Currency Transactions

Monetary assets and liabilities denominated in currencies other than the functional currency are remeasured into their respective functional currencies at exchange rates in effect at the balance sheet date. The resulting translation differences are recognized as Exchange gain or loss.

② Translation of Foreign Currency Financial Statements

The Company's reporting currency is the Japanese yen and the functional currency of the majority of the Company's foreign subsidiaries is their local currency. As such, amounts included in the consolidated statements of income, cash flows, and changes in equity are translated using average exchange rates during each period. However, income and expenses of subsidiaries in hyperinflationary economies are translated at period-end exchange rates in accordance with the application of hyperinflationary accounting.

Assets and liabilities are translated at period-end exchange rates and resulting foreign currency translation adjustments are recorded in the consolidated balance sheets as a component of Accumulated other comprehensive income.

(7) Hedge accounting method

① Hedge accounting method

In principle, deferred hedge accounting is applied for derivative instruments under JGAAP.

If it qualifies for specific conditions, the following exceptional hedge treatments can be applied.

- Hedged items for foreign currency denominated transactions can be booked directly using the forward contract rate, except for accounts receivables to which deferred hedge accounting is applied.
- For interest rate swaps, if interest paid or received can be netted against the interest of underlying hedged interest-bearing debt, there is no need for fair value evaluation.

Foreign subsidiaries and affiliates apply hedge accounting based on the risk of hedged items in accordance with IFRS or US GAAP.

② Hedging instruments and hedged items

- Hedging instruments.....Derivative transactions
- Hedged items.....Mainly receivables and payables denominated in foreign currencies and others

③ Hedging policy

Based on the internal risk management rules and authority regarding derivative transactions, expected risks such as fluctuations in foreign currency and interest rate are hedged within certain extent.

④ Assessment of hedge effectiveness

An assessment of hedge effectiveness is required for foreign subsidiaries and affiliates reporting under IFRS or US GAAP, however, this can be omitted under JGAAP when the terms of hedged items are substantially the same as those of the hedging instruments.

(8) Amortization of goodwill

Goodwill is amortized over periods not exceeding 20 years determined based on their expected life.

However, immaterial differences are recognized as gain or loss in the year of acquisition.

Negative goodwill in consolidated subsidiaries and in companies accounted for by the equity method are recorded as gain in the year of acquisition.

(9) Cash and cash equivalents in the consolidated statements of cash flows

Cash and cash equivalents consist of cash on hand, cash in banks which can be withdrawn at any time and short-term investments with a maturity of three months or less when purchased which can easily be converted to cash and are subject to little risk of change in value.

(10) Adoption of group tax sharing system and consolidated taxation system

The Company and some of its domestic consolidated subsidiaries have adopted the group tax sharing system. In addition, some of its foreign consolidated subsidiaries have adopted the consolidated taxation system.

(Significant accounting estimates)

1. Impairment loss on fixed assets

(1) Amount recorded in the consolidated financial statements for the current fiscal year

The amount of impairment loss recorded in the consolidated statement of income for the current fiscal year is stated in the notes (For consolidated statement of Income) 6 ※6 Impairment loss.

(2) Details of significant accounting estimates related to the identified items

After grouping fixed assets based on various criteria, including business segments (automobiles and sales financing) and regional groupings that reflect business interdependencies, the Group determines whether there is any indication of impairment on business-use assets, and determines and measures the recognition of impairment losses. The Group reasonably estimates future cash flows and net realizable value in determining and measuring impairment losses and discount rates in measuring impairment losses.

The assumptions used to estimate future cash flows are based on the Company's business plan which is approved by the Management meeting. Based on the business plan reflecting "Re:Nissan" initiatives, as well as the impact of investment for the future, future cash flows are estimated considering historical market share conditions, profit margins, regional market growth rates with reference to a third-party TIV forecast, relevant market trends including foreign exchange rates, and expected changes in the business environment. Given the high uncertainty regarding the visibility of U.S. tariffs, the Company has made estimates reflecting the impact of tariffs for the first quarter of the fiscal year ending March 31, 2026. Net realizable value is calculated based on the real estate appraisal value, etc. and other publicly available information. The discount rate is calculated based on the weighted average cost of capital, taking into account country risk and other factors in each country.

The balance of business-use assets of the automobile business in the consolidated financial statements for the fiscal year 2024 is ¥2,285,273 million. As a result of impairment testing in the current fiscal year for an asset group for which there was an indication of impairment due to conditions such as continuous operating losses, impairment loss of ¥464,367 million, ¥2,686 million and ¥27,882 million was recognized on business-use assets of the automobile business, sales finance business and on idle and other assets, respectively.

If market trends, the economic environment or preconditions for business plans change significantly in relation to the asset group, and the Company revises its estimates of future cash flows or net realizable value, then the Company may recognize or record new or additional impairment losses on fixed assets.

2. Deferred tax assets

(1) Amount recorded in the consolidated financial statements for the current fiscal year (Ending balance)

The net amount of deferred tax assets in the consolidated balance sheet of the current fiscal year is ¥163,618 million. The amounts of deferred tax assets and valuation allowances before offsetting are stated in the notes (For tax-effect accounting).

(2) Details of significant accounting estimates related to the identified items

In assessing the recoverability of deferred tax assets, future taxable income is reasonably estimated based on the Company's business plan which is approved by the aforementioned Management meeting for any future deductible temporary differences that remain after taking into account the reversal of future taxable temporary differences and feasible tax planning strategies.

The net amount of deferred tax assets of the Company is ¥223,481 million. The Company evaluates the recoverability of deferred tax assets based on a reasonable estimate of future taxable income based on the Company's business plan. If the aforementioned market trends, economic environment or preconditions for business plans change significantly, and the Company revises its estimates of future taxable income, then this may affect the valuation of deferred tax assets.

3. Allowance for doubtful accounts

(1) Amount recorded in the consolidated financial statements for the current fiscal year (Ending balance)

The allowance for doubtful accounts of the sales finance business in the consolidated balance sheet of the current fiscal year is ¥135,320 million. The allowance for doubtful accounts of Nissan Motor Acceptance Company LLC, which complies with Financial Accounting Standards Board (FASB) ASC 326, is ¥77,309 million.

(2) Details of significant accounting estimates related to the identified items

An allowance for doubtful accounts is provided to recognize bad debt losses for sales finance receivables and automotive trade receivables, etc., based on an estimate of their collectability calculated based on past experience. When estimating the collectability of receivables, the Group evaluates the credit risk of customers and the value of assets pledged as collateral. In addition, if the credit risk of receivables changes due to changes in the external environment, such as the expectation of a significant deterioration in economic indicators, the Company will additionally take into consideration the relevant factors, if necessary. For example, the Group may need to increase the allowance or incur bad debt losses if estimates based on past experience differ materially from market value forecasts, perceived individual credit risk, or a deterioration in the value of pledged collateral.

Certain foreign subsidiaries and affiliates which apply International Financial Reporting Standards (IFRS) 9 or Financial Accounting Standards Board (FASB) Accounting Standards Codification (ASC) 326 recognize allowances for doubtful accounts based on financial asset impairment losses calculated using the expected credit loss model. Under IFRS 9, expected credit loss is calculated after classifying financial assets into stages according to their credit risk, while under ASC 326, expected credit loss over the remaining life is calculated for all financial receivables without classifying them into stages. It is required to measure credit losses from future projected default events at the present value. Allowances under IFRS and ASC can increase or decrease based on the changes in assumptions that drive credit risk assessments, such as past experience, used car prices, and forecasts of macroeconomic factors, such as unemployment rates or inflation.

4. Provision for residual value risk of leased vehicles

(1) Amount recorded in the consolidated financial statements for the current fiscal year (Ending balance)

Provision for loss on residual value of leased vehicles recorded in the machinery and equipment (net amount) in the balance sheet of the current fiscal year is ¥113,168 million. The book value of assets under lease contracts (lessor) is shown in the notes (For consolidated balance sheets) 2 ※2.

(2) Details of significant accounting estimates related to the identified items

Subsidiaries, primarily in North America, estimate provisions for the residual value risk of leased vehicles to cover losses that arise when proceeds from leased vehicles that have been returned fall below the net book values of these assets at lease-end.

Such provisions for residual value risk of leased vehicles are recognized as a change in estimate and their ending book value is further changed, leading to higher or lower depreciation amounts. The estimate of residual value is updated mainly based on the expected sale price of the leased vehicle and the expected return rate. Assessment of updated vehicle residual values is affected by many factors, including, but not limited to, sales results for used cars, trends in returns of leased vehicles, new vehicle sales trends, supplies of used cars, customer preferences, marketing strategies, and general economic conditions. Leased vehicles may be impaired if used car market prices fall and impairment indicators exist and their recoverable amount is less than book value.

5. Expenses for market measures such as recalls

(1) Amount recorded in the consolidated financial statements for the current fiscal year

Service cost recorded in the consolidated statement of income for the current fiscal year is ¥29,829 million.

(2) Details of significant accounting estimates related to the identified items

The amount of estimated expenses for market measures, such as recalls, is recognized as accrued expenses other than accrued warranty costs when market measures based on notifications to government authorities are deemed to be necessary. In estimating expenses, the estimated accrual is calculated based on the number of applicable models on the markets, the expected implementation rates of market measures, the cost of market measures and other costs per unit. The expected implementation rates of market measures are estimated based on historical results by sales region, brand, and age of product portfolio.

The Company checks trends in market measures every quarter, and additional accrued expenses may be recorded or reversed if actual accruals differ from estimates due to an unexpected increase or decrease in the number of market measures.

(Accounting standards to be adopted)

Domestic companies

“*Accounting Standard for Leases*” (Accounting Standards Board of Japan (ASBJ) Statement No. 34, September 13, 2024) and “*Implementation Guidance on Accounting Standard for Leases*” (ASBJ Guidance No. 33, September 13, 2024)

In addition, amendments to related Accounting Standards, Implementation Guidance, Practical Solutions, and Transferred Guidance

(1) Overview

The aforementioned standard and guidance set forth treatment whereby lessees recognize all leases as assets and liabilities, etc. consistent with international accounting standards.

(2) Scheduled date of adoption

To be applied from the fiscal year ending March 31, 2028.

(3) Effect of adoption

The effect of adoption of the aforementioned standard and guidance on the Company’s consolidated financial statements is under evaluation.

(Changes in presentation)

1. Consolidated statement of income

“Credit liquidation costs,” which was included in “Miscellaneous expenses” under “Non-operating expenses” in the prior fiscal year, has been presented as a separate account in the current fiscal year due to its increased financial materiality.

To reflect this change, ¥17,525 million in “Miscellaneous expenses” under “Non-operating expenses” in the prior fiscal year has been reclassified into “Credit liquidation costs” in the consolidated statement of income for the prior fiscal year provided herein.

(For consolidated balance sheets)

1 ※1 Accumulated depreciation of property, plant and equipment	(Millions of yen)	
	Prior fiscal year (As of March 31, 2024)	Current fiscal year (As of March 31, 2025)
Accumulated depreciation of property, plant and equipment	6,459,541	6,376,194
(Accumulated depreciation of leased assets included)	148,534	155,286

2 ※2 “Machinery, equipment and vehicles, net” includes the following assets leased to others under lease agreements.

	(Millions of yen)	
	Prior fiscal year (As of March 31, 2024)	Current fiscal year (As of March 31, 2025)
Assets leased to others under lease agreements (lessor)	2,269,347	2,253,545

3 ※3 Assets pledged as collateral and liabilities secured by the collateral

(1) Assets pledged as collateral	(Millions of yen)	
	Prior fiscal year (As of March 31, 2024)	Current fiscal year (As of March 31, 2025)
Sales finance receivables	2,530,298	2,881,158
	(2,530,298)	(2,881,158)
Machinery, equipment and vehicles, net	1,206,548	1,498,625
	(1,206,548)	(1,498,625)
Other in Investments and other assets	174	186
	(174)	(186)
Total	3,737,020	4,379,969

(2) Liabilities secured by the above collateral	(Millions of yen)	
	Prior fiscal year (As of March 31, 2024)	Current fiscal year (As of March 31, 2025)
Short-term borrowings	636,859	716,305
	(636,859)	(716,305)
Long-term borrowings (including the current portion)	1,498,427	2,031,481
	(1,498,427)	(2,031,481)
Total	2,135,286	2,747,786

The above figures in parentheses represent the values of assets pledged as collateral and liabilities secured by the collateral that correspond to nonrecourse debts.

4 Guarantees and others

Prior fiscal year (As of March 31, 2024)

Guarantees	Balance of liabilities guaranteed (Millions of yen)	Description of liabilities guaranteed
Employees	(*) 9,797	Guarantees for employees' housing loans and others
1 foreign rental car company	(*) 341	Guarantees for loans and others
Total	10,138	

(*) Allowance for doubtful accounts is provided for these loans mainly based on past experience.

(*) The guarantee balance of ¥341 million is the guarantees made by a foreign subsidiary to a financial institution that financed vehicles sold to a foreign rental car company. If the foreign rental car company defaults on its obligations, the foreign subsidiary needs to compensate the financial institution for the contractual repurchase price and take possession of the vehicles. The amount stated does not consider monetary amounts the foreign subsidiary could potentially recover from subsequently selling the repossessed vehicles.

Current fiscal year (As of March 31, 2025)

Guarantees

Guarantees	Balance of liabilities guaranteed (Millions of yen)	Description of liabilities guaranteed
Employees	(*1) 7,782	Guarantees for employees' housing loans and others
(*1) Allowance for doubtful accounts is provided for these loans mainly based on past experience.		

5 Contingent liabilities

- Lawsuits related to misstatements in Annual Securities Reports (“Yukashoken-Houkokusho”)

As a consequence of misstatements in Annual Securities Reports for each fiscal year in the past, there are some ongoing domestic and foreign lawsuits.

The consolidated financial results may be affected by the progress of legal proceedings.

6 ※4 “Intangible fixed assets” include goodwill. (Millions of yen)

	Prior fiscal year (As of March 31, 2024)	Current fiscal year (As of March 31, 2025)
Goodwill	7,018	6,356

7 ※5 Investments in unconsolidated subsidiaries and affiliates (Millions of yen)

	Prior fiscal year (As of March 31, 2024)	Current fiscal year (As of March 31, 2025)
Investments in stock of unconsolidated subsidiaries and affiliates	1,316,754	1,374,093
(Investments in stock of joint ventures included)	580,368	617,921

8 ※6 “Sales finance receivables” and “Other current assets” include lease receivables and lease investment assets.

	Prior fiscal year (As of March 31, 2024)	Current fiscal year (As of March 31, 2025)
Lease receivables	32,513	25,169
Lease investment assets	222,612	171,137

9 The amount of unused balances of overdrafts and loan commitment agreements entered into by consolidated subsidiaries are as follows. (Millions of yen)

	Prior fiscal year (As of March 31, 2024)	Current fiscal year (As of March 31, 2025)
Total credit lines of overdrafts and loans	539,338	510,264
Loans receivable outstanding	296,427	309,838
Unused credit lines	242,911	200,426

Since many of these facilities expire without being utilized and the related borrowings are sometimes subject to a review of the borrowers' credibility, any unused amount will not necessarily be utilized at the full amount.

10 ※7 Receivables from contracts with customers, contract assets, and contract liabilities arising are not separately presented.

For details, please refer to “Notes to Consolidated Financial Statements (Revenue recognition), 3. Information to understand the amount of revenue in the current and subsequent fiscal years (1) Contract assets and contract liabilities” in the consolidated financial statements.

(For consolidated statement of income)

1 ※1 Revenue from contracts with customers

With regard to net sales, revenue from contracts with customers and revenue from the other sources are not separately presented. For details, please refer to “Notes to Consolidated Financial Statements (Revenue recognition), 1. Information about breakdown of revenue from contracts with customers” in the consolidated financial statements.

2 ※2 Total research and development costs

(Millions of yen)

	Prior fiscal year (From April 1, 2023 to March 31, 2024)	Current fiscal year (From April 1, 2024 to March 31, 2025)
Research and development costs included in manufacturing costs and selling, general and administrative expenses	609,927	619,021

3 ※3 The ending inventory balance represents amounts after write-down of book value when carrying amounts become unrecoverable, and the write-down amounts (after offsetting the reversal of the prior fiscal year’s write-down) are as follows.

(Millions of yen)

	Prior fiscal year (From April 1, 2023 to March 31, 2024)	Current fiscal year (From April 1, 2024 to March 31, 2025)
Cost of sales	23,163	(8,028)
Special losses (Other)	—	7,612

4 ※4 Gain on sales of fixed assets

Prior fiscal year (From April 1, 2023 to March 31, 2024)

Gain on sales of fixed assets primarily consisted of a gain on sale of machinery, equipment and vehicles of ¥15,079 million.

Current fiscal year (From April 1, 2024 to March 31, 2025)

Gain on sales of fixed assets primarily consisted of a gain on sale of land of ¥10,726 million and a gain on sale of machinery, equipment and vehicles of ¥9,129 million.

5 ※5 Loss on sales of fixed assets

Prior fiscal year (From April 1, 2023 to March 31, 2024)

Loss on sales of fixed assets primarily consisted of a loss on sale of machinery, equipment and vehicles of ¥4,723 million.

Current fiscal year (From April 1, 2024 to March 31, 2025)

Loss on sales of fixed assets primarily consisted of a loss on sale of machinery, equipment and vehicles of ¥11,669 million.

6 ※6 Impairment loss

Prior fiscal year (From April 1, 2023 to March 31, 2024)

The Group assesses fixed asset impairment losses based on its business segments (automobiles and sales financing) and regional groupings that are based on business interdependencies. In the current fiscal year, the groupings were partially revised based on the change in the governance structure and the current inter-regional relationships.

As a result of current fiscal year impairment testing for asset groups where there were impairment indicators like continuous operating losses, the book value of automobile segment business assets were written down to their recoverable amount and an impairment loss of ¥53,644 million was recorded as a special loss. The recoverable amount of the asset group was based on value in use, which was calculated by discounting future cash flows at a discount rate of 15%.

Usage	Type	Location	Amount (Millions of yen)
Business-use assets	Buildings and structures, machinery, equipment and vehicles and others	Asia	53,644

The Group determines whether an individual asset is impaired if the asset is considered idle or if it is to be disposed of. Impairment losses were recognized on the following assets.

Usage	Type	Location	Amount (Millions of yen)
Idle assets	Machinery, equipment and vehicles, Construction in progress and others	Japan, Europe, Asia (15 locations total)	3,884
Assets to be disposed of	Land, Buildings and structures and others	Japan (14 locations total)	1,444

The Group recognized an impairment loss on idle assets and assets to be disposed of by reducing their net book value to the asset's respective recoverable value of each asset. These losses amounted to ¥5,328 million and were recorded as special losses in the accompanying consolidated statement of income. These impairment losses consisted of losses of ¥3,884 million on idle assets (machinery, equipment and vehicles of ¥3,015 million, construction in progress of ¥475 million, and others of ¥394 million), and losses of ¥1,444 million on assets to be disposed of (land of ¥1,050 million, buildings and structures of ¥238 million, and others of ¥156 million).

The recoverable value of these assets was measured primarily at net realizable value. Idle assets and assets to be disposed of were evaluated based on appraisal values calculated in accordance with real estate appraisal standards, while those that were difficult to convert to other uses or sell were assessed at zero.

Current fiscal year (From April 1, 2024 to March 31, 2025)

The Group assesses fixed asset impairment losses based on various criteria, including business segments (automobiles and sales financing) and regional groupings that reflect business interdependencies. In the current fiscal year, the groupings were partially revised based on the change in the complementary relationships. For certain areas of business, we have established individual asset groupings that better reflects future profitability of those assets by separating them from other CGUs. In response to the significant updated future plan reflecting our current severe challenges and a competitive industry, the Group conducted impairment testing for asset groups for which there were indicators of impairment at the end of current consolidated fiscal year.

As a result of that analysis, the book value of automobile segment business assets and sales finance business assets were written down to their recoverable amount and an impairment loss of ¥464,367 million and ¥2,686 million were recorded as a special loss.

For North America, the recoverable amount is measured by the value in use, which is calculated by discounting future cash flows at discount rate of 10.23%. For South America, Europe and Japan, the recoverable amount is measured by net realizable value, which is calculated based on the real estate appraisal value, etc.

Usage	Type	Location	Amount (Millions of yen)
Business-use assets	Machinery, equipment and vehicles and others	North America	237,558
Business-use assets	Machinery, equipment and vehicles and others	South America	24,642
Business-use assets	Machinery, equipment and vehicles and others	Europe	138,771
Business-use assets	Machinery, equipment and vehicles and others	Japan	66,082
		Total	467,053

The Group determines whether an individual asset is impaired if the asset is considered idle or if it is to be disposed of. Impairment losses were recognized on the following assets.

Usage	Type	Location	Amount (Millions of yen)
Idle assets	Machinery, equipment and vehicles, Construction in progress and others	Japan, North America, Asia and Other overseas countries (27 locations total)	6,958
Assets to be sold	Land, Buildings and structures	Japan (24 locations total)	1,765
Assets to be disposed of	Machinery, equipment and vehicles, Buildings and structures and others	Japan and Other overseas countries (11 locations total)	19,159

The Group recognized an impairment loss on idle assets and assets to be disposed of by reducing their net book value to the asset's respective recoverable value of each asset. These losses amounted to ¥27,882 million and were recorded as special losses in the accompanying consolidated statement of income. These impairment losses consisted of losses of ¥6,958 million on idle assets (machinery, equipment and vehicles of ¥1,918 million, construction in progress of ¥3,620 million, and others of ¥1,420 million), losses of ¥1,765 million on assets to be sold (land of ¥1,656 million, and buildings and structures of ¥109 million), and losses of ¥19,159 million on assets to be disposed of (machinery, equipment and vehicles of ¥4,310 million, buildings and structures of ¥3,101 million, property, plant and equipment (other) of ¥11,136 million, and others of ¥612 million).

The recoverable value of these assets was measured primarily at net realizable value. Idle assets and assets to be disposed of were evaluated based on appraisal values calculated in accordance with real estate appraisal standards, while those that were difficult to convert to other uses or sell were assessed at zero. Assets to be sold were evaluated based on sales contracts.

7 ※7 Income taxes for global minimum tax

Amount of income taxes - current pertaining to global minimum tax

(Millions of yen)	
Prior fiscal year (From April 1, 2023 to March 31, 2024)	Current fiscal year (From April 1, 2024 to March 31, 2025)
—	8,718

(For consolidated statements of comprehensive income)

※1 Reclassification adjustments and income taxes and tax effects concerning other comprehensive income

	(Millions of yen)	
	Prior fiscal year (From April 1, 2023 to March 31, 2024)	Current fiscal year (From April 1, 2024 to March 31, 2025)
Unrealized holding gain and loss on securities:		
Amount arising during the period	(752)	(1,795)
Reclassification adjustments for gains and losses realized in net income	—	—
Before income taxes and tax-effect adjustment	(752)	(1,795)
Amount of income taxes and tax effects	51	194
Unrealized holding gain and loss on securities	(701)	(1,601)
Unrealized gain and loss from hedging instruments:		
Amount arising during the period	(69,774)	33,882
Reclassification adjustments for gains and losses realized in net income	103,115	(54,832)
Adjustments of acquisition cost for assets	984	(220)
Before income taxes and tax-effect adjustment	34,325	(21,170)
Amount of income taxes and tax effects	(9,889)	4,945
Unrealized gain and loss from hedging instruments	24,436	(16,225)
Adjustment for revaluation of the accounts of the consolidated subsidiaries based on general price level accounting:		
Amount arising during the period	(46,890)	(17,912)
Reclassification adjustments for gains and losses realized in net income	—	—
Before income taxes and tax-effect adjustment	(46,890)	(17,912)
Amount of income taxes and tax effects	—	—
Adjustment for revaluation of the accounts of the consolidated subsidiaries based on general price level accounting	(46,890)	(17,912)
Translation adjustments:		
Amount arising during the period	459,782	(148,291)
Reclassification adjustments for gains and losses realized in net income	(262)	—
Before income taxes and tax-effect adjustment	459,520	(148,291)
Amount of income taxes and tax effects	—	129
Translation adjustments	459,520	(148,162)
Remeasurements of defined benefit plans:		
Amount arising during the period	110,933	(15,957)
Reclassification adjustments for gains and losses realized in net income	(9,916)	(10,097)
Before income taxes and tax-effect adjustment	101,017	(26,054)
Amount of income taxes and tax effects	(31,572)	(2,328)
Remeasurements of defined benefit plans	69,445	(28,382)
The amount related to equity method companies		
Amount arising during the period	86,174	48,992
Reclassification adjustments for gains and losses realized in net income	688	1,773
Before income taxes and tax-effect adjustment	86,862	50,765
Amount of income taxes and tax effects	—	—
The amount related to equity method companies	86,862	50,765
Total other comprehensive income	592,672	(161,517)

(For consolidated statement of changes in net assets)

Prior fiscal year (From April 1, 2023 to March 31, 2024)

1. Shares issued and outstanding / Treasury stock

(Thousands of shares)

Type of shares	At the beginning of current fiscal year	Increase	Decrease	At the end of current fiscal year
Shares issued: Common stock (Notes 1)	4,220,715	—	(211,000)	4,009,715
Treasury stock: Common stock (Notes 2)	303,359	212,583	(246,430)	269,512

Notes: 1. Details of the decrease are as follows:

(Thousands of shares)

Decrease due to cancellation of treasury stock

211,000

2. Details of the increase are as follows:

Increase due to purchase of treasury stock

211,000

Increase in stocks held by affiliates accounted for by the equity method

1,579

Increase due to purchase of stocks of less than a standard unit

4

Details of the decrease are as follows:

Decrease due to cancellation of treasury stock

211,000

Decrease due to disposal of treasury stock under the Restricted Stock Unit (RSU) program

3,166

Decrease in stocks held by affiliates accounted for by the equity method

32,264

2. Share subscription rights

Company	Description	Type of shares to be issued	Number of shares to be issued (Thousands)				Balance at the end of current fiscal year (Millions of yen)
			At the beginning of current fiscal year	Increase	Decrease	At the end of current fiscal year	
Parent company	—	—	—				—
Consolidated subsidiaries	Subscription rights as stock options	—	—				304
Total			—				304

3. Dividends

(1) Dividends paid

Resolution	Type of shares	Total dividends (Millions of yen)	Dividends per share (Yen)	Record date	Effective date
Annual general meeting of the shareholders on June 27, 2023	Common stock	39,174	10	March 31, 2023	June 28, 2023
Meeting of the Board of Directors on November 9, 2023	Common stock	19,586	5	September 30, 2023	November 29, 2023

Note: Total dividends were obtained by deducting the amount corresponding to the equity of Renault shares held by the Company.

(2) Dividends, for which the record date was in the year ended March 31, 2024 and the effective date of which is in the year ending March 31, 2025

Resolution	Type of shares	Total dividends (Millions of yen)	Source of dividends	Dividends per share (Yen)	Record date	Effective date
Annual general meeting of the shareholders on June 25, 2024	Common stock	56,104	Retained earnings	15	March 31, 2024	June 26, 2024

Note: Total dividends were obtained by deducting the amount corresponding to the equity of Renault shares held by the Company.

Current fiscal year (From April 1, 2024 to March 31, 2025)

1. Shares issued and outstanding / Treasury stock

Type of shares	At the beginning of current fiscal year	Increase	Decrease	(Thousands of shares)
				At the end of current fiscal year
Shares issued: Common stock (Notes 1)	4,009,715	—	(295,717)	3,713,999
Treasury stock: Common stock (Notes 2)	269,512	296,300	(344,085)	221,727

Notes: 1. Details of the decrease are as follows:

Decrease due to cancellation of treasury stock (Thousands of shares) 295,717

2. Details of the increase are as follows:

Increase due to purchase of treasury stock 295,717

Increase in stocks held by affiliates accounted for by the equity method 581

Increase due to purchase of stocks of less than a standard unit 3

Details of the decrease are as follows:

Decrease due to cancellation of treasury stock 295,717

Decrease due to disposal of treasury stock under the Restricted Stock Unit (RSU) program 3,208

Decrease in stocks held by affiliates accounted for by the equity method 45,161

2. Share subscription rights

Company	Description	Type of shares to be issued	Number of shares to be issued (Thousands)				Balance at the end of current fiscal year (Millions of yen)
			At the beginning of current fiscal year	Increase	Decrease	At the end of current fiscal year	
Parent company	—	—	—				—
Consolidated subsidiaries	Subscription rights as stock options	—	—				299
Total			—				299

3. Dividends

(1) Dividends paid

Resolution	Type of shares	Total dividends (Millions of yen)	Dividends per share (Yen)	Record date	Effective date
Annual general meeting of the shareholders on June 25, 2024	Common stock	56,104	15	March 31, 2024	June 26, 2024

Note: Total dividends were obtained by deducting the amount corresponding to the equity of Renault shares held by the Company.

(2) Dividends, for which the record date was in the year ended March 31, 2025 and the effective date of which is in the year ending March 31, 2026

Not applicable

(For consolidated statements of cash flows)

- 1 ※1 Cash and cash equivalents as of the end of the fiscal year are reconciled to the accounts reported in the consolidated balance sheets as follows.

	(Millions of yen)	
	Prior fiscal year (From April 1, 2023 to March 31, 2024)	Current fiscal year (From April 1, 2024 to March 31, 2025)
Cash on hand and in banks	1,896,401	1,961,513
Time deposits with maturities of more than three months	(200)	—
Cash equivalents included in securities (*)	230,005	236,000
Cash and cash equivalents	2,126,206	2,197,513

*These represent short-term, highly liquid investments readily convertible into cash held by foreign subsidiaries.

(For lease transactions)

1. Finance lease transactions

(Lessees)

(1) Leased assets

Leased assets primarily consist of dies and buildings.

(2) Depreciation method for leased assets

Depreciation of leased assets (including right-of-use assets) is calculated by the straight-line method based on either the estimated useful lives or the lease terms and the estimated residual value determined by the Company.

(Lessors)

(1) Breakdown of lease investment assets

(Millions of yen)

	Prior fiscal year (As of March 31, 2024)	Current fiscal year (As of March 31, 2025)
Lease income receivable	237,174	193,225
Estimated residual value	2,262	1,828
Interest income equivalent	(16,824)	(23,916)
Lease investment assets	222,612	171,137

(2) Expected amounts of collection from lease income receivable concerning lease receivables and lease investment assets after the balance sheet date

Prior fiscal year (As of March 31, 2024)

(Millions of yen)

	Lease receivables	Lease investment assets
Due within one year	21,958	136,865
Due after one year but within two years	8,753	66,120
Due after two years but within three years	385	18,338
Due after three years but within four years	219	10,497
Due after four years but within five years	105	4,876
Due after five years	74	478

Current fiscal year (As of March 31, 2025)

(Millions of yen)

	Lease receivables	Lease investment assets
Due within one year	15,594	100,208
Due after one year but within two years	7,010	38,848
Due after two years but within three years	518	26,877
Due after three years but within four years	282	17,306
Due after four years but within five years	67	9,470
Due after five years	137	516

2. Operating lease transactions

(Lessees)

Future minimum lease payments subsequent to March 31, 2024 and March 31, 2025 are summarized as follows.

(Millions of yen)

	Prior fiscal year (As of March 31, 2024)	Current fiscal year (As of March 31, 2025)
Due in one year or less	1,363	1,255
Due after one year	7,965	8,396
Total	9,328	9,651

Note: At foreign subsidiaries, IFRS 16, "Leases" (January 13, 2016) and ASU 2016-02 "Leases" (February 25, 2016) have been adopted. The operating leases of these foreign subsidiaries are not included in amounts of above table.

(Lessors)

Future minimum lease income subsequent to March 31, 2024 and March 31, 2025 is summarized as follows.

(Millions of yen)

	Prior fiscal year (As of March 31, 2024)	Current fiscal year (As of March 31, 2025)
Due in one year or less	369,403	409,613
Due after one year	266,857	435,823
Total	636,260	845,436

(For financial instruments)

1. Financial Instruments

(1) Policies on financial instruments

The Group's cash is managed mainly through short-term deposits and short-term investments with insignificant risk for the purpose of efficient cash management at appropriate risk.

The financing has been diversified, such as bank loans, bond issues, commercial paper issues and securitization of assets, to reduce the exposure to liquidity risk.

The Group utilizes derivative financial instruments based on the internal "Policies and Procedures for Risk Management" mainly for the purposes of hedging its exposure to adverse fluctuations in foreign currency exchange rates on receivables and payables denominated in foreign currencies, interest rates on interest-bearing debt and market prices on commodity, but does not enter into such transactions for speculative purposes.

The sales finance business provides financial services to retail customers, such as auto loans and leases, and inventory financing, working capital loans, etc. to our dealers. Strict credit underwriting policies are followed before loans are advanced to the customers and dealers.

(2) Description of financial instruments and related risks

① Trade notes and accounts receivable

The Group holds trade notes and accounts receivable as consideration for sales of products and collects such receivables in accordance with the terms and conditions of relevant sales agreements. The relevant trade notes and accounts receivable are exposed to the credit risk of the respective customers. Those denominated in foreign currencies are exposed to fluctuations in foreign currency exchange rates.

② Sales finance receivables

Sales finance receivables consist of auto loans and leases to retail customers, and credit exposures to dealers comprised of inventory financing and working capital loans, etc. Sales finance receivables are exposed to credit risk of the respective customers.

③ Securities and investment securities

Securities and investment securities held by the Group are mainly unlisted foreign investment trusts and investment securities in affiliates. Investment securities in affiliates are exposed to the risk of fluctuations in their market prices.

④ Trade notes and accounts payable

The Group holds trade notes and accounts payable as liabilities with various payment dates based on the payment conditions from purchasing diverse parts, materials and services, required for development, manufacture and sale of products. As its procurement activities are operated in various regions and countries, the relevant trade notes and accounts payable are exposed to fluctuations in foreign currency exchange rates.

⑤ Borrowings, bonds and lease obligations

The Group conducts diverse financing activities for the purpose of fund procurements for working capital, investments in equipment and businesses, sales financing and so forth. As part of such financing uses floating rates, the relevant borrowings, bonds and lease obligations are exposed to the risk of interest rate fluctuations. The Group is also exposed to liquidity risk in that the necessary funds for business operations may not be ensured with rapid changes in the procurement environment.

⑥ Derivative transactions

(1) Forward foreign exchange contracts

Forward foreign exchange contracts are used to hedge against the adverse impact of fluctuations in foreign currency exchange rates on foreign currency denominated receivables and payables arising from importing and exporting products and others.

(2) Currency options

In the same manner as forward foreign exchange contracts, currency options are used to hedge against the adverse impact of fluctuations in foreign currency exchange rates on foreign currency denominated receivables and payables.

(3) Interest rate swaps

Interest rate swaps are used primarily to hedge against the adverse impact of fluctuations in interest rates on interest-bearing debt.

(4) Currency swaps

Currency swaps are used to hedge against the adverse impact of fluctuations in foreign currency exchange rates and interest rates on foreign currency denominated receivables and payables.

(5) Interest rate options

Interest rate options are used primarily to hedge against the adverse impact of fluctuations in interest rates on interest-bearing debt.

(6) Commodity swaps

Commodity swaps contracts are used primarily to hedge against the adverse impact of fluctuations in the market prices of precious metals (used as the catalyst for the emission gas purifier of automobiles) and base metals (raw materials for automobile productions).

For hedging instruments, hedged items, hedging policy and assessment of hedge effectiveness, refer to "(7) Hedge accounting method" under "4. Significant accounting policies."

(3) Risks relating to financial instruments and the management system thereof

① Management of market risk

Although derivative transactions are used for the purpose of hedging risks on the assets and liabilities recorded in the consolidated balance sheets, there remains the risk of foreign currency exchange fluctuations on currency transactions, the risk of interest rate fluctuations on interest rate transactions and the risk of market price fluctuations on commodity transactions. All the derivative transactions of the Group are carried out pursuant to the internal risk management rules, which stipulate the Group's basic policies for derivative transactions, management policies, management items, trading procedures, criteria for the selection of counterparties, the reporting system and so forth. The Group's financial market risk is controlled by the Company in a centralized manner, and it is stipulated that no individual subsidiary can initiate a hedge transaction such as derivative transactions without the prior approval of and regular reporting back to the Company. The basic policy on the acquisition of derivative transactions is subject to the approval of the Chief Financial Officer after discussing with the treasury group. The execution and management of all transactions are to be conducted in accordance with the aforementioned risk management rules pursuant to the decisions made at those meetings. Derivative transactions are conducted by a special section of the Treasury Department, and the verification of the relevant trade agreements and the monitoring of position balances are the responsibility of the Risk Management Section. Commodity swaps are conducted by the Treasury Department in accordance with the acquisition policy determined by the corporate officer in charge of the Purchasing Department and the Chief Financial Officer.

The status of derivative transactions is reported to the Chief Financial Officer on a regular basis and to the Executive Committee as a general rule.

② Management of credit risk

The Group does business with a variety of local counterparties including sales companies in many regions around the world. The Group has established transaction terms and conditions for operating receivables in Japan and overseas based on credit assessment criteria to take appropriate and effective measures for the protection of such receivables, using bank letters of credit and transactions with advance payments.

As for financial transactions including bank deposits, short-term investments and derivatives, the Group is exposed to the risk that a counterparty could default on their obligations and jeopardize future profits. We believe that this risk is insignificant as the Group enters into such transactions only with financial institutions that have a sound credit profile. Therefore, we believe that the risk to incur losses from a counterparty financial institution's default is low. Credit risk is managed by using its own evaluation methods based on external credit ratings and other analyses. The Treasury Department sets a maximum upper limit on positions with each of the counterparties and monitors the balances of open positions.

In addition to financial institutions, the Group also enters into derivative transactions with Renault Finance S.A. ("RF"), a specialized financial subsidiary of the Renault Group. RF enters into derivative transactions to cover such derivative transactions with the Group only with financial institutions of the highest caliber carefully selected by RF based on its own rating techniques.

In sales finance, credit risk is managed through a risk framework that sets out policies, procedures, measurements and regular reviews across the full life cycle of a financial product from underwriting to collections and write-off.

③ Management of liquidity risk related to financing

The Company endeavors to raise funds from appropriate sources with reinforced measures such as an accumulation of cash reserves and the utilization of loan commitment agreements so that the Group can ensure an appropriate level of liquidity even if any significant environmental change takes place in the financial market and in the event of downgrade of Nissan's credit rating by Japanese and international rating agencies. However, this factor could entail a greater-than-anticipated level of risk that might hinder the smooth execution of the initially planned financing, thereby having a significant effect on the Group's financial position and business performance. The Group secures the appropriate liquidity of funds in its automobile business in accordance with the management rule on liquidity risk by taking into account the future repayment schedule of borrowings, the future demand for working capital and other fund requirements. In sales finance, liquidity risk is managed through a thorough focus on Asset Liability Management, which includes proper match of maturity in asset and liability.

(4) Supplemental explanation on the fair value of financial instruments

① The fair value and unrealized gain or loss on derivative transactions are estimates that are considered appropriate based on the market at the balance sheet date and, thus, the fair value is not necessarily indicative of the actual amounts that might be realized or settled in the future.

② The notional amounts of the swaps are not a direct measure of the Company's risk exposure in connection with its swap transactions.

2. Fair Value of Financial Instruments

The following tables indicate the amount recorded in the consolidated balance sheets, the fair value and the difference as of March 31, 2024 and March 31, 2025 for various financial instruments.

Prior fiscal year (As of March 31, 2024)

(Millions of yen)

	Amount recorded in the consolidated balance sheets	Fair value	Difference
(1) Sales finance receivables (*2)	7,380,061		
Allowance for doubtful accounts (*3)	(137,304)		
Subtotal (*4)	7,242,757	7,115,098	(127,659)
(2) Investment securities (*5)	727,594	623,190	(104,404)
(3) Long-term loans receivable	12,229		
Allowance for doubtful accounts (*3)	(2,568)		
Subtotal	9,661	9,761	100
Total assets	7,980,012	7,748,049	(231,963)
(1) Bonds (*6)	2,590,248	2,489,106	101,142
(2) Long-term borrowings (*7)	4,143,367	4,146,764	(3,397)
(3) Lease obligations (*7)	137,250	136,143	1,107
Total liabilities	6,870,865	6,772,013	98,852
Derivative transactions (*8)	30,522	30,522	—

(*1) Cash on hand and in banks, trade notes and accounts receivable, and contract assets, securities, trade notes and accounts payable, short-term borrowings and commercial papers are omitted because they are cash or are settled within a short time and fair value is almost equal to the book value.

(*2) The amount recorded in the consolidated balance sheets for sales finance receivables is presented with the amount after deducting ¥38,139 million of deferred installments income and others.

(*3) The allowance for doubtful accounts, which is individually recorded as part of sales finance receivables and long-term loans receivable, is deducted.

(*4) The difference between the amount recorded in the consolidated balance sheets and the fair value is mainly due to the discount rate.

(*5) Unlisted stocks and investments in limited liability partnerships are not included in (2) Investment securities. The amounts of financial instruments recorded in the consolidated balance sheets are as follows.

(Millions of yen)

Classification	Prior fiscal year
Unlisted stocks	648,115
Limited liability partnership	3,369

(*6) Bonds include the current portion of bonds under current liabilities. The difference between the amount recorded in the consolidated balance sheets and the fair value is mainly due to the market interest rates.

(*7) Long-term borrowings and lease obligations include the current portion of long-term borrowings and lease obligations under current liabilities.

(*8) Net receivables and payables, which were derived from derivative transactions, are presented in this footnotes as netted amounts, and any item for which the total becomes a net liability is indicated in parentheses.

Current fiscal year (As of March 31, 2025)

(Millions of yen)

	Amount recorded in the consolidated balance sheets	Fair value	Difference
(1) Sales finance receivables (*2)	7,199,338		
Allowance for doubtful accounts (*3)	(137,347)		
Subtotal (*4)	7,061,991	7,000,705	(61,286)
(2) Investment securities (*5)	731,108	493,660	(237,448)
(3) Long-term loans receivable	11,191		
Allowance for doubtful accounts (*3)	(1,904)		
Subtotal	9,287	9,287	—
Total assets	7,802,386	7,503,652	(298,734)
(1) Bonds (*6)	2,479,737	2,415,857	63,880
(2) Long-term borrowings (*7)	4,543,047	4,505,533	37,514
(3) Lease obligations (*7)	114,230	112,804	1,426
Total liabilities	7,137,014	7,034,194	102,820
Derivative transactions (*8)	14,988	14,988	—

(*1) Cash on hand and in banks, trade notes and accounts receivable, and contract assets, securities, trade notes and accounts payable, short-term borrowings and commercial papers are omitted because they are cash or are settled within a short time and fair value is almost equal to the book value.

(*2) The amount recorded in the consolidated balance sheets for sales finance receivables is presented with the amount after deducting ¥39,763 million of deferred installments income and others.

(*3) The allowance for doubtful accounts, which is individually recorded as part of sales finance receivables and long-term loans receivable, is deducted.

(*4) The difference between the amount recorded in the consolidated balance sheets and the fair value is mainly due to the discount rate.

(*5) Unlisted stocks and investments in limited liability partnerships are not included in (2) Investment securities. The amounts of financial instruments recorded in the consolidated balance sheets are as follows.

(Millions of yen)

Classification	Current fiscal year
Unlisted stocks	695,749
Limited liability partnership	1,784

(*6) Bonds include the current portion of bonds under current liabilities.

(*7) Long-term borrowings and lease obligations include the current portion of long-term borrowings and lease obligations under current liabilities.

(*8) Net receivables and payables, which were derived from derivative transactions, are presented in this footnotes as netted amounts, and any item for which the total becomes a net liability is indicated in parentheses.

(Note 1) Redemption schedule after the balance sheet date for monetary receivables and securities with maturity dates

Prior fiscal year (As of March 31, 2024)

(Millions of yen)

	Due within one year	Due after one year but within five years	Due after five years but within ten years	Due after ten years
Cash on hand and in banks	1,896,401	—	—	—
Trade notes and accounts receivable, and contract assets	635,329	—	—	—
Sales finance receivables (*1)	3,090,307	4,093,835	195,914	5
Securities and investment securities				
Held-to maturity securities	5,739	13,451	—	—
Long-term loans receivable	106	11,063	826	234
Total	5,627,882	4,118,349	196,740	239

(*1) The amount of sales finance receivables is presented with the amount after deducting ¥38,139 million of deferred installment income and others.

Current fiscal year (As of March 31, 2025)

(Millions of yen)

	Due within one year	Due after one year but within five years	Due after five years but within ten years	Due after ten years
Cash on hand and in banks	1,961,513	—	—	—
Trade notes and accounts receivable, and contract assets	577,877	—	—	—
Sales finance receivables (*1)	3,090,897	3,929,740	178,698	3
Long-term loans receivable	1,542	8,125	1,299	225
Total	5,631,829	3,937,865	179,997	228

(*1) The amount of sales finance receivables is presented with the amount after deducting ¥39,763 million of deferred installment income and others.

(Note 2) Redemption schedule after the balance sheet date for bonds, long-term borrowings, lease obligations and other interest-bearing debt

Prior fiscal year (As of March 31, 2024)

(Millions of yen)

	Due within one year	Due after one year but within two years	Due after two years but within three years	Due after three years but within four years	Due after four years but within five years	Due after five years
Short-term borrowings	837,266	—	—	—	—	—
Commercial papers	103,262	—	—	—	—	—
Bonds	239,032	779,439	392,600	479,348	321,304	378,525
Long-term borrowings	1,221,739	1,319,299	902,697	368,119	263,137	68,376
Lease obligations	46,784	36,652	17,479	12,139	7,425	16,771
Total	2,448,083	2,135,390	1,312,776	859,606	591,866	463,672

Current fiscal year (As of March 31, 2025)

(Millions of yen)

	Due within one year	Due after one year but within two years	Due after two years but within three years	Due after three years but within four years	Due after four years but within five years	Due after five years
Short-term borrowings	876,104	—	—	—	—	—
Commercial papers	86,743	—	—	—	—	—
Bonds	771,205	393,315	578,135	318,474	44,808	373,800
Long-term borrowings	1,881,691	1,341,616	866,121	355,568	96,362	1,689
Lease obligations	44,400	26,679	15,016	9,524	6,102	12,509
Total	3,660,143	1,761,610	1,459,272	683,566	147,272	387,998

3. Fair Value of Financial Instruments by levels

The fair value of financial instruments is classified into the following three levels based on the observability and materiality of the inputs used to calculate fair value.

Level 1: Fair value derived from quoted prices in active markets for identical assets or liabilities.

Level 2: Fair value derived from observable inputs that are not included in Level 1 inputs.

Level 3: Fair value derived from unobservable inputs.

When multiple inputs that have a significant impact on the fair value calculation are used, the fair value is classified at a lower-level category.

(1) Financial instruments measured at fair value

Prior fiscal year (As of March 31, 2024)

(Millions of yen)

Classification	Fair value			
	Level 1	Level 2	Level 3	Total
Investment securities				
Other securities				
Stock	1,770	—	—	1,770
Total assets	1,770	—	—	1,770
Derivative transactions (*1)	—	30,522	—	30,522
Currency-related transactions	—	9,532	—	9,532
Interest-related transactions	—	20,784	—	20,784
Commodity-related transactions	—	206	—	206

(*1) Net receivables and payables, which were derived from derivative transactions, are presented in net amounts in this footnote as netted, and any item for which the total becomes a net liability is indicated in parentheses.

Current fiscal year (As of March 31, 2025)

(Millions of yen)

Classification	Fair value			
	Level 1	Level 2	Level 3	Total
Investment securities				
Other securities				
Stock	1,142	—	—	1,142
Total assets	1,142	—	—	1,142
Derivative transactions (*1)	—	14,988	—	14,988
Currency-related transactions	—	20,129	—	20,129
Interest-related transactions	—	(5,259)	—	(5,259)
Commodity-related transactions	—	118	—	118

(*1) Net receivables and payables, which were derived from derivative transactions, are presented in net amounts in this footnote as netted, and any item for which the total becomes a net liability is indicated in parentheses.

(2) Financial instruments other than those measured at fair value

Prior fiscal year (As of March 31, 2024)

(Millions of yen)

Classification	Fair value			
	Level 1	Level 2	Level 3	Total
(1) Sales finance receivables	—	—	7,115,098	7,115,098
(2) Investment securities				
Held-to maturity securities	—	12,768	—	12,768
Other securities				
Stock	608,652	—	—	608,652
(3) Long-term loans receivable	—	—	9,761	9,761
Total assets	608,652	12,768	7,124,859	7,746,279
(1) Bonds	—	2,489,106	—	2,489,106
(2) Long-term borrowings	—	4,146,764	—	4,146,764
(3) Lease obligations	—	136,143	—	136,143
Total liabilities	—	6,772,013	—	6,772,013

Current fiscal year (As of March 31, 2025)

(Millions of yen)

Classification	Fair value			
	Level 1	Level 2	Level 3	Total
(1) Sales finance receivables	—	—	7,000,705	7,000,705
(2) Investment securities				
Other securities				
Stock	492,518	—	—	492,518
(3) Long-term loans receivable	—	—	9,287	9,287
Total assets	492,518	—	7,009,992	7,502,510
(1) Bonds	—	2,415,857	—	2,415,857
(2) Long-term borrowings	—	4,505,533	—	4,505,533
(3) Lease obligations	—	112,804	—	112,804
Total liabilities	—	7,034,194	—	7,034,194

(Note) Valuation techniques and inputs are as follows:

Investment securities

Fair value of listed stocks is based on the prices on the stock exchange. They are classified in Level 1, because they are traded in an active market. Fair value of held-to-maturity securities are classified in Level 2, because they are not frequently traded in the market and are not considered quoted prices in an active market.

Derivative transactions

Calculation of fair value is based on quoted prices obtained from third parties or based on discounted cash flows with observable inputs such as interest rates and foreign exchange rates and is classified as Level 2 fair value.

Sales finance receivables

Fair value is calculated based on the discounted cash flows by collection period, using discount rates reflecting maturity and credit risk and is classified as Level 3 fair value.

Long-term loans receivable

Fair value is calculated based on the discounted cash flows of each individual loan, using discount rate which would be applicable for similar new loans and is classified as Level 3 fair value.

Bonds

Fair value of marketable bonds is based on the market prices, and that of non-marketable bonds is based on the present value estimated by discounting the total principal and interest, using discount rates reflecting the remaining term and credit risk observable in the market and is classified as Level 2 fair value.

Long-term borrowings and lease obligations

Fair value is calculated based on the present value estimated by discounting the total principal and interest, using discount rates which would be applicable for similar new borrowings or lease transactions based on the observable inputs in the market and is classified as Level 2 fair value.

(For securities)

1. Held-to maturity securities

Prior fiscal year (As of March 31, 2024)

(Millions of yen)

Types of securities	Carrying value	Fair value	Difference
(Securities whose carrying value exceeds their fair value)	19,190	18,507	(683)
(Securities whose carrying value does not exceed their fair value)	—	—	—
Total	19,190	18,507	(683)

Current fiscal year (As of March 31, 2025)

Not applicable.

2. Other securities

Prior fiscal year (As of March 31, 2024)

(Millions of yen)

Types of securities	Carrying value	Acquisition cost	Difference
(Securities whose carrying value exceeds their acquisition cost)			
Stock	1,226	114	1,112
Others	3,369	2,785	584
Subtotal	4,595	2,899	1,696
(Securities whose carrying value does not exceed their acquisition cost)			
Stock	44,278	44,419	(141)
Others	230,006	230,006	—
Subtotal	274,284	274,425	(141)
Total	278,879	277,324	1,555

Current fiscal year (As of March 31, 2025)

(Millions of yen)

Types of securities	Carrying value	Acquisition cost	Difference
(Securities whose carrying value exceeds their acquisition cost)			
Stock	573	124	449
Subtotal	573	124	449
(Securities whose carrying value does not exceed their acquisition cost)			
Stock	52,191	52,308	(117)
Others	237,784	238,785	(1,001)
Subtotal	289,975	291,093	(1,118)
Total	290,548	291,217	(669)

3. Held-to maturity securities sold during the fiscal year

Prior fiscal year (From April 1, 2023 to March 31, 2024)

Not applicable.

Current fiscal year (From April 1, 2024 to March 31, 2025)

(Millions of yen)

Types of securities	Cost of sales	Amount sold	Total of gain (loss) on sale
Bonds for the Reconstruction for a Free Argentina	18,687	16,076	(2,611)

Reasons for sale

Due to a change in the financial policy, held-to maturity securities held by foreign subsidiaries were sold prior to the redemption date.

4. Other securities sold during the fiscal year

Prior fiscal year (From April 1, 2023 to March 31, 2024)

This information is not provided due to its low materiality.

Current fiscal year (From April 1, 2024 to March 31, 2025)

This information is not provided due to its low materiality.

5. Reclassified securities

Prior fiscal year (From April 1, 2023 to March 31, 2024)

Not applicable.

Current fiscal year (From April 1, 2024 to March 31, 2025)

Not applicable.

6. Securities for which an impairment loss was recognized

Prior fiscal year (From April 1, 2023 to March 31, 2024)

Not applicable.

Current fiscal year (From April 1, 2024 to March 31, 2025)

This information is not provided due to its low materiality.

(For derivative transactions)

1. Derivative transactions for which hedge accounting is not adopted

(1) Currency-related transactions

Prior fiscal year (As of March 31, 2024)

(Millions of yen)

Classification	Type of transactions	Notional amounts	Portion due after one year included herein	Fair value	Valuation gain or loss
Non-market transactions	Swaps:				
	EUR	129,160	—	7,731	7,731
	USD	592,962	47,271	29,286	29,286
	AUD	123,143	—	1,843	1,843
	NZD	9,954	—	(269)	(269)
	ZAR	37,600	—	28	28
	PHP	11,968	—	(87)	(87)
Total		—	—	38,532	38,532

Current fiscal year (As of March 31, 2025)

(Millions of yen)

Classification	Type of transactions	Notional amounts	Portion due after one year included herein	Fair value	Valuation gain or loss
Non-market transactions	Swaps:				
	GBP	76,945	—	16	16
	USD	442,318	—	(4,897)	(4,897)
	CAD	73,554	—	(336)	(336)
	AUD	23,999	—	(79)	(79)
	ZAR	50,706	—	900	900
	PHP	12,042	—	(132)	(132)
Total		—	—	(4,528)	(4,528)

(2) Interest-related transactions

Prior fiscal year (As of March 31, 2024)

(Millions of yen)

Classification	Type of transactions	Notional amounts	Portion due after one year included herein	Fair value	Valuation gain or loss
Non-market transactions	Swaps:				
	Receive floating/pay fixed	177,476	135,515	1,743	1,743
	Receive fixed/pay floating	32,995	32,995	322	322
	Options				
	Caps sold (Premium)	1,159,012 (5,446)	649,358 (5,147)	(6,330)	(884)
	Caps purchased (Premium)	1,159,012 5,466	649,358 5,167	6,331	885
	Total	—	—	2,066	2,066

Current fiscal year (As of March 31, 2025)

(Millions of yen)

Classification	Type of transactions	Notional amounts	Portion due after one year included herein	Fair value	Valuation gain or loss
Non-market transactions	Swaps:				
	Receive floating/pay fixed	287,647	277,195	(2,363)	(2,363)
	Receive fixed/pay floating	54,411	54,411	554	554
	Options				
	Caps sold (Premium)	1,375,301 (8,938)	879,112 (8,833)	(3,332)	5,606
	Caps purchased (Premium)	1,375,301 8,957	879,112 8,852	3,413	(5,525)
	Total	—	—	(1,728)	(1,728)

(3) Commodity-related transactions

Prior fiscal year (As of March 31, 2024)

Not applicable.

Current fiscal year (As of March 31, 2025)

Not applicable.

2. Derivative transactions for which hedge accounting is adopted

(1) Currency-related transactions

Prior fiscal year (As of March 31, 2024)

(Millions of yen)

Method of hedge accounting	Type of transactions	Major hedged items	Notional amounts	Portion due after one year included herein	Fair value
Deferral hedge accounting	Forward foreign exchange contracts: Sell:				
	USD	Trade accounts receivable (forecasted transaction)	75,323	—	(8,723)
	Swaps: USD	Short-term borrowings and long-term borrowings	239,513	221,647	(20,277)
Total			—	—	(29,000)

Current fiscal year (As of March 31, 2025)

(Millions of yen)

Method of hedge accounting	Type of transactions	Major hedged items	Notional amounts	Portion due after one year included herein	Fair value
Deferral hedge accounting	Forward foreign exchange contracts: Sell:				
	USD	Trade accounts receivable (forecasted transaction)	171,157	10,241	3,732
	EUR	Trade accounts receivable (forecasted transaction)	15,685	635	(22)
	Swaps: USD	Long-term borrowings	228,739	211,567	20,947
Total			—	—	24,657

(2) Interest-related transactions

Prior fiscal year (As of March 31, 2024)

(Millions of yen)

Method of hedge accounting	Type of transactions	Major hedged items	Notional amounts	Portion due after one year included herein	Fair value
Deferral hedge accounting	Swaps: Receive floating/pay fixed	Short-term borrowings and Long-term borrowings	1,614,138	1,251,099	18,718
Special treatment	Swaps: Receive floating/pay fixed	Long-term borrowings	35,500	20,500	Note
Total			—	—	18,718

Note: Fair value of interest rate swaps under special treatment is included in that of corresponding hedged long-term borrowings in “2. Fair Value of Financial Instruments” under “For financial instruments” as those interest rate swaps are treated as underlying transactions of hedged items.

Current fiscal year (As of March 31, 2025)

(Millions of yen)

Method of hedge accounting	Type of transactions	Major hedged items	Notional amounts	Portion due after one year included herein	Fair value
Deferral hedge accounting	Swaps: Receive floating/pay fixed	Short-term borrowings and Long-term borrowings	1,293,776	695,252	(3,531)
Special treatment	Swaps: Receive floating/pay fixed	Long-term borrowings	20,500	5,500	Note
Total			—	—	(3,531)

Note: Fair value of interest rate swaps under special treatment is included in that of corresponding hedged long-term borrowings in “2. Fair Value of Financial Instruments” under “For financial instruments” as those interest rate swaps are treated as underlying transactions of hedged items.

(3) Commodity-related transactions

Prior fiscal year (As of March 31, 2024)

(Millions of yen)

Method of hedge accounting	Type of transactions	Major hedged items	Notional amounts	Portion due after one year included herein	Fair value
Deferral hedge accounting	Commodity swaps: Receive floating/pay fixed	Aluminum Copper Palladium	6,716 4,591 654	309 143 —	6 191 9
Total			—	—	206

Current fiscal year (As of March 31, 2025)

(Millions of yen)

Method of hedge accounting	Type of transactions	Major hedged items	Notional amounts	Portion due after one year included herein	Fair value
Deferral hedge accounting	Commodity swaps: Receive floating/pay fixed	Aluminum Copper	305 141	— —	72 46
Total			—	—	118

(For retirement benefits)

1. Description of retirement benefit plans

The Group has several defined-benefit and defined-contribution pension plans. The Company and certain consolidated subsidiaries have adopted both defined-benefit and defined-contribution pension plans, whereas certain other consolidated subsidiaries have either defined-benefit or defined-contribution pension plans. The defined-benefit pension plans adopted by the Company and certain domestic subsidiaries include lump-sum payment plans and defined-benefit corporate pension plans. Certain employees may be entitled to additional special retirement benefits, depending on the conditions for the termination of their employment. Certain consolidated subsidiaries apply a simplified method for calculation of net defined benefit liability, net defined benefit assets and retirement benefit expenses.

2. Defined-benefit pension plan

(1) Adjustments between the beginning and ending balances of retirement benefit obligation (excluding those listed in (3) below)

	(Millions of yen)	
	Prior fiscal year (From April 1, 2023 to March 31, 2024)	Current fiscal year (From April 1, 2024 to March 31, 2025)
Retirement benefit obligation at the beginning of the year	1,217,924	1,247,059
Service cost	20,697	15,448
Interest cost	42,626	47,036
Actuarial gain and loss generated	(39,001)	(24,719)
Past service cost generated	48	(454)
Retirement benefits paid	(85,611)	(104,472)
Effect of foreign exchange translation	88,655	(5,448)
Other	1,721	1,874
Retirement benefit obligation at the end of the year	1,247,059	1,176,324

(2) Adjustments between the beginning and ending balances of plan assets (excluding those listed in (3) below)

	(Millions of yen)	
	Prior fiscal year (From April 1, 2023 to March 31, 2024)	Current fiscal year (From April 1, 2024 to March 31, 2025)
Plan assets at the beginning of the year	1,091,412	1,240,758
Expected return on plan assets (Note)	54,440	58,600
Actuarial gain and loss generated	86,968	(42,599)
Contribution from employers	11,285	16,793
Retirement benefits paid	(77,612)	(94,899)
Effect of foreign exchange translation	72,461	319
Other	1,804	581
Plan assets at the end of the year	1,240,758	1,179,553

Note: Interest from plan assets of net interest from net defined liability of consolidated foreign subsidiaries which adopt IFRS has been included.

(3) Adjustments between the beginning and ending balances of net defined benefit liability and net defined benefit assets for plans using a simplified method

	(Millions of yen)	
	Prior fiscal year (From April 1, 2023 to March 31, 2024)	Current fiscal year (From April 1, 2024 to March 31, 2025)
Net defined benefit liability and assets at the beginning of the year	2,233	2,319
Retirement benefit expenses	347	(47)
Retirement benefits paid	(225)	(449)
Contribution to plans	(36)	(32)
Net defined benefit liability and assets at the end of the year	2,319	1,791

(4) Adjustments between the ending balances of retirement benefit obligation and plan assets and the net defined benefit liability and net defined benefit assets reported on the balance sheets

	(Millions of yen)	
	Prior fiscal year (As of March 31, 2024)	Current fiscal year (As of March 31, 2025)
Retirement benefit obligation for funded plans	1,152,648	1,087,924
Plan assets	(1,242,797)	(1,181,705)
	(90,149)	(93,781)
Retirement benefit obligation for unfunded plans	98,769	92,343
Net defined benefit liability and assets reported on the consolidated balance sheets	8,620	(1,438)
Net defined benefit liability	154,439	164,516
Net defined benefit assets	(145,819)	(165,954)
Net defined benefit liability and assets reported on the consolidated balance sheets	8,620	(1,438)

(5) Breakdown of retirement benefit expenses

	(Millions of yen)	
	Prior fiscal year (From April 1, 2023 to March 31, 2024)	Current fiscal year (From April 1, 2024 to March 31, 2025)
Service cost (Note 1)	21,044	15,401
Interest cost	42,626	47,036
Expected return on plan assets	(54,440)	(58,600)
Amortization of actuarial gain and loss	(10,019)	(17,058)
Amortization of past service cost	103	771
Other	147	545
Retirement benefit expenses for defined benefit plans	(539)	(11,905)

Notes: 1. The retirement benefit expenses of consolidated subsidiaries adopting the simplified method are included in "Service cost."

2. In addition to the retirement benefit expenses referred to above, additional retirement expenses of ¥4,619 million for the prior fiscal year and ¥40,619 million for the current fiscal year were accounted for as "Other" under "Special losses" in the consolidated statement of income.

3. In addition to the retirement benefit expenses referred to above, loss on partial termination of retirement benefit plans of ¥8,419 million for the current fiscal year was accounted for as "Other" under "Special losses" in the consolidated statement of income.

(6) Remeasurements of defined benefit plans

Remeasurements of defined benefit plans (reported under "Other comprehensive income" in the statements of comprehensive income) consist of the following (before income taxes and tax effects).

	(Millions of yen)	
	Prior fiscal year (From April 1, 2023 to March 31, 2024)	Current fiscal year (From April 1, 2024 to March 31, 2025)
Past service cost	(407)	1,553
Actuarial gain and loss	101,424	(27,607)
Total	101,017	(26,054)

(7) Remeasurements of defined benefit plans

Remeasurements of defined benefit plans (reported under "Accumulated other comprehensive income" in the net assets section in the consolidated balance sheet) consist of the following (before income taxes and tax effects).

	(Millions of yen)	
	Prior fiscal year (As of March 31, 2024)	Current fiscal year (As of March 31, 2025)
Unrecognized past service cost	(2,742)	(1,189)
Unrecognized actuarial gain and loss	59,489	31,882
Total	56,747	30,693

(8) Matters regarding plan assets

① Major components of plan assets

Plan assets consist of the following.

	Prior fiscal year (As of March 31, 2024)	Current fiscal year (As of March 31, 2025)
Stocks	35%	34%
Bonds	49%	50%
Cash and deposits	1%	1%
Real estate (including REITs)	7%	7%
Other	8%	8%
Total	100%	100%

Notes: 1. Securities contributed to the retirement benefit trust included in the total plan assets were 1.3% for the prior year and 1.3% for the current fiscal year.

2. “Other” includes components for which it is difficult to categorize into specific types of plan assets, such as stocks and bonds, and to identify the percentage and the amount by types of assets.

② Method for determining the long-term expected return on plan assets

To determine the long-term expected return on plan assets, the portfolio and past performance of the plan assets held, long-term investment policies and market trends, among others, are considered.

(9) Assumptions used in actuarial calculations

Major assumptions used in actuarial calculations

Domestic companies

	Prior fiscal year (As of March 31, 2024)	Current fiscal year (As of March 31, 2025)
Discount rates	0.8%–1.9%	1.4%–2.6%
Long-term expected rates of return on plan assets	Mainly 4.0%	Mainly 4.0%
Expected future salary increase	1.8%–4.2%	1.4%–3.6%

Foreign companies

	Prior fiscal year (As of March 31, 2024)	Current fiscal year (As of March 31, 2025)
Discount rates	3.1%–5.6%	2.5%–5.8%
Long-term expected rates of return on plan assets (US GAAP adoption companies only)	Mainly 7.8%	Mainly 6.8%
Expected future salary increase	2.5%–6.0%	3.0%–7.0%

3. Defined-contribution pension plans

The required amounts of contribution to the Group’s defined-contribution pension plans were ¥31,383 million for the prior fiscal year and ¥33,310 million for the current fiscal year.

(For share-based payments)

1. The account and the amount of stock options charged as expenses

(Millions of yen)

	Prior fiscal year (From April 1, 2023 To March 31, 2024)	Current fiscal year (From April 1, 2024 To March 31, 2025)
Cost of sales	24	(3)
Salaries and wages in Selling, general and administrative expenses	7	(1)

2. Description of stock options/Changes in the size of stock options

(1) Description of stock options

	1st share subscription rights
Company name	Vehicle Energy Japan Inc.
Date of resolution	May 27, 2021
Category and number of people to whom stock options are granted	The company's directors: 3 The company's executive officers: 4 The company's employees: 166 Total: 173
Type and number of shares granted	Common stock 64,600 shares
Grant date	July 1, 2021
Vesting conditions	<p>① The holder of the share subscription rights must be continuously employed or hold a mandate relationship with the company or its affiliates until the exercise date of the share subscription rights. However, this will not apply if a director or executive officer retires due to the expiry of his/her term of office, if an employee retires due to mandatory retirement age, or if the company's board of directors approves other justifiable reasons.</p> <p>② The share subscription rights may only be exercised if the company's common stock underlying the share subscription rights are listed on a securities exchange in Japan at the time of exercise.</p> <p>③ Exercise of the share subscription rights by heirs of share subscription rights holders is not permitted.</p> <p>④ Other terms and conditions for the exercise of the share subscription rights are as set out in the "Share Subscription Rights Allotment Agreement" concluded between the company and the subscription right holders.</p>
Vesting period	July 1, 2021 to June 30, 2023
Exercise period	July 1, 2023 to June 30, 2025

(2) Changes in the size of stock options

The following describes changes in the size of stock options that existed during the year ended March 31, 2025. The number of stock options is translated into the number of shares.

① Number of stock options

	1st share subscription rights
Company name	Vehicle Energy Japan Inc.
Share subscription rights that are not yet vested (shares):	
Balance at the beginning of the current period	59,200
Granted	—
Forfeited	900
Vested	—
Balance of options not vested	58,300
Share subscription rights that have already been vested (shares):	
Balance at the beginning of the current period	—
Vested	—
Exercised	—
Forfeited	—
Balance of options not exercised	—

② Per share prices

	1st share subscription rights
Company name	Vehicle Energy Japan Inc.
Exercise price (Yen)	1
Average price per share upon exercise (Yen)	—
Fair value per share at grant date (Yen)	5,130

3. Method for estimating the per share fair value of stock options

The per share fair value of stock options is estimated using the binominal model. For estimation using the binominal model, as the company is unlisted, the price per share at the grant date is determined using the discounted cash flow method based on the company's business plan, and the expected volatility of the share price is determined using the average of the actual volatilities of several similar listed companies. The period from the point of estimation to the end of the exercise period is regarded as the expected life of the option, and the yield on government bonds for the period that corresponds to the expected life is used as the risk-free interest rate. The expected dividend is set at zero, taking into account the recent dividend history and other factors.

4. Estimation of the number of stock options vested

As it is difficult to reasonably estimate the number of options that will be forfeited in the future, only the actual number of options forfeited is reflected.

(For tax-effect accounting)

1. Significant components of deferred tax assets and liabilities

(Millions of yen)

	Prior fiscal year (As of March 31, 2024)	Current fiscal year (As of March 31, 2025)
Deferred tax assets:		
Net operating loss carry forwards (*2)	325,818	352,886
Impairment loss	59,378	179,125
Foreign tax credit	181,711	145,343
Research and development expenses	139,083	101,885
Sales incentives	62,687	87,383
Deferred tax credit	64,970	67,709
Accrued warranty costs	64,200	67,165
Allowance for doubtful accounts	59,733	48,492
Service costs	51,937	41,518
Loss on valuation of inventories	23,722	34,149
Loss for residual value risk of leased vehicles	31,439	28,802
Allowance for bonus	28,983	24,881
Excess depreciation	25,137	23,098
Net defined benefit liability	19,965	18,835
Other	276,484	344,250
Total gross deferred tax assets	1,415,247	1,565,521
Valuation allowance for net operating loss carry forwards (*2)	(266,055)	(335,112)
Valuation allowance for the sum of deductible temporary differences, etc.	(255,350)	(452,622)
Valuation allowance (*1)	(521,405)	(787,734)
Total deferred tax assets	893,842	777,787
Deferred tax liabilities:		
Reserves under Special Taxation Measures Law, etc.	(556,053)	(500,595)
Foreign subsidiaries unitary tax	(128,151)	(121,746)
Undistributed retained earnings of foreign consolidated subsidiaries	(139,426)	(100,966)
Difference between cost of investments and their underlying net equity at fair value on land	(39,691)	(39,329)
Other	(108,651)	(82,405)
Total deferred tax liabilities	(971,972)	(845,041)
Net deferred tax assets	(78,130)	(67,254)

(*1) The valuation allowance increased by ¥266,329 million. In response to the significant updated future plan reflecting our current severe challenges and a competitive industry, the Group reassessed the recoverability of deferred tax assets. As a result, the valuation allowance increased.

(*2) The amounts of net operating loss carry forwards and corresponding deferred tax assets by due period.

Prior fiscal year (As of March 31, 2024)

(Millions of yen)

	Due within one year	Due after one year but within two years	Due after two years but within three years	Due after three years but within four years	Due after four years but within five years	Due after five years	Total
Net operating loss carry forwards (a)	18,923	23,657	15,228	26,996	39,279	201,735	325,818
Valuation allowance	(18,743)	(21,758)	(14,758)	(25,178)	(38,230)	(147,388)	(266,055)
Deferred tax assets (b)	180	1,899	470	1,818	1,049	54,347	59,763

(a) The net operating loss carry forwards represent the amounts after being multiplied by the effective statutory tax rate.

(b) Deferred tax assets of ¥59,763 million were recognized for the balance of net operating loss carry forwards of ¥325,818 million (amount multiplied by the effective statutory tax rate). After estimating the future taxable income, the deferred tax assets relating to net operating loss carry forwards are assessed as recoverable.

Current fiscal year (As of March 31, 2025)

(Millions of yen)

	Due within one year	Due after one year but within two years	Due after two years but within three years	Due after three years but within four years	Due after four years but within five years	Due after five years	Total
Net operating loss carry forwards (a)	23,875	14,723	26,212	20,129	11,760	256,187	352,886
Valuation allowance	(23,869)	(14,008)	(26,045)	(19,957)	(11,685)	(239,548)	(335,112)
Deferred tax assets (b)	6	715	167	172	75	16,639	17,774

(a) The net operating loss carry forwards represent the amounts after being multiplied by the effective statutory tax rate.

(b) Deferred tax assets of ¥352,886 million were recognized for the balance of net operating loss carry forwards of ¥17,774 million (amount multiplied by the effective statutory tax rate). After estimating the future taxable income, the deferred tax assets relating to net operating loss carry forwards are assessed as recoverable.

2. The reconciliation between the effective tax rates reflected in the consolidated financial statements and the effective statutory tax rate is summarized as follows:

	Prior fiscal year (As of March 31, 2024)	Current fiscal year (As of March 31, 2025)
Statutory tax rate of the Company	30.6%	Because loss before income taxes and minority interests was recorded for the current fiscal year, there is no information to be disclosed here.
(Reconciliation)		
• Different tax rates applied to foreign consolidated subsidiaries	(4.9%)	
• Change in valuation allowance	(46.3%)	
• Equity in gain and loss of affiliates	(5.7%)	
• Undistributed retained earnings of foreign consolidated subsidiaries	19.7%	
• Foreign tax credits carried forward	2.6%	
• Foreign subsidiaries unitary tax(*)	33.9%	
• Adjustments for the uncertain tax treatments on income taxes	1.6%	
• Other	(6.5%)	
Effective tax rates after adoption of tax-effect accounting	25.0%	

(*) Foreign subsidiaries unitary tax includes tax credits recognized based on the tax rules applied.

3. Accounting for corporate, local corporate income taxes and related tax-effect accounting

The Company and some of its domestic subsidiaries adopt the group tax sharing system. Accordingly, corporate, local corporate income taxes, and tax-effect accounting are accounted for and disclosed in accordance with “*Practical Solution on the Accounting and Disclosure Under the Group Tax Sharing System*” (PITF No. 42, August 12, 2021).

4. Amendments to deferred tax assets and deferred tax liabilities due to a change in the rate of corporation tax

In accordance with “*the Act for Partial Amendment of the Income Tax Act*” (Act No. 13, 2025) established in the parliament on March 31, 2025, the Defense Special Corporate Tax will take effect from the fiscal year beginning on or after April 1, 2026. Accordingly, the statutory tax rate used for calculating deferred tax assets and liabilities has been changed from 30.6% for the prior fiscal year to 31.5% for the temporary differences, etc. to be reversed in the fiscal years beginning on or after April 1, 2026.

These tax rate changes resulted in an increase of ¥1,202 million in deferred tax assets (after deducting deferred tax liabilities); a decrease of ¥2,318 million in income taxes-deferred, a decrease of ¥3 million in unrealized holding gain and loss on securities and a decrease of ¥1,113 million in remeasurements of defined benefit plans in the current fiscal year.

(For asset retirement obligations)

Prior fiscal year (As of March 31, 2024)

This information is not provided due to its low materiality.

Current fiscal year (As of March 31, 2025)

This information is not provided due to its low materiality.

(For investment and rental property)

The Company and some of its subsidiaries have rental property in Japan (Tokyo, Kanagawa, Osaka and others) and overseas, which is mainly used for vehicle and parts dealers.

For the fiscal year ended March 31, 2024, net income from rental property amounted to ¥4,645 million and net gain on sales of rental property amounted to ¥1,324 million. For the fiscal year ended March 31, 2025, net income from rental property amounted to ¥4,663 million and net gain on sales of rental property amounted to ¥5,570 million.

The carrying value, increase/decrease thereof and fair value of rental property are as follows.

(Millions of yen)

	Prior fiscal year (From April 1, 2023 to March 31, 2024)	Current fiscal year (From April 1, 2024 to March 31, 2025)
Carrying value		
Balance at the beginning of the year	105,240	99,854
Increase/Decrease during the year	(5,386)	(1,808)
Balance at the end of the year	99,854	98,046
Fair value at the end of the year	114,211	116,832

Notes: 1. The carrying value shown here is calculated by deducting the relevant accumulated depreciation and impairment loss from the property's acquisition cost.

2. The fair value was mainly based on real-estate appraisal value which was calculated by external real-estate appraisers.

(Revenue recognition)

1. Information about breakdown of revenue from contracts with customers

Prior fiscal year (From April 1, 2023 to March 31, 2024)

(Millions of yen)

	Reportable segments		Total
	Automobile	Sales financing	
Japan	1,815,870	36,249	1,852,119
North America	5,725,819	83,295	5,809,114
of which USA	4,476,337	1,122	4,477,459
Europe	1,645,791	—	1,645,791
Asia	732,997	2,213	735,210
Other overseas countries	1,647,861	5,349	1,653,210
Revenue from contracts with customers	11,568,338	127,106	11,695,444
Revenue from the other sources	14,525	975,747	990,272
Sales to third parties	11,582,863	1,102,853	12,685,716

Note: Revenue from the other sources consists mainly of proceeds from interest, etc., based on Accounting Standards Board of Japan (ASBJ) Statement No. 10 “*Accounting Standard for Financial Instruments*” and lease revenue based on ASBJ Statement No. 13 “*Accounting Standard for Lease Transactions*.” These include revenue recognized under International Financial Reporting Standards (IFRS) 9 “*Financial Instruments*” and IFRS 16 “*Leases*” as well as standards for financial instruments such as Financial Accounting Standards Board (FASB) Accounting Standards Codification (ASC) 310 “*Receivables*” and ASC 842 “*Leases*” that are adopted by foreign subsidiaries.

Current fiscal year (From April 1, 2024 to March 31, 2025)

(Millions of yen)

	Reportable segments		Total
	Automobile	Sales financing	
Japan	1,835,850	39,852	1,875,702
North America	5,637,966	89,852	5,727,818
of which USA	4,346,813	1,305	4,348,118
Europe	1,605,455	—	1,605,455
Asia	656,388	1,885	658,273
Other overseas countries	1,678,719	4,513	1,683,232
Revenue from contracts with customers	11,414,378	136,102	11,550,480
Revenue from the other sources	23,478	1,059,256	1,082,734
Sales to third parties	11,437,856	1,195,358	12,633,214

Note: Revenue from the other sources consists mainly of proceeds from interest, etc., based on Accounting Standards Board of Japan (ASBJ) Statement No. 10 “*Accounting Standard for Financial Instruments*” and lease revenue based on ASBJ Statement No. 13 “*Accounting Standard for Lease Transactions*.” These include revenue recognized under International Financial Reporting Standards (IFRS) 9 “*Financial Instruments*” and IFRS 16 “*Leases*” as well as standards for financial instruments such as Financial Accounting Standards Board (FASB) Accounting Standards Codification (ASC) 310 “*Receivables*” and ASC 842 “*Leases*” that are adopted by foreign subsidiaries.

2. Basic information to understand revenue from contracts with customers

For details, please refer to “1. Consolidated Financial Statements 4. Significant accounting policies (5) Reporting of significant revenue and expenses.”

3. Information to understand the amount of revenue in the current and subsequent fiscal years

(1) Contract assets and contract liabilities

Prior fiscal year (From April 1, 2023 to March 31, 2024)

Receivables from contracts with customers

(Millions of yen)

	Beginning of the prior fiscal year	Ending of the prior fiscal year
Trade notes	61,149	62,239
Accounts receivable	522,339	571,298
	583,488	633,537

Receivables from contracts with customers are included in “Trade notes and accounts receivable, and contract assets.”
In addition, the balances of contract assets are immaterial.

Contract liabilities

(Millions of yen)

	Beginning of the prior fiscal year	Ending of the prior fiscal year
Contract liabilities	288,991	321,641

Contract liabilities are included in “Other” in “Current liabilities” and “Long-term liabilities.” Contract liabilities mainly include advances for vehicles, paid extended warranties and maintenance services, which are reversed upon revenue recognition.

The amounts of revenue recognized in the prior fiscal year that were included in the contract liability balances at the beginning of the year are ¥142,586 million.

In addition, the amounts of revenue recognized in the prior fiscal year from performance obligations satisfied (or partially satisfied) in previous years are immaterial.

Current fiscal year (From April 1, 2024 to March 31, 2025)

Receivables from contracts with customers

(Millions of yen)

	Beginning of the current fiscal year	Ending of the current fiscal year
Trade notes	62,239	94,189
Accounts receivable	571,298	482,972
	633,537	577,161

Receivables from contracts with customers are included in “Trade notes and accounts receivable, and contract assets.”
In addition, the balances of contract assets are immaterial.

Contract liabilities

(Millions of yen)

	Beginning of the current fiscal year	Ending of the current fiscal year
Contract liabilities	321,641	337,961

Contract liabilities are included in “Other” in “Current liabilities” and “Long-term liabilities.” Contract liabilities mainly include advances for vehicles, paid extended warranties and maintenance services, which are reversed upon revenue recognition.

The amounts of revenue recognized in the current fiscal year that were included in the contract liability balances at the beginning of the year are ¥152,127 million.

In addition, the amounts of revenue recognized in the current fiscal year from performance obligations satisfied (or partially satisfied) in previous years are immaterial.

(2) Transaction price allocated to the remaining performance obligations

The remaining performance obligations primarily consist of sales for vehicles and parts, and provision of paid extended warranties and maintenance services. The Group has excluded unsatisfied performance obligations for sales including vehicles and parts related to contracts that have an original expected duration of one year or less from this disclosure. The revenue expected to be recognized for each period is as follows:

(Millions of yen)

	Prior fiscal year (As of March 31, 2024)	Current fiscal year (As of March 31, 2025)
Due within one year	98,264	100,695
Due after one year but within five years	187,314	192,184
Due after five years	9,543	11,408
Total	295,121	304,287

(Segments of an enterprise and related information)

Segment information

1. General information about reportable segments

The reportable segments of the Group are components for which discrete financial information is available and whose operating results are regularly reviewed by management to make decisions about resource allocation and to assess their performance.

Businesses of the Group are segmented into Automobile and Sales financing based on the features of products and services. The Automobile business includes manufacturing and sales of vehicles and parts. The Sales financing business provides sales finance services and leasing to support the sales activities of the Automobile business.

2. Calculation method of net sales, profits or losses, assets and other items by reportable segments

In principle, the accounting method for the reportable segments is the same as basis of preparation for the consolidated financial statements.

The segment profits are based on operating income. Inter-segment sales are based on the price in arms-length transactions. The segment assets are based on total assets.

3. Net sales, profits or losses, assets and other items by reportable segment

Prior fiscal year (From April 1, 2023 to March 31, 2024)

(Millions of yen)

	Reportable segments			Elimination of inter-segment transactions	The year ended March 31, 2024
	Automobile	Sales financing	Total		
Net sales					
Sales to third parties	11,582,863	1,102,853	12,685,716	—	12,685,716
Inter-segment sales or transfers	199,653	58,925	258,578	(258,578)	—
Total	11,782,516	1,161,778	12,944,294	(258,578)	12,685,716
Segment profits	221,574	308,718	530,292	38,426	568,718
Segment assets	11,282,240	10,375,882	21,658,122	(1,802,971)	19,855,151
Other items					
Depreciation and amortization expense	353,895	324,058	677,953	—	677,953
Amortization of goodwill	1,242	—	1,242	—	1,242
Interest expense (Cost of sales)	—	279,944	279,944	(59,639)	220,305
Investment amounts to equity method companies	1,304,837	11,304	1,316,141	—	1,316,141
Increase amounts of fixed assets and intangible fixed assets	424,116	1,222,876	1,646,992	—	1,646,992

Note 1: Consolidated financial statements by business segment

- The Sales financing segment for the summarized consolidated balance sheets, summarized consolidated statement of income and summarized consolidated statement of cash flows consists of Nissan Financial Services Co., Ltd. (Japan), Nissan Motor Acceptance Company LLC (U.S.A.), NR Finance Mexico, S.A. de C.V. (Mexico), Dongfeng Nissan Auto Finance Co., Ltd. (China), 13 other companies and the sales finance operations of Nissan Canada, Inc. (Canada).
- The financial data on Automobile & Eliminations represents the differences between the consolidated figures and those for the Sales financing segment.

(1) Summarized consolidated balance sheets by business segment

(Millions of yen)

Accounts	Prior fiscal year (As of March 31, 2024)		
	Automobile & Eliminations	Sales financing	Consolidated total
Assets			
I. Current assets			
Cash on hand and in banks	1,784,547	111,854	1,896,401
Trade notes and accounts receivable, and contract assets	622,019	13,310	635,329
Sales finance receivables	(126,034)	7,544,234	7,418,200
Inventories	2,005,958	49,647	2,055,605
Other current assets	686,951	191,114	878,065
Total current assets	4,973,441	7,910,159	12,883,600
II. Fixed assets			
Property, plant and equipment, net	2,465,396	2,298,114	4,763,510
Investment securities	1,367,521	11,557	1,379,078
Other fixed assets	668,886	155,514	824,400
Total fixed assets	4,501,803	2,465,185	6,966,988
III. Deferred assets			
Bond issuance costs	4,025	538	4,563
Total deferred assets	4,025	538	4,563
Total assets	9,479,269	10,375,882	19,855,151
Liabilities			
I. Current liabilities			
Trade notes and accounts payable	2,177,176	52,034	2,229,210
Short-term borrowings	(1,397,853)	3,799,152	2,401,299
Lease obligations	46,477	307	46,784
Other current liabilities	1,820,013	429,633	2,249,646
Total current liabilities	2,645,813	4,281,126	6,926,939
II. Long-term liabilities			
Bonds	1,460,025	891,191	2,351,216
Long-term borrowings	270,651	2,650,977	2,921,628
Lease obligations	88,997	1,469	90,466
Other long-term liabilities	503,682	590,677	1,094,359
Total long-term liabilities	2,323,355	4,134,314	6,457,669
Total liabilities	4,969,168	8,415,440	13,384,608
Net assets			
I. Shareholders' equity			
Common stock	380,208	225,606	605,814
Capital surplus	646,760	179,391	826,151
Retained earnings	3,322,949	962,559	4,285,508
Treasury stock	(111,377)	—	(111,377)
Total shareholders' equity	4,238,540	1,367,556	5,606,096
II. Accumulated other comprehensive income			
Translation adjustments	29,071	393,812	422,883
Others	(59,465)	12,133	(47,332)
Total accumulated other comprehensive income	(30,394)	405,945	375,551
III. Share subscription rights	304	—	304
IV. Non-controlling interests	301,651	186,941	488,592
Total net assets	4,510,101	1,960,442	6,470,543
Total liabilities and net assets	9,479,269	10,375,882	19,855,151

- Notes: 1. The sales finance receivables of Automobile & Eliminations represent the amount eliminated for intercompany transactions related to wholesale finance made by the Sales financing segment.
2. The borrowings of Automobile & Eliminations represent the amount after deducting internal loans receivable from the Sales financing segment amounting to ¥1,559,961 million.

(2) Summarized consolidated statement of income by business segment

(Millions of yen)

Accounts	Prior fiscal year (From April 1, 2023 to March 31, 2024)		
	Automobile & Eliminations	Sales financing	Consolidated total
Net sales	11,523,938	1,161,778	12,685,716
Cost of sales	9,885,975	732,827	10,618,802
Gross profit	1,637,963	428,951	2,066,914
Operating income as a percentage of net sales	2.3%	26.6%	4.5%
Operating income	260,000	308,718	568,718
Financial income / expenses, net	(14,741)	411	(14,330)
Other non-operating income and expenses, net	148,666	(893)	147,773
Ordinary income	393,925	308,236	702,161
Income before income taxes	340,988	258,237	599,225
Net income attributable to owners of parent	256,422	170,227	426,649

(3) Summarized consolidated statements of cash flows by business segment

(Millions of yen)

Accounts	Prior fiscal year (From April 1, 2023 to March 31, 2024)		
	Automobile & Eliminations	Sales financing	Consolidated total
I. Cash flows from operating activities			
Income before income taxes	340,988	258,237	599,225
Depreciation and amortization	353,895	324,058	677,953
Decrease (increase) in sales finance receivables	11,201	(254,806)	(243,605)
Others	(8,024)	(64,650)	(72,674)
Net cash provided by (used in) operating activities	698,060	262,839	960,899
II. Cash flows from investing activities			
Purchase of investment securities	(47,571)	(493)	(48,064)
Purchase of fixed assets	(363,123)	(5,150)	(368,273)
Proceeds from sales of fixed assets	25,376	11,421	36,797
Purchase of leased vehicles	—	(1,259,505)	(1,259,505)
Proceeds from sales of leased vehicles	—	796,697	796,697
Others	10,290	19,394	29,684
Net cash provided by (used in) investing activities	(375,028)	(437,636)	(812,664)
III. Cash flows from financing activities			
Net increase (decrease) in short-term borrowings	24,197	(404,956)	(380,759)
Net change in long-term borrowings and redemption of bonds	(160,674)	363,966	203,292
Proceeds from issuance of bonds	—	311,855	311,855
Purchase of treasury stock	(119,968)	—	(119,968)
Others	(41,748)	(104,223)	(145,971)
Net cash provided by (used in) financing activities	(298,193)	166,642	(131,551)
IV. Effect of exchange rate changes on cash and cash equivalents	89,320	5,815	95,135
V. Increase (decrease) in cash and cash equivalents	114,159	(2,340)	111,819
VI. Cash and cash equivalents at the beginning of the period	1,900,184	114,203	2,014,387
VII. Cash and cash equivalents at the end of the period	2,014,343	111,863	2,126,206

Notes: 1. The net increase (decrease) in short-term borrowings of Automobile & Eliminations includes the amount of ¥29,054 million eliminated for a net increase in internal loans receivable from the Sales financing segment.

2. The net change in long-term borrowings and redemption of bonds of Automobile & Eliminations includes the amount of ¥77,729 million eliminated for a net decrease in internal loans receivable from the Sales financing segment.

Note 2: Net sales and profits or losses by region

Prior fiscal year (From April 1, 2023 to March 31, 2024)

(Millions of yen)

	Japan	North America	Europe	Asia	Other overseas countries	Total	Eliminations	Consolidated
Net sales								
(1) Sales to third parties	2,002,217	6,881,033	1,562,557	746,684	1,493,225	12,685,716	—	12,685,716
(2) Inter-segment sales	2,945,678	398,239	307,941	861,093	21,408	4,534,359	(4,534,359)	—
Total	4,947,895	7,279,272	1,870,498	1,607,777	1,514,633	17,220,075	(4,534,359)	12,685,716
Operating income (loss)	108,112	334,488	(17,326)	109,206	27,285	561,765	6,953	568,718

Notes: 1. Regions represent the location of the Company and its group companies.

2. Areas are segmented based on their geographical proximity and their mutual operational relationship.

3. Major countries and areas which belong to segments other than Japan are as follows:

- (1) North America : The United States of America, Canada and Mexico
- (2) Europe : France, The United Kingdom, Spain and other European countries
- (3) Asia : China, Thailand, India and other Asian countries
- (4) Other overseas countries: Oceania, Middle East, South Africa and Central & South America excluding Mexico

Current fiscal year (From April 1, 2024 to March 31, 2025)

(Millions of yen)

	Reportable segments			Elimination of inter-segment transactions	The year ended March 31, 2025
	Automobile	Sales financing	Total		
Net sales					
Sales to third parties	11,437,856	1,195,358	12,633,214	—	12,633,214
Inter-segment sales or transfers	207,622	66,723	274,345	(274,345)	—
Total	11,645,478	1,262,081	12,907,559	(274,345)	12,633,214
Segment profits (loss)	(267,979)	285,647	17,668	52,130	69,798
Segment assets	10,412,875	10,145,588	20,558,463	(1,534,403)	19,024,060
Other items					
Depreciation and amortization expense	348,680	348,331	697,011	—	697,011
Amortization of goodwill	1,031	—	1,031	—	1,031
Interest expense (Cost of sales)	—	339,299	339,299	(58,145)	281,154
Investment amounts to equity method companies	1,370,228	3,260	1,373,488	—	1,373,488
Increase amounts of fixed assets and intangible fixed assets	580,150	1,337,184	1,917,334	—	1,917,334

Note 1: Consolidated financial statements by business segment

- The Sales financing segment for the summarized consolidated balance sheets, summarized consolidated statement of income and summarized consolidated statement of cash flows consists of Nissan Financial Services Co., Ltd. (Japan), Nissan Motor Acceptance Company LLC (U.S.A.), NR Finance Mexico, S.A. de C.V. (Mexico), Dongfeng Nissan Auto Finance Co., Ltd. (China), 13 other companies and the sales finance operations of Nissan Canada, Inc. (Canada).
- The financial data on Automobile & Eliminations represents the differences between the consolidated figures and those for the Sales financing segment.

(1) Summarized consolidated balance sheets by business segment

(Millions of yen)

Accounts	Current fiscal year (As of March 31, 2025)		
	Automobile & Eliminations	Sales financing	Consolidated total
Assets			
I. Current assets			
Cash on hand and in banks	1,924,152	37,361	1,961,513
Trade notes and accounts receivable, and contract assets	567,112	10,765	577,877
Sales finance receivables	(148,020)	7,387,121	7,239,101
Inventories	1,638,128	34,177	1,672,305
Other current assets	698,087	174,584	872,671
Total current assets	4,679,459	7,644,008	12,323,467
II. Fixed assets			
Property, plant and equipment, net	2,047,180	2,284,880	4,332,060
Investment securities	1,425,128	3,513	1,428,641
Other fixed assets	723,921	212,862	936,783
Total fixed assets	4,196,229	2,501,255	6,697,484
III. Deferred assets			
Bond issuance costs	2,784	325	3,109
Total deferred assets	2,784	325	3,109
Total assets	8,878,472	10,145,588	19,024,060
Liabilities			
I. Current liabilities			
Trade notes and accounts payable	2,013,995	56,392	2,070,387
Short-term borrowings	(558,644)	4,174,387	3,615,743
Lease obligations	44,030	370	44,400
Other current liabilities	1,880,922	458,738	2,339,660
Total current liabilities	3,380,303	4,689,887	8,070,190
II. Long-term liabilities			
Bonds	879,160	829,372	1,708,532
Long-term borrowings	228,267	2,433,089	2,661,356
Lease obligations	68,539	1,291	69,830
Other long-term liabilities	598,975	469,829	1,068,804
Total long-term liabilities	1,774,941	3,733,581	5,508,522
Total liabilities	5,155,244	8,423,468	13,578,712
Net assets			
I. Shareholders' equity			
Common stock	380,208	225,606	605,814
Capital surplus	646,365	179,391	825,756
Retained earnings	2,609,462	806,013	3,415,475
Treasury stock	(88,284)	—	(88,284)
Total shareholders' equity	3,547,751	1,211,010	4,758,761
II. Accumulated other comprehensive income			
Translation adjustments	(14,003)	328,410	314,407
Others	(107,979)	(6,945)	(114,924)
Total accumulated other comprehensive income	(121,982)	321,465	199,483
III. Share subscription rights	299	—	299
IV. Non-controlling interests	297,160	189,645	486,805
Total net assets	3,723,228	1,722,120	5,445,348
Total liabilities and net assets	8,878,472	10,145,588	19,024,060

- Notes: 1. The sales finance receivables of Automobile & Eliminations represent the amount eliminated for intercompany transactions related to wholesale finance made by the Sales financing segment.
2. The borrowings of Automobile & Eliminations represent the amount after deducting internal loans receivable from the Sales financing segment amounting to ¥1,286,278 million.

(2) Summarized consolidated statement of income by business segment

(Millions of yen)

Accounts	Current fiscal year (From April 1, 2024 to March 31, 2025)		
	Automobile & Eliminations	Sales financing	Consolidated total
Net sales	11,371,133	1,262,081	12,633,214
Cost of sales	10,114,795	825,059	10,939,854
Gross profit	1,256,338	437,022	1,693,360
Operating income as a percentage of net sales	(1.9)%	22.6%	0.6%
Operating income (loss)	(215,849)	285,647	69,798
Financial income / expenses, net	(23,527)	650	(22,877)
Other non-operating income and expenses, net	161,576	1,671	163,247
Ordinary income (loss)	(77,800)	287,968	210,168
Income (loss) before income taxes	(684,135)	270,517	(413,618)
Net income (loss) attributable to owners of parent	(861,200)	190,302	(670,898)

(3) Summarized consolidated statements of cash flows by business segment

(Millions of yen)

Accounts	Current fiscal year (From April 1, 2024 to March 31, 2025)		
	Automobile & Eliminations	Sales financing	Consolidated total
I. Cash flows from operating activities			
Income (loss) before income taxes	(684,135)	270,517	(413,618)
Depreciation and amortization	348,680	348,331	697,011
Decrease (increase) in sales finance receivables	25,485	(42,126)	(16,641)
Others	467,426	19,509	486,935
Net cash provided by (used in) operating activities	157,456	596,231	753,687
II. Cash flows from investing activities			
Purchase of investment securities	(19,492)	—	(19,492)
Purchase of fixed assets	(524,719)	(8,993)	(533,712)
Proceeds from sales of fixed assets	41,846	4,474	46,320
Purchase of leased vehicles	—	(1,378,029)	(1,378,029)
Proceeds from sales of leased vehicles	—	821,177	821,177
Others	102,093	(9,584)	92,509
Net cash provided by (used in) investing activities	(400,272)	(570,955)	(971,227)
III. Cash flows from financing activities			
Net increase (decrease) in short-term borrowings	121,060	(79,152)	41,908
Net change in long-term borrowings and redemption of bonds	168,974	163,348	332,322
Proceeds from issuance of bonds	—	143,068	143,068
Purchase of treasury stock	(139,350)	—	(139,350)
Others	214,332	(329,029)	(114,697)
Net cash provided by (used in) financing activities	365,016	(101,765)	263,251
IV. Effect of exchange rate changes on cash and cash equivalents	23,237	2,359	25,596
V. Increase (decrease) in cash and cash equivalents	145,437	(74,130)	71,307
VI. Cash and cash equivalents at the beginning of the period	2,014,343	111,863	2,126,206
VII. Cash and cash equivalents at the end of the period	2,159,780	37,733	2,197,513

Notes: 1. The net increase (decrease) in short-term borrowings of Automobile & Eliminations includes the amount of ¥167,975 million eliminated for a net decrease in internal loans receivable from the Sales financing segment.

2. The net change in long-term borrowings and redemption of bonds of Automobile & Eliminations includes the amount of ¥91,773 million eliminated for a net decrease in internal loans receivable from the Sales financing segment.

Note 2: Net sales and profits or losses by region

Current fiscal year (From April 1, 2024 to March 31, 2025)

(Millions of yen)

	Japan	North America	Europe	Asia	Other overseas countries	Total	Eliminations	Consolidated
Net sales								
(1) Sales to third parties	2,018,910	6,805,389	1,499,393	786,135	1,523,387	12,633,214	—	12,633,214
(2) Inter-segment sales	2,839,147	361,508	289,219	861,338	21,277	4,372,489	(4,372,489)	—
Total	4,858,057	7,166,897	1,788,612	1,647,473	1,544,664	17,005,703	(4,372,489)	12,633,214
Operating income (loss)	133,714	(38,318)	(98,770)	57,268	2,463	56,357	13,441	69,798

Notes: 1. Regions represent the location of the Company and its group companies.

2. Areas are segmented based on their geographical proximity and their mutual operational relationship.

3. Major countries and areas which belong to segments other than Japan are as follows:

- (1) North America : The United States of America, Canada and Mexico
- (2) Europe : France, The United Kingdom, Spain and other European countries
- (3) Asia : China, Thailand, India and other Asian countries
- (4) Other overseas countries: Oceania, Middle East, South Africa and Central & South America excluding Mexico

Entity-wide disclosures

Prior fiscal year (From April 1, 2023 to March 31, 2024)

1. Information by product and service

This information is not provided here because it is the same as the information provided under “Segment information.”

2. Information by geographical area

(1) Net sales

(Millions of yen)

Japan	North America		Europe	Asia	Other overseas countries	Total
		U.S.A.				
1,935,148	6,591,399	5,049,687	1,643,258	818,525	1,697,386	12,685,716

Notes: 1. Regions represent customers' location.

2. Areas are segmented based on their geographical proximity and their mutual operational relationship.

3. Major countries and areas which belong to segments other than Japan are as follows:

- (1) North America : The United States of America, Canada and Mexico
- (2) Europe : France, The United Kingdom, Spain and other European countries
- (3) Asia : China, Thailand, India and other Asian countries
- (4) Other overseas countries : Oceania, Middle East, South Africa and Central & South America excluding Mexico, etc.

(2) Property, plant and equipment

(Millions of yen)

Japan	North America		Europe	Asia	Other overseas countries	Total
		U.S.A.				
1,692,778	2,751,347	2,082,152	156,175	85,912	77,298	4,763,510

Notes: 1. Regions represent the location of the Company and its group companies.

2. Areas are segmented based on their geographical proximity and their mutual operational relationship.

3. Major countries and areas which belong to segments other than Japan are as follows:

- (1) North America : The United States of America, Canada and Mexico
- (2) Europe : France, The United Kingdom, Spain and other European countries
- (3) Asia : China, Thailand, India and other Asian countries
- (4) Other overseas countries : Oceania, Middle East, South Africa and Central & South America excluding Mexico

3. Information by major customer

This information is not provided because there were no customers that accounted for 10% or more of the net sales to third parties recorded in the consolidated statements of income.

Current fiscal year (From April 1, 2024 to March 31, 2025)

1. Information by product and service

This information is not provided here because it is the same as the information provided under “Segment information.”

2. Information by geographical area

(1) Net sales

(Millions of yen)

Japan	North America		Europe	Asia	Other overseas countries	Total
		U.S.A.				
1,963,534	6,603,571	4,989,337	1,609,054	722,116	1,734,939	12,633,214

Notes: 1. Regions represent customers' location.

2. Areas are segmented based on their geographical proximity and their mutual operational relationship.

3. Major countries and areas which belong to segments other than Japan are as follows:

- (1) North America : The United States of America, Canada and Mexico
- (2) Europe : France, The United Kingdom, Spain and other European countries
- (3) Asia : China, Thailand, India and other Asian countries
- (4) Other overseas countries : Oceania, Middle East, South Africa and Central & South America excluding Mexico, etc.

(2) Property, plant and equipment

(Millions of yen)

Japan	North America		Europe	Asia	Other overseas countries	Total
		U.S.A.				
1,657,271	2,474,729	1,932,540	61,366	91,892	46,802	4,332,060

Notes: 1. Regions represent the location of the Company and its group companies.

2. Areas are segmented based on their geographical proximity and their mutual operational relationship.

3. Major countries and areas which belong to segments other than Japan are as follows:

- (1) North America : The United States of America, Canada and Mexico
- (2) Europe : France, The United Kingdom, Spain and other European countries
- (3) Asia : China, Thailand, India and other Asian countries
- (4) Other overseas countries : Oceania, Middle East, South Africa and Central & South America excluding Mexico

3. Information by major customer

This information is not provided because there were no customers that accounted for 10% or more of the net sales to third parties recorded in the consolidated statements of income.

Information about the impairment loss on fixed assets by reportable segment

Prior fiscal year (From April 1, 2023 to March 31, 2024)

(Millions of yen)

	Reportable segments			Elimination of inter-segment transactions	Total
	Automobile	Sales financing	Total		
Impairment loss	58,972	—	58,972	—	58,972

Current fiscal year (From April 1, 2024 to March 31, 2025)

(Millions of yen)

	Reportable segments			Elimination of inter-segment transactions	Total
	Automobile	Sales financing	Total		
Impairment loss	491,239	3,696	494,935	—	494,935

Information about the amortization of goodwill and unamortized balance by reportable segment

Prior fiscal year (From April 1, 2023 to March 31, 2024)

(Millions of yen)

	Reportable segments			Elimination of inter-segment transactions	Total
	Automobile	Sales financing	Total		
Amortization of goodwill	1,242	—	1,242	—	1,242
Balance at the end of the year	7,018	—	7,018	—	7,018

Current fiscal year (From April 1, 2024 to March 31, 2025)

(Millions of yen)

	Reportable segments			Elimination of inter-segment transactions	Total
	Automobile	Sales financing	Total		
Amortization of goodwill	1,031	—	1,031	—	1,031
Balance at the end of the year	6,356	—	6,356	—	6,356

Information about the gain recognized on negative goodwill by reportable segment

Prior fiscal year (From April 1, 2023 to March 31, 2024)

Not applicable.

Current fiscal year (From April 1, 2024 to March 31, 2025)

This information is not provided due to its low materiality.

(Information of related parties)

1. Transactions with related parties

Prior fiscal year (From April 1, 2023 to March 31, 2024)

(Millions of yen)

Type	Name	Business	Percentage of voting right held by Directors and individual major shareholders (%)	Relation	Nature of transactions	Amount of the transactions	Account	Balance at the end of fiscal year
Director	Makoto Uchida	Representative Executive Officer, President and Chief Executive Officer	Directly 0.007%	—	Disposition of Treasury Stock as remuneration in kind (*1)	111	—	—
Officer	Stephen Ma	Executive Officer, Chief Financial Officer	Directly 0.005%	—	Disposition of Treasury Stock as remuneration in kind (*1)	46	—	—
Director	Hideyuki Sakamoto	Executive Officer, Executive Vice President	Directly 0.003%	—	Disposition of Treasury Stock as remuneration in kind (*1)	31	—	—
Officer	Kunio Nakaguro	Executive Officer, Executive Vice President	Directly 0.000%	—	Disposition of Treasury Stock as remuneration in kind (*1)	27	—	—
Officer	Asako Hoshino	Executive Officer, Executive Vice President	Directly 0.003%	—	Disposition of Treasury Stock as remuneration in kind (*1)	27	—	—
Officer equivalent	Jeremie Papin	Senior Vice President	Directly 0.001%	—	Disposition of Treasury Stock as remuneration in kind (*1)	23	—	—
Officer equivalent	Atul Pasricha	Senior Vice President	Directly 0.000%	—	Disposition of Treasury Stock as remuneration in kind (*1)	21	—	—
Officer equivalent	Rakesh Kochhar	Senior Vice President	Directly 0.001%	—	Disposition of Treasury Stock as remuneration in kind (*1)	21	—	—
Officer equivalent	Guillaume Cartier	Senior Vice President	Directly 0.000%	—	Disposition of Treasury Stock as remuneration in kind (*1)	20	—	—
Officer equivalent	Alfonso Albaisa	Senior Vice President	Directly 0.000%	—	Disposition of Treasury Stock as remuneration in kind (*1)	19	—	—
Officer equivalent	Ivan Espinosa	Senior Vice President	Directly 0.000%	—	Disposition of Treasury Stock as remuneration in kind (*1)	19	—	—
Officer equivalent	Leon Dorssers	Senior Vice President	Directly 0.001%	—	Disposition of Treasury Stock as remuneration in kind (*1)	18	—	—
Officer equivalent	Takashi Hata	Senior Vice President	Directly 0.002%	—	Disposition of Treasury Stock as remuneration in kind (*1)	16	—	—
Officer equivalent	Jose Roman	Senior Vice President	Directly 0.000%	—	Disposition of Treasury Stock as remuneration in kind (*1)	14	—	—
Officer equivalent	Junichi Endo	Senior Vice President	Directly 0.001%	—	Disposition of Treasury Stock as remuneration in kind (*1)	14	—	—
Officer equivalent	Joji Tagawa	Senior Vice President	Directly 0.003%	—	Disposition of Treasury Stock as remuneration in kind (*1)	13	—	—
Officer equivalent	Hideaki Watanabe	Senior Vice President	Directly 0.001%	—	Disposition of Treasury Stock as remuneration in kind (*1)	13	—	—
Officer equivalent	Takao Asami	Senior Vice President	Directly 0.000%	—	Disposition of Treasury Stock as remuneration in kind (*1)	12	—	—
Officer equivalent	Noboru Tateishi	Senior Vice President	Directly 0.000%	—	Disposition of Treasury Stock as remuneration in kind (*1)	11	—	—
Officer equivalent	Shohei Yamazaki	Senior Vice President	Directly 0.000%	—	Disposition of Treasury Stock as remuneration in kind (*1)	11	—	—
Officer equivalent	Toshihiro Hirai	Senior Vice President	Directly 0.001%	—	Disposition of Treasury Stock as remuneration in kind (*1)	11	—	—

(*1) The disposition of the treasury stock is performed as remuneration in kind under the Restricted Stock Unit system.

The stock price for the disposition of the treasury stock is determined based on the ending stock price as of June 26, 2023 (one business day before the resolution made by the Board Meeting for the disposition of the treasury stock) on the Tokyo Stock Exchange.

Current fiscal year (From April 1, 2024 to March 31, 2025)

(Millions of yen)

Type (*1)	Name	Business (*1)	Percentage of voting right held by Directors and individual major shareholders (%)	Relation	Nature of transactions	Amount of the transactions	Account	Balance at the end of fiscal year
Director	Makoto Uchida	Representative Executive Officer, President and Chief Executive Officer	Directly 0.009%	—	Disposition of Treasury Stock as remuneration in kind (*2)	107	—	—
Officer	Stephen Ma	Executive Officer, Chief Financial Officer	Directly 0.007%	—	Disposition of Treasury Stock as remuneration in kind (*2)	48	—	—
Director	Hideyuki Sakamoto	Executive Officer, Executive Vice President	Directly 0.004%	—	Disposition of Treasury Stock as remuneration in kind (*2)	28	—	—
Officer	Kunio Nakaguro	Executive Officer, Executive Vice President	Directly 0.001%	—	Disposition of Treasury Stock as remuneration in kind (*2)	24	—	—
Officer	Asako Hoshino	Executive Officer, Executive Vice President	Directly 0.004%	—	Disposition of Treasury Stock as remuneration in kind (*2)	24	—	—
Officer equivalent	Jeremie Papin	Senior Vice President	Directly 0.002%	—	Disposition of Treasury Stock as remuneration in kind (*2)	27	—	—
Officer equivalent	Guillaume Cartier	Senior Vice President	Directly 0.000%	—	Disposition of Treasury Stock as remuneration in kind (*2)	24	—	—
Officer equivalent	Rakesh Kochhar	Senior Vice President	Directly 0.001%	—	Disposition of Treasury Stock as remuneration in kind (*2)	23	—	—
Officer equivalent	Ivan Espinosa	Senior Vice President	Directly 0.001%	—	Disposition of Treasury Stock as remuneration in kind (*2)	22	—	—
Officer equivalent	Alfonso Albaisa	Senior Vice President	Directly 0.001%	—	Disposition of Treasury Stock as remuneration in kind (*2)	21	—	—
Officer equivalent	Leon Dorssers	Senior Vice President	Directly 0.001%	—	Disposition of Treasury Stock as remuneration in kind (*2)	19	—	—
Officer equivalent	Jose Roman	Senior Vice President	Directly 0.001%	—	Disposition of Treasury Stock as remuneration in kind (*2)	16	—	—
Officer equivalent	Takashi Hata	Senior Vice President	Directly 0.002%	—	Disposition of Treasury Stock as remuneration in kind (*2)	15	—	—
Officer equivalent	Junichi Endo	Senior Vice President	Directly 0.002%	—	Disposition of Treasury Stock as remuneration in kind (*2)	13	—	—
Officer equivalent	Takao Asami	Senior Vice President	Directly 0.001%	—	Disposition of Treasury Stock as remuneration in kind (*2)	12	—	—
Officer equivalent	Joji Tagawa	Senior Vice President	Directly 0.004%	—	Disposition of Treasury Stock as remuneration in kind (*2)	11	—	—
Officer equivalent	Hideaki Watanabe	Senior Vice President	Directly 0.001%	—	Disposition of Treasury Stock as remuneration in kind (*2)	11	—	—
Officer equivalent	Shohei Yamazaki	Senior Vice President	Directly 0.001%	—	Disposition of Treasury Stock as remuneration in kind (*2)	11	—	—
Officer equivalent	Toshihiro Hirai	Senior Vice President	Directly 0.001%	—	Disposition of Treasury Stock as remuneration in kind (*2)	11	—	—
Officer equivalent	Hiroki Hasegawa	Senior Vice President	Directly 0.001%	—	Disposition of Treasury Stock as remuneration in kind (*2)	10	—	—

(*1) The Type and the Business are described based on the attribute and the position in the Company at the time the transactions occurred.

(*2) The disposition of the treasury stock is performed as remuneration in kind under the Restricted Stock Unit system.

The stock price for the disposition of the treasury stock is determined based on the ending stock price as of June 24, 2024 (one business day before the resolution made by the Board Meeting for the disposition of the treasury stock) on the Tokyo Stock Exchange.

2. Notes on the parent company and significant affiliates

Condensed financial information of significant affiliates:

Prior fiscal year (From April 1, 2023 to March 31, 2024)

Combined and condensed financial information (from January 1, 2023 to December 31, 2023) of Renault and Dongfeng Motor Co., Ltd., which are defined as significant affiliates for the current fiscal year, is as follows.

Total current assets	¥15,026,714 million
Total fixed assets	¥6,374,287 million
Total current liabilities	¥13,357,700 million
Total long-term liabilities	¥2,215,988 million
Total net assets	¥5,827,313 million
Net sales	¥9,904,609 million
Income before income taxes	¥443,514 million
Net income	¥336,027 million

Current fiscal year (From April 1, 2024 to March 31, 2025)

Combined and condensed financial information (from January 1, 2024 to December 31, 2024) of Renault and Dongfeng Motor Co., Ltd., which are defined as significant affiliates for the current fiscal year, is as follows.

Total current assets	¥16,302,559 million
Total fixed assets	¥7,171,508 million
Total current liabilities	¥15,169,881 million
Total long-term liabilities	¥2,060,971 million
Total net assets	¥6,243,215 million
Net sales	¥10,982,259 million
Income before income taxes	¥272,565 million
Net income	¥126,861 million

(Amounts per share)

(Yen)

	Prior fiscal year (From April 1, 2023 to March 31, 2024)	Current fiscal year (From April 1, 2024 to March 31, 2025)
Net assets per share	1,599.28	1,419.78
Basic earnings (loss) per share	110.47	(187.08)
Diluted earnings per share	110.47	—

Notes: 1. The information on “Diluted earnings per share” for the current fiscal year is not presented because a net loss per share was recorded although potential dilutive stock existed.

2. The basis for calculation of the basic earnings (loss) per share and the diluted earnings per share is as follows.

	Prior fiscal year (From April 1, 2023 to March 31, 2024)	Current fiscal year (From April 1, 2024 to March 31, 2025)
Basic earnings (loss) per share:		
Net income (loss) attributable to owners of parent (Millions of yen)	426,649	(670,898)
Net income (loss) attributable to owners of parent relating to common stock (Millions of yen)	426,649	(670,898)
Average number of shares of common stock during the fiscal year (Thousands of shares)	3,862,122	3,586,245
Diluted earnings per share:		
Increase in shares of common stock (Thousands of shares)	—	—
(Exercise of share subscription rights (Thousands of shares))	—	—
Securities excluded from the computation of diluted earnings per share because they do not have dilutive effects	—	—

3. The basis for calculation of the net assets per share is as follows.

	Prior fiscal year (As of March 31, 2024)	Current fiscal year (As of March 31, 2025)
Total net assets (Millions of yen)	6,470,543	5,445,348
Amounts deducted from total net assets (Millions of yen)	488,896	487,104
(Share subscription rights (Millions of yen))	304	299
(Non-controlling interests (Millions of yen))	488,592	486,805
Net assets attributable to shares of common stock at year end (Millions of yen)	5,981,647	4,958,244
The year-end number of shares of common stock used for the calculation of net assets per share (Thousands of shares)	3,740,203	3,492,272

(Significant subsequent events)

Not applicable.

⑤ Consolidated supplemental schedules

Schedule of bonds payable

Company	Description	Date of Issuance	Balance at the beginning of current fiscal year (Millions of yen)	Balance at the end of current fiscal year (Millions of yen)	Interest rate (%)	Collateral	Maturity
*1	61st unsecured bonds (Note 2)	April 15, 2016	20,000	(20,000) 20,000	0.33	None	March 19, 2026
*1	65th unsecured bonds (Note 2)	July 22, 2020	11,000	(11,000) 11,000	1.90	None	June 20, 2025
*1	EUR denominated bonds (Note 2)	September 17, 2020	244,860 [EUR 1,500,000 thousand]	(121,560) [EUR 750,000 thousand] 243,120 [EUR 1,500,000 thousand]	2.65–3.20	None	2026–2028
*1	USD denominated bonds (Note 2)	September 17, 2020	984,165 [USD 6,500,000 thousand]	(224,280) [USD 1,500,000 thousand] 971,880 [USD 6,500,000 thousand]	3.52–4.81	None	2025–2030
*1	66th unsecured bonds (Note 2)	February 6, 2023	140,000	(140,000) 140,000	1.02	None	January 20, 2026
*1	67th unsecured bonds (Note 2)	January 27, 2023	50,000	(50,000) 50,000	1.02	None	January 20, 2026
*1	68th unsecured bonds	January 27, 2023	10,000	10,000	1.45	None	January 20, 2028
*2	Bonds issued by subsidiaries	2021 - 2024	270,000	200,000	0.17–1.03	None	2024–2029
*3	Bonds issued by subsidiaries (Note 2)	2019 – 2024	678,840 [USD 4,483,458 thousand]	(141,275) [USD 944,857 thousand] 731,677 [USD 4,893,504 thousand]	1.13–7.05	None	2024–2029
*3	Bonds issued by subsidiaries (Note 2)	September 22, 2021	55,905 [CAD 500,000 thousand]	(52,260) [CAD 500,000 thousand] 52,260 [CAD +500,000 thousand]	2.10	None	September 22, 2025
*3	Bonds issued by subsidiaries (Note 2)	2021 - 2023	125,478 [CNY 6,295,933 thousand]	(10,830) [CNY 499,753 thousand] 49,800 [CNY 2,298,099 thousand]	2.80–3.72	None	2024–2026
Total (Note 2)		—	2,590,248	(771,205) 2,479,737	—		—

Notes: 1. *1 The Company *2 Domestic consolidated subsidiaries *3 Foreign consolidated subsidiaries

2. The amounts in parentheses presented under “Balance at the end of current fiscal year” represent the amounts scheduled to be redeemed within one year.

3. The redemption schedule of bonds for 5 years subsequent to March 31, 2025 is summarized as follows:

(Millions of yen)

Due within one year	Due after one year but within two years	Due after two years but within three years	Due after three years but within four years	Due after four years but within five years
771,205	393,315	578,135	318,474	44,808

Schedule of borrowings

(Millions of yen)

Category	Balance at the beginning of current fiscal year	Balance at the end of current fiscal year	Average interest rate (%)	Maturity
Short-term borrowings	200,407	159,799	4.71	—
Nonrecourse short-term borrowings	636,859	716,305	4.89	—
Current portion of long-term borrowings	453,238	877,351	5.48	—
Current portion of nonrecourse long-term borrowings	768,501	1,004,340	4.66	—
Commercial papers	103,262	86,743	2.07	—
Current portion of lease obligations	46,784	44,400	2.55	—
Long-term borrowings (excluding current portion)	2,191,703	1,634,215	4.70	April 2026 to August 2039
Nonrecourse long-term borrowings (excluding current portion)	729,925	1,027,141	4.83	April 2026 to November 2029
Lease obligations (excluding current portion)	90,466	69,830	4.68	April 2026 to August 2057
Total	5,221,145	5,620,124	—	—

Notes: 1. The average interest rate represents the weighted-average rate applicable to the year-end balance.

2. IFRS 16, “Leases” (January 13, 2016) and ASU 2016-02 “Leases” (February 25, 2016) have been adopted at foreign subsidiaries and liabilities corresponding to the right-of-use assets which was recognized in line with this adaption were included in Current portion of lease obligations and Lease obligations (excluding current portion) balance.

3. The following table shows the aggregate annual maturities of long-term borrowings (excluding the current portion), nonrecourse long-term borrowings (excluding the current portion) and lease obligations (excluding the current portion) for 5 years subsequent to March 31, 2025.

(Millions of yen)

	Due after one year but within two years	Due after two years but within three years	Due after three years but within four years	Due after four years but within five years
Long-term borrowings	683,072	557,443	302,139	89,872
Nonrecourse long-term borrowings	658,544	308,678	53,429	6,490
Lease obligations	26,679	15,016	9,524	6,102

Schedule of asset retirement obligations

The schedule of asset retirement obligations is not provided because the amounts of asset retirement obligations at the beginning and the end of the fiscal year ended March 31, 2025 were one hundredth (1%) or less of the amounts of total liabilities and net assets at the beginning and the end of the fiscal year ended March 31, 2025.

(2) Other

Semiannual financial information for the fiscal year ended March 31, 2025

		Current first half year	Current fiscal year
Net sales	(Millions of yen)	5,984,221	12,633,214
Income (loss) before income taxes	(Millions of yen)	90,602	(413,618)
Net income (loss) attributable to owners of parent	(Millions of yen)	19,223	(670,898)
Basic earnings (loss) per share	(Yen)	5.24	(187.08)

Significant lawsuits, etc., relating to operations and other matters

• Lawsuits related to misstatements in Annual Securities Reports (“Yukashoken-Houkokusho”)

As a consequence of misstatements in Annual Securities Reports for each fiscal year in the past, there are some ongoing domestic and foreign lawsuits.

2. Non-Consolidated Financial Statements

(1) Non-consolidated financial statements

① Non-consolidated balance sheet

	(Millions of yen)	
	Prior fiscal year (As of March 31, 2024)	Current fiscal year (As of March 31, 2025)
Assets		
Current assets		
Cash on hand and in banks	533,945	959,401
Trade accounts receivable ※1	354,071	※1 315,534
Finished goods	178,115	150,934
Work in process	41,726	36,539
Raw materials and supplies	259,690	226,208
Prepaid expenses	42,364	52,644
Short-term loans receivable from subsidiaries and affiliates	759,326	525,606
Accounts receivable - other ※1	159,839	※1 176,944
Other ※1	94,283	※1 79,580
Allowance for doubtful accounts	(35,203)	(76,245)
Total current assets	2,388,159	2,447,149
Fixed assets		
Property, plant and equipment		
Buildings	221,183	214,288
Structures	27,459	27,443
Machinery and equipment	220,938	198,141
Vehicles	7,351	6,937
Tools, furniture and fixtures	124,228	93,924
Land	125,594	125,592
Construction in progress	22,152	33,353
Total property, plant and equipment	748,907	699,681
Intangible fixed assets	91,006	96,612
Investments and other assets		
Investment securities	47,647	51,933
Investments in subsidiaries and affiliates	2,087,837	2,014,632
Long-term loans receivable from subsidiaries and affiliates	227,831	406
Deferred tax assets	296,962	223,481
Other	42,034	66,499
Allowance for doubtful accounts	(414)	(52)
Total investments and other assets	2,701,899	2,356,900
Total fixed assets	3,541,813	3,153,194
Deferred assets		
Bond issuance costs	4,025	2,783
Total deferred assets	4,025	2,783
Total assets	5,933,998	5,603,127

(Millions of yen)

	Prior fiscal year (As of March 31, 2024)		Current fiscal year (As of March 31, 2025)	
Liabilities				
Current liabilities				
Electronically recorded obligations - operating	※1	403,556	※1	393,918
Trade accounts payable	※1	642,892	※1	545,716
Short-term borrowings	※1	178,928	※1	30,895
Current portion of long-term borrowings		26,000		10,000
Commercial papers		45,000		—
Current portion of bonds		—		566,840
Lease obligations	※1	16,251	※1	11,391
Accounts payable-other	※1	44,412	※1	49,868
Accrued expenses	※1	350,564	※1	300,918
Income taxes payable		7,515		13,321
Contract liabilities		3,252		12,362
Advances received		1,700		290
Deposits received	※1	60,048	※1	46,624
Accrued warranty costs		30,431		34,639
Other	※1	31,855	※1	37,111
Total current liabilities		1,842,408		2,053,899
Long-term liabilities				
Bonds		1,460,025		879,160
Long-term borrowings		210,000		200,000
Lease obligations	※1	22,647	※1	16,332
Long-term income taxes payable		—		8,718
Accrued warranty costs		67,558		71,416
Accrued retirement benefits		33,627		16,905
Provision for loss on business of subsidiaries and affiliates		6,755		204,378
Other	※1	12,608	※1	9,300
Total long-term liabilities		1,813,222		1,406,212
Total liabilities		3,655,631		3,460,111

(Millions of yen)

	Prior fiscal year (As of March 31, 2024)	Current fiscal year (As of March 31, 2025)
Net assets		
Shareholders' equity		
Common stock	605,813	605,813
Capital surplus		
Legal capital surplus	804,470	804,470
Total capital surplus	804,470	804,470
Retained earnings		
Legal reserve	53,838	53,838
Other retained earnings		
Reserve for reduction of replacement cost of specified properties	53,012	52,055
Reserve for special depreciation	4	7
Unappropriated retained earnings	772,262	630,669
Total retained earnings	879,117	736,571
Treasury stock	(13,382)	(7,957)
Total shareholders' equity	2,276,019	2,138,897
Valuation, translation adjustments and others		
Unrealized holding gain and loss on securities	2,393	782
Unrealized gain and loss from hedging instruments	(46)	3,335
Total valuation, translation adjustments and others	2,346	4,118
Total net assets	2,278,366	2,143,015
Total liabilities and net assets	5,933,998	5,603,127

② Non-consolidated statement of income

	(Millions of yen)			
	Prior fiscal year (From April 1, 2023 to March 31, 2024)		Current fiscal year (From April 1, 2024 to March 31, 2025)	
Net sales	※1	4,187,227	※1	4,081,748
Cost of sales	※1	3,847,302	※1	3,721,391
Gross profit		339,925		360,357
Selling, general and administrative expenses	※1,※2	351,769	※1,※2	340,433
Operating income (loss)		(11,843)		19,924
Non-operating income				
Interest income	※1	32,088	※1	33,730
Dividends income	※1	381,631	※1	577,789
Exchange gain		—		3,750
Guarantee commission received	※1	11,755	※1	12,946
Derivative gain		89,240		29,611
Reversal of allowance for doubtful accounts		2,888		255
Other	※1	2,319	※1	9,238
Total non-operating income		519,923		667,322
Non-operating expenses				
Interest expense	※1	56,938	※1	58,296
Exchange loss		52,147		—
Provision for doubtful accounts		9,733		37,289
Other	※1	6,875	※1	7,734
Total non-operating expenses		125,694		103,320
Ordinary income		382,385		583,926
Special gains				
Gain on sales of fixed assets		60		33
Gain on sales of investment securities		—		110
Reversal of provision for loss on business of subsidiaries and affiliates		2,613		6,279
Other		274		1
Total special gains		2,948		6,424
Special losses				
Loss on sales of fixed assets		382		137
Loss on disposal of fixed assets		8,540		13,590
Impairment loss		—		63,062
Loss on sales of shares of subsidiaries and affiliates		—		1,192
Loss on valuation of shares of subsidiaries and affiliates		65,796	※3	75,503
Provision for loss on business of subsidiaries and affiliates		6,313	※3	203,902
Other		1,680		30,612
Total special losses		82,712		388,000
Income before income taxes		302,621		202,351
Income taxes-current		34,007		61,147
Income taxes for global minimum tax		—		8,718
Income taxes-deferred		(149,229)		72,187
Total income taxes		(115,221)		142,053
Net Income		417,843		60,298

③ Non-consolidated statement of changes in net assets

Prior fiscal year (From April 1, 2023 to March 31, 2024)

(Millions of yen)

	Shareholders' equity							
	Common stock	Capital surplus		Legal reserve	Retained earnings			
		Legal capital surplus	Total capital surplus		Other retained earnings			Total retained earnings
					Reserve for reduction of replacement cost of specified properties	Reserve for special depreciation	Unappropriated retained earnings	
Balance at the beginning of current period	605,813	804,470	804,470	53,838	53,367	3	547,265	654,475
Changes of items during the period								
Cash dividends paid							(62,949)	(62,949)
Reversal of reserve for reduction of replacement cost of specified properties					(355)		355	
Provision of reserve for special depreciation						2	(2)	
Reversal of reserve for special depreciation						(1)	1	
Net income							417,843	417,843
Purchases of treasury stock								
Disposal of treasury stock							(1,505)	(1,505)
Cancellation of treasury stock							(128,745)	(128,745)
Net changes of items other than those in shareholders' equity								
Total changes of items during the period					(355)	0	224,997	224,642
Balance at the end of current period	605,813	804,470	804,470	53,838	53,012	4	772,262	879,117

	Shareholders' equity		Valuation, translation adjustments and others			Total net assets
	Treasury stock	Total shareholders' equity	Unrealized holding gain and loss on securities	Unrealized gain and loss from hedging instruments	Total valuation, translation adjustments and others	
Balance at the beginning of current period	(25,373)	2,039,385	3,148	(24,411)	(21,263)	2,018,121
Changes of items during the period						
Cash dividends paid		(62,949)				(62,949)
Reversal of reserve for reduction of replacement cost of specified properties						—
Provision of reserve for special depreciation						—
Reversal of reserve for special depreciation						—
Net income		417,843				417,843
Purchases of treasury stock	(119,955)	(119,955)				(119,955)
Disposal of treasury stock	3,201	1,696				1,696
Cancellation of treasury stock	128,745					—
Net changes of items other than those in shareholders' equity			(754)	24,365	23,610	23,610
Total changes of items during the period	11,991	236,634	(754)	24,365	23,610	260,244
Balance at the end of current period	(13,382)	2,276,019	2,393	(46)	2,346	2,278,366

Current fiscal year (From April 1, 2024 to March 31, 2025)

(Millions of yen)

	Shareholders' equity							
	Common stock	Capital surplus		Retained earnings				
		Legal capital surplus	Total capital surplus	Legal reserve	Other retained earnings			Total retained earnings
					Reserve for reduction of replacement cost of specified properties	Reserve for special depreciation	Unappropriated retained earnings	
Balance at the beginning of current period	605,813	804,470	804,470	53,838	53,012	4	772,262	879,117
Changes of items during the period								
Cash dividends paid							(59,816)	(59,816)
Reversal of reserve for reduction of replacement cost of specified properties					(957)		957	
Provision of reserve for special depreciation						5	(5)	
Reversal of reserve for special depreciation						(1)	1	
Net income							60,298	60,298
Purchases of treasury stock								
Disposal of treasury stock							(181)	(181)
Cancellation of treasury stock							(142,848)	(142,848)
Net changes of items other than those in shareholders' equity								
Total changes of items during the period					(957)	3	(141,593)	(142,547)
Balance at the end of current period	605,813	804,470	804,470	53,838	52,055	7	630,669	736,571

	Shareholders' equity		Valuation, translation adjustments and others			Total net assets
	Treasury stock	Total shareholders' equity	Unrealized holding gain and loss on securities	Unrealized gain and loss from hedging instruments	Total valuation, translation adjustments and others	
Balance at the beginning of current period	(13,382)	2,276,019	2,393	(46)	2,346	2,278,366
Changes of items during the period						
Cash dividends paid		(59,816)				(59,816)
Reversal of reserve for reduction of replacement cost of specified properties						—
Provision of reserve for special depreciation						—
Reversal of reserve for special depreciation						—
Net income		60,298				60,298
Purchases of treasury stock	(139,336)	(139,336)				(139,336)
Disposal of treasury stock	1,912	1,731				1,731
Cancellation of treasury stock	142,848					—
Net changes of items other than those in shareholders' equity			(1,610)	3,382	1,771	1,771
Total changes of items during the period	5,424	(137,123)	(1,610)	3,382	1,771	(135,351)
Balance at the end of current period	(7,957)	2,138,897	782	3,335	4,118	2,143,015

[Notes to Non-consolidated Financial Statements]

(Significant accounting policies)

1. Valuation methods for securities

(1) Held-to-maturity securities

Held-to-maturity securities are stated at amortized cost (straight-line method).

(2) Equity securities issued by subsidiaries and affiliates

Equity securities issued by subsidiaries and affiliates are carried at cost determined by the moving average method.

(3) Other securities

① Marketable securities:

Marketable securities classified as other securities are carried at fair value with any changes in unrealized holding gain or loss, net of the applicable income taxes, directly included in net assets. Cost of securities sold is calculated by the moving average method.

② Non-marketable securities:

Non-marketable securities classified as other securities are carried at cost determined by the moving average method.

Investments in limited liability partnerships and similar investments, defined as securities by Article 2, Section 2 of the Financial Instruments and Exchange Act, are recognized at the net amount corresponding to the owning portion under the equity method based on the latest available financial statements of the partnerships.

2. Valuation methods for derivative financial instruments

Derivative financial instruments are carried at fair value.

3. Valuation methods for inventories

Inventories are stated at cost determined by the first-in and first-out method. (Cost of inventories is written-down when their carrying amounts become unrecoverable.)

4. Depreciation and amortization of fixed assets

(1) Property, plant and equipment

Depreciation of property, plant and equipment is calculated by the straight-line method based on the estimated useful lives and the estimated residual value determined by the Company.

(2) Intangible fixed assets

Amortization of intangible fixed assets is calculated by the straight-line method.

Amortization of software for internal use is calculated by the straight-line method over the estimated useful life (5 years).

(3) Leased assets

Depreciation of leased assets is calculated by the straight-line method based on either the estimated useful lives or the lease terms and the estimated residual value determined by the Company.

5. Foreign currency translation

Monetary assets and liabilities denominated in foreign currencies are translated into yen at exchange rates in effect at the balance sheet date. The resulting translation differences are recognized as exchange gain or loss.

6. Basis for reserves

(1) Allowance for doubtful accounts

Allowance for doubtful accounts is provided based on past experience for ordinary receivables and on an estimate of the collectability of receivables from companies in financial difficulty.

(2) Accrued warranty costs

Accrued warranty costs are provided to cover the cost of all services anticipated to be incurred during the entire warranty period in accordance with the warranty contracts and based on past experience.

(3) Accrued retirement benefits

Accrued retirement benefits or prepaid pension costs are recorded at an amount calculated based on the retirement benefit obligation and the fair value of the pension plan assets at the end of the current fiscal year.

For calculating the retirement benefit obligation, the benefit formula basis has been adopted for attributing projected benefits to periods.

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

Actuarial gain and loss are amortized from the year following the year in which the gain and loss are recognized by the straight-line method over periods which are shorter than the average remaining years of service of the eligible employees.

(4) Provision for loss on business of subsidiaries and affiliates

Provision for loss on business of subsidiaries and affiliates is recorded in consideration of the financial condition of affiliated companies.

7. Reporting of significant revenues and expenses

The Company's revenues are primarily from the sale of vehicles and parts. In addition, the Company recognizes royalty income from trademarks and technical know-how licensed to others for the manufacture and sale of products. The Company generally recognizes revenue from the sale of vehicles and parts when the products are delivered based on terms agreed upon in contracts with customers. This is when legal title and the risk and rewards of ownership are transferred allowing the customer to dispose of the goods and the Company to request payment from the customer and is deemed to be the point at which control of the goods is transferred to the customer.

For domestic sales, vehicle sales are recognized when the vehicles are delivered to the destination agreed between the customers. Parts sales are recognized when the parts are shipped from the Company based on the application of alternative treatment allowed under paragraph 98 of Accounting Standards Board of Japan (ASBJ) Guidance No. 30 *"Implementation Guidance on Accounting Standard for Revenue Recognition"*.

The Company provides incentives primarily to dealers, and these incentives are calculated based on the total number of vehicles sold or the number of specific models sold by dealers during a specified period. The Company accrues these amounts as incentives upon the sale of vehicles using the "most likely amount method" and deducts them from revenue.

For export sales, revenues are primarily recognized when goods are loaded on the vessel.

Royalty income is primarily recognized based on the amount of the licensee's (majorly Company's subsidiaries and affiliates) revenue and at the time their revenue is recognized.

Revenue is measured based on the transaction price specified in contracts with customers, excluding the amounts collected on behalf of third parties such as tax authorities.

Payments for products received from customers are collected in accordance with the terms and conditions of the relevant sales agreements and the amount of financing component included in the payment is not material.

In addition, product sales contracts with customers include warranty clauses to cover free replacement or repair needed to correct defects in materials or workmanship of all parts and components and the Group recognizes provisions for product warranties to meet these guarantees. The provisions for such warranty costs are booked as described above in 6. Basis for reserves.

8. Hedge accounting

(1) Hedge accounting

In principle, deferred hedge accounting is applied for derivative instruments.

If it qualifies for specific conditions under JGAAP, the following exceptional hedge treatments can be applied.

- Hedged items for foreign currency denominated transactions can be booked using the forward contract rate, except for accounts receivables to which deferred hedge accounting is applied.
- For interest rate swaps, if interest paid or received can be netted against the interest of underlying hedged interest bearing debt, there is no need for fair value evaluation.

(2) Hedging instruments and hedged items

- Hedging instruments.....Derivative transactions
- Hedged items.....Mainly receivables and payables denominated in foreign currencies and others

(3) Hedging policy

Based on the internal risk management rules and authority regarding derivative transactions, expected risks such as fluctuations in foreign exchange and interest rate are hedged within certain extent.

(4) Assessment of hedge effectiveness

The assessment of hedge effectiveness is omitted when the terms of hedged items are substantially the same as those of the hedging instruments.

9. Other significant accounting policies

(1) Accounting for retirement benefit

The accounting methods of unrecognized actuarial gain and loss and unrecognized past service cost are different from those of the consolidated financial statements.

(2) Adoption of group tax sharing system

The Company adopts the group tax sharing system.

(Significant accounting estimates)

1. Impairment loss on fixed assets

(1) Amount recorded in the non-consolidated financial statements for the current fiscal year

Impairment loss on business-use assets recorded in the non-consolidated statement of income for the current fiscal year is ¥63,062 million.

(2) Details of significant accounting estimates related to the identified items

Specific estimates are referred to the description provided in the section of 1. Impairment loss on fixed assets in (Significant accounting estimates) of the Consolidated Financial Statements. Of fixed assets, property, plant and equipment and intangible fixed assets recorded in the non-consolidated financial statements for the current fiscal year is ¥796,293 million. As a result of determining whether to recognize impairment loss, the Company judged that additional recognition of impairment loss on business-use assets is necessary.

2. Deferred tax assets

(1) Amount recorded in the non-consolidated financial statements for the current fiscal year (Ending balance)

The net amount of deferred tax assets in the non-consolidated balance sheet for the current fiscal year is ¥223,481 million. The amounts of deferred tax assets and valuation allowances before offsetting are stated in the notes (For tax-effect accounting).

(2) Details of significant accounting estimates related to the identified items

Specific estimates are referred to the description provided in the section of 2. Deferred tax assets in (Significant accounting estimates) of the Consolidated Financial Statements.

3. Expenses for market measures including recalls

(1) Amount recorded in the non-consolidated financial statements for the current fiscal year

The amount of service costs recorded in the non-consolidated statements of income for the current fiscal year is ¥19,645 million.

(2) Details of significant accounting estimates related to the identified items

Specific estimates are referred to the description provided in the section of 5. Expenses for market measures including recalls in (Significant accounting estimates) of the Consolidated Financial Statements.

(Unapplied accounting standards, etc.)

This information is omitted because the same information is provided under “(Unapplied accounting standards, etc.)” in the Notes to Consolidated Financial Statements.

(For non-consolidated balance sheets)

1 ※1 Monetary receivables from and payables to subsidiaries and affiliates (except for separately disclosed)

(Millions of yen)

	Prior fiscal year (As of March 31, 2024)	Current fiscal year (As of March 31, 2025)
Short-term monetary receivables	436,746	435,373
Short-term monetary payables	603,557	434,745
Long-term monetary payables	7,038	6,477

2 Guarantees and others

Prior fiscal year (As of March 31, 2024)

(1) Guarantees

(Millions of yen)

Guarantees	Balance of liabilities guaranteed	Description of liabilities guaranteed
Nissan Motor Manufacturing (UK) Ltd.	123,145	Guarantees for loans to invest in plant facilities
Nissan Motor Acceptance Company LLC	151,410	Guarantees for loans to provide sales finances
Employees	* 9,312	Guarantees for employees' housing loans
Total	283,867	

*Allowance for doubtful accounts is provided based on past experience.

(2) Keepwell Agreements

The Company entered into keepwell agreements with the following financial subsidiaries and others to enhance their credit worthiness.

Their balances of liabilities at the end of March 2024 were as follows.

(Millions of yen)

Company name	Balance of liabilities
Nissan Motor Acceptance Company LLC	3,592,099
Nissan Financial Services Co., Ltd.	651,700
Nissan Financial Services Australia Pty. Ltd.	348,435
Nissan Canada, Inc.	283,955
Nissan Leasing (Thailand) Co., Ltd.	50,172
Nissan Financial Services New Zealand Pty. Ltd.	20,362
Total	4,946,726

Current fiscal year (As of March 31, 2025)

(1) Guarantees

(Millions of yen)

Guarantees	Balance of liabilities guaranteed	Description of liabilities guaranteed
Nissan Motor Manufacturing (UK) Ltd.	133,638	Guarantees for loans to invest in plant facilities
Nissan Motor Acceptance Company LLC	119,616	Guarantees for loans to provide sales finances
Employees	* 7,420	Guarantees for employees' housing loans
Total	260,675	

*Allowance for doubtful accounts is provided based on past experience.

(2) Keepwell Agreements

The Company entered into keepwell agreements with the following financial subsidiaries and others to enhance their credit worthiness.

Their balances of liabilities at the end of March 2025 were as follows.

(Millions of yen)

Company name	Balance of liabilities
Nissan Motor Acceptance Company LLC	4,081,002
Nissan Financial Services Co., Ltd.	621,700
Nissan Financial Services Australia Pty. Ltd.	391,413
Nissan Canada, Inc.	360,222
Nissan Leasing (Thailand) Co., Ltd.	32,459
Nissan Financial Services New Zealand Pty. Ltd.	12,789
Total	5,499,586

3 Contingent liabilities

- Lawsuits related to misstatements in Annual Securities Reports (“Yukashoken-Houkokusho”)

As a consequence of misstatements in Annual Securities Reports for each fiscal year in the past, there are some ongoing lawsuits. The Non-consolidated financial results may be affected by the progress of legal proceedings.

(For non-consolidated statement of income)

1 ※1 Transactions with subsidiaries and affiliates (Millions of yen)

	Prior fiscal year (From April 1, 2023 to March 31, 2024)	Current fiscal year (From April 1, 2024 to March 31, 2025)
Operating transactions:		
Sales	3,662,084	3,534,715
Operating expenses	1,599,613	1,576,009
Non-operating transactions	443,963	645,405

2 ※2 Major components of selling, general and administrative expenses are as follows. (Millions of yen)

	Prior fiscal year (From April 1, 2023 to March 31, 2024)	Current fiscal year (From April 1, 2024 to March 31, 2025)
Service costs	60,748	21,442
Provision for accrued warranty costs	50,115	42,037
Other selling expenses	41,966	42,538
Salaries and wages	92,933	92,996
Retirement benefit expenses	(1,043)	(2,992)
Outsourcing expenses	47,159	39,440
Depreciation and amortization	25,817	27,556
Provision for doubtful accounts	51	13
Vehicle distribution agreement related dispute expense	(38,758)	—

Selling expenses account for approximately 40% of the selling, general and administrative expenses in the current fiscal year, which is almost unchanged from the prior fiscal year.

3 ※3 Loss on valuation of shares of subsidiaries and affiliates and Provision for loss on business of subsidiaries and affiliates.

Current fiscal year (From April 1, 2024 to March 31, 2025)

Loss on valuation of shares of subsidiaries and affiliates of ¥75,503 million and Provision for loss on business of subsidiaries and affiliates of ¥203,902 million are recognized mainly due to foreign subsidiaries whose liabilities exceed total assets.

(For securities)

Investments in subsidiaries and affiliates

Prior fiscal year (As of March 31, 2024)

(Millions of yen)

	Carrying value	Estimated fair value	Difference
① Subsidiaries' shares	14,109	146,349	132,240
② Affiliates' shares	237,361	256,248	18,886
Total	251,471	402,597	151,126

The amount of shares in the non-consolidated balance sheets not included in the table above because they do not have a market value:

(Millions of yen)

	Prior fiscal year (As of March 31, 2024)
① Subsidiaries' shares	1,819,775
② Affiliates' shares	16,590

Current fiscal year (As of March 31, 2025)

(Millions of yen)

	Carrying value	Estimated fair value	Difference
① Subsidiaries' shares	14,109	107,389	93,280
② Affiliates' shares	167,539	146,219	(21,319)
Total	181,648	253,608	71,960

The amount of shares in the non-consolidated balance sheets not included in the table above because they do not have a market value:

(Millions of yen)

	Current fiscal year (As of March 31, 2025)
① Subsidiaries' shares	1,811,504
② Affiliates' shares	21,479

(For tax-effect accounting)

1. Significant components of deferred tax assets and liabilities

(Millions of yen)

	Prior fiscal year (As of March 31, 2024)	Current fiscal year (As of March 31, 2025)
Deferred tax assets:		
Loss on valuation of securities	100,039	141,033
Foreign tax credits carried forward	149,489	102,226
Research and development expenses	116,230	74,218
Accrued expenses	64,709	65,228
Provision for loss on business of subsidiaries and affiliates	934	64,326
Accrued warranty costs	29,935	33,055
Allowance for doubtful accounts	8,305	24,002
Impairment loss on fixed assets	30	19,785
Accrued retirement benefits	15,186	10,353
Other	72,056	71,690
Total gross deferred tax assets	556,918	605,921
Valuation allowance	(222,558)	(346,372)
Total deferred tax assets	334,360	259,548
Deferred tax liabilities:		
Reserves under Special Taxation Measures Law	(23,354)	(23,904)
Other	(14,042)	(12,162)
Total deferred tax liabilities	(37,396)	(36,067)
Net deferred tax assets	296,962	223,481

(Changes in Presentation)

“Provision for loss on business of subsidiaries and affiliates”, “Allowance for doubtful accounts”, and “Impairment loss on fixed assets” included in prior fiscal year’s deferred tax assets’ “Other” is presented separately due to its increased materiality in current fiscal year. In addition, “Net operating loss carry forwards”, “Amortization of deferred assets”, and “Loss on valuation of inventories” presented separately in prior fiscal year’s deferred tax assets is included in “Other” due to its decreased materiality in current fiscal year. Prior fiscal year presentation is reclassified to reflect these changes.

2. The reconciliation between the effective tax rates reflected in the non-consolidated financial statements and the effective statutory tax rate is summarized as follows:

	Prior fiscal year (As of March 31, 2024)	Current fiscal year (As of March 31, 2025)
Statutory tax rate:	30.6%	30.6%
(Reconciliation)		
Foreign subsidiaries unitary tax*	45.0%	57.0%
Dividends income excluded from gross revenue	(35.1%)	(82.7%)
Foreign tax credits carried forward	5.6%	9.0%
Tax credits	(5.0%)	(16.5%)
Change in valuation allowance	(85.7%)	57.8%
Foreign withholding taxes	8.0%	14.6%
Other	(1.4%)	0.4%
Effective tax rate after adoption of tax-effect accounting	(38.1%)	70.2%

*Foreign subsidiaries unitary tax includes tax credits recognized based on the tax rules applied.

3. Accounting for local corporate income taxes and related tax-effect accounting

The Company adopts the group tax sharing system. Accordingly, the accounting procedures for corporate and local corporate income taxes and those for related tax-effect accounting are accounted for and disclosed in accordance with “*Practical Solution on the Accounting and Disclosure Under the Group Tax Sharing System*” (PITF No. 42, August 12, 2021).

4. Amendments to deferred tax assets and deferred tax liabilities due to a change in the rate of corporation tax

In accordance with “*the Act for Partial Amendment of the Income Tax Act*” (Act No. 13, 2025) established in the parliament on March 31, 2025, the Defense Special Corporate Tax will take effect from the fiscal year beginning on or after April 1, 2026. Accordingly, the statutory tax rate used for calculating deferred tax assets and liabilities has been changed from 30.6% for the prior fiscal year to 31.5% for the temporary differences etc. to be reversed in the fiscal years beginning on or after April 1, 2026. These tax rate changes resulted in an increase of ¥2,397 million in deferred tax assets (after deducting deferred tax liabilities), a decrease of ¥2,401 million in income taxes-deferred, and a decrease of ¥3 million in unrealized holding gain and loss on securities in the current fiscal year.

(Revenue recognition)

For basic information to understand revenue recognition, refer to Notes to Non-Consolidated Financial Statements, Significant Accounting Policies 7. Reporting of significant revenues and expenses.

(Significant subsequent events)

Not applicable.

④ Non-consolidated supplemental schedules

Detailed schedule of fixed assets

(Millions of yen)

Category	Type of assets	Balance at the beginning of the current fiscal year	Increase in the current fiscal year	Decrease in the current fiscal year	Depreciation or amortization for the current fiscal year	Balance at the end of the current fiscal year	Accumulated depreciation or amortization
Property, plant and equipment	Buildings	221,183	16,044	12,401 (11,451)	10,537	214,288	346,608
	Structures	27,459	2,416	729 (412)	1,703	27,443	86,749
	Machinery and equipment	220,938	49,540	33,675 (31,986)	38,662	198,141	792,061
	Vehicles	7,351	3,862	1,970 (10)	2,306	6,937	19,767
	Tools, furniture and fixtures	124,228	22,838	13,276 (12,519)	39,865	93,924	251,258
	Land	125,594	—	2	—	125,592	—
	Construction in progress	22,152	47,229	36,027 (6,503)	—	33,353	—
	Total	748,907	141,931	98,083 (62,883)	93,075	699,681	1,496,445
Intangible fixed assets		91,006	36,166	5,805 (179)	24,755	96,612	234,225

Note: The figures in parentheses in the "Decrease in the current fiscal year" column represents the amounts of impairment loss included.

Detailed schedule of allowances

(Millions of yen)

Account	Balance at the beginning of the current fiscal year	Increase in the current fiscal year	Decrease in the current fiscal year	Balance at the end of the current fiscal year
Allowance for doubtful accounts	35,618	45,045	4,364	76,298
Accrued warranty costs	97,989	42,037	33,971	106,055
Provision for loss on business of subsidiaries and affiliates	6,755	203,902	6,279	204,378

(2) Details of major assets and liabilities

This information is omitted because the Company prepares consolidated financial statements.

(3) Other

Not applicable.

6. Information on Transfer and Repurchase of the Company's Stock

Fiscal year	From April 1 To March 31
General meeting of shareholders	June
Record date for dividend	March 31
Record dates for dividend of surplus	September 30 and March 31
Number of shares per unit of the Company's stock	100 shares
Repurchase of stocks of less than a standard unit	
Address where repurchases are processed	(Special account) 1-4-1 Marunouchi, Chiyoda-ku, Tokyo Stock Transfer Agency Business Planning Dept., Sumitomo Mitsui Trust Bank, Limited.
Administrator of shareholders' register	(Special account) 1-4-1 Marunouchi, Chiyoda-ku, Tokyo Sumitomo Mitsui Trust Bank, Limited.
Offices available for repurchase	—
Charges for repurchase	Handling charges as set by the securities companies designated by the Company for the repurchase plus the related consumption tax
Method of public notice	Public notice of the Company shall be given by electronic means; provided, however, that in the event accidents or other unavoidable reasons prevent public notice by electronic means, the notice can be given in the <i>Nihon Keizai Shimbun</i> . The electronic public notice is presented on the Company's Web site at https://www.nissan-global.com/EN/IR/
Special benefits to shareholders	None

Note: According to the Company's Articles of Incorporation where the rights of shareholders holding stocks of less than a standard unit are prescribed, the holder of stocks of less than a standard unit shall not be entitled to exercise the rights of shareholders in connection with such below-unit shares other than those rights listed below:

- (1) The rights stipulated in each item of Article 189, Paragraph 2, of the Companies Act;
- (2) The right to make a claim in accordance with Article 166, Paragraph 1, of the Companies Act; and
- (3) The right to subscribe for new shares or new share subscription rights in proportion to the number of the shares owned by said shareholder.

7. Reference Information on the Company

1. Information on the parent company or equivalent of the Company

The Company has no parent company or equivalent as prescribed in Article 24-7, Paragraph 1 of the Financial Instruments and Exchange Act.

2. Other reference information

- (1) Documents submitted between the beginning of the current fiscal year and the date when this Securities Report (*Yukashoken-Hokokusho*) was filed

The Company filed the following documents between the beginning of the fiscal year ended March 31, 2025 and the date when this Securities Report (*Yukashoken-Hokokusho*) was filed.

- | | | | | |
|---|---|-------------------------------------|---|--|
| ① | Securities Report and
Accompanying Documents and
Confirmation Note | Fiscal Year
(the 125th) | From April 1, 2023
To March 31, 2024 | Submitted to the director of the Kanto Local
Finance Bureau on June 28, 2024. |
| ② | Internal Control Report | Fiscal Year
(the 125th) | From April 1, 2023
To March 31, 2024 | Submitted to the director of the Kanto Local
Finance Bureau on June 28, 2024. |
| ③ | Semiannual
Securities Reports and
Confirmation Notes | (First half of the
126th period) | From April 1, 2024
To September 30, 2024 | Submitted to the director of the Kanto Local
Finance Bureau on November 11, 2024. |
| ④ | Extraordinary Reports
An extraordinary report according to the provision of Article 24-5, Paragraph 4,
of the Financial Instruments and Exchange Act and Article 19, Paragraph 2,
Item 9-2 (Matters that require a resolution of a general meeting of shareholders),
of the Cabinet Office Ordinance on Disclosure of Corporate Information, etc.

An extraordinary report according to the provision of Article 24-5, Paragraph 4,
of the Financial Instruments and Exchange Act and Article 19, Paragraph 2,
Item 9 (Change to the Representative Executive Officer), of the Cabinet Office
Ordinance on Disclosure of Corporate Information, etc.

An extraordinary report according to the provision of Article 24-5, Paragraph 4,
of the Financial Instruments and Exchange Act and Article 19, Paragraph 2,
Item 3 (change to the parent company or a specified subsidiary company), of the
Cabinet Office Ordinance on Disclosure of Corporate Information, etc.

An extraordinary report according to the provisions of Article 24-5, Paragraph
4, of the Financial Instruments and Exchange Law and Article 19, Paragraph 2,
Item 12 and Item 19 (Material effect on the financial position, operating results
and cash flows), of the Cabinet Office Ordinance on Disclosure of Corporate
Information, etc. | | | Submitted to the director of the Kanto Local
Finance Bureau on June 26, 2024.

Submitted to the director of the Kanto Local
Finance Bureau on March 11, 2025.

Submitted to the director of the Kanto Local
Finance Bureau on April 3, 2025.

Submitted to the director of the Kanto Local
Finance Bureau on May 13, 2025. |
| ⑤ | Shelf Registration Statement (Shares)
and Accompanying Documents
FY2022 RSUs

Shelf Registration Statement (Shares)
and Accompanying Documents
FY2024 RSUs

Shelf Registration Statement (Bonds)
and Accompanying Documents | | | Submitted to the director of the Kanto Local
Finance Bureau on June 26, 2024.

Submitted to the director of the Kanto Local
Finance Bureau on June 26, 2024.

Submitted to the director of the Kanto Local
Finance Bureau on May 20, 2024. |
| ⑥ | Shelf Registration Supplements
(Shares) and Accompanying
Documents | | | Submitted to the director of the Kanto Local
Finance Bureau on July 31, 2024. |
| ⑦ | Amended Shelf Registration
Statements (Shares)

Amended Shelf Registration
Statements (Bonds) | | | Submitted to the director of the Kanto Local
Finance Bureau on June 26, 2024, March 11,
2025, April 3, 2025, May 13, 2025.

Submitted to the director of the Kanto Local
Finance Bureau on June 26, 2024, March 11,
2025, April 3, 2025, May 13, 2025. |
| ⑧ | Reports on Repurchases | | | Submitted to the director of the Kanto Local
Finance Bureau on October 16, 2024. |

(2) Woman manager ratio, ratio of men employees taking childcare leave, and men and women employees average pay difference

Woman manager ratio, ratio of men employees taking childcare leave, and men and women employees average pay difference for consolidated subsidiaries other than the major consolidated group companies (In Japan) are as follows.

Other Consolidated Subsidiaries (In Japan)

Current fiscal year					
Company name	Woman manager ratio (%) (Note 1)	Ratio of men employees taking childcare leave (%) (Note 2)	Men and women employees average pay difference (%) (Note 4)		
			All employees	Regular employees	Non-Regular employees
Nissan Shatai Manufacturing Co., Ltd.	5.3	—	84.3	84.6	81.7
Nissan Shatai Computer Service Co., Ltd.	13.2	33.3	86.6	86.6	81.5
Nissan Shatai Kyushu Co., Ltd.	—	31.3	71.4	69.8	95.3
Auto Works Kyoto Co., Ltd.	4.3	—	76.9	74.4	72.4
Prostaff Co., Ltd.	23.5	—	66.9	54.3	111.4
Jatco Engineering Ltd.	1.8	50.0	77.2	74.8	93.6
Jatco Plant Tec Ltd.	—	33.3	68.0	75.2	73.6
Nissan Trading Operation Japan Co., Ltd.	27.3	100.0	85.0	87.9	49.1
Nissan Creative Services Co., Ltd.	10.8	87.5	73.5	79.3	69.9
AK Transport Service Co., Ltd.	—	100.0	93.2	75.7	108.7
Vehicle Energy Japan Inc.	1.8	—	68.6	70.0	35.8
Nissan Used Car Center Co., Ltd.	5.6	33.3	93.7	81.3	109.2
Nissan Rent-A-Car Shizuoka Co., Ltd.	—	—	100.3	72.0	150.5
Nissan Business Service Co., Ltd.	17.5	—	83.9	81.1	83.6
Nissan Service Center Co., Ltd.	—	—	72.4	84.5	83.0
Nissan Motor Sales Co., Ltd.	3.4	30.0	79.7	77.2	63.8
Nissan Satio Fukuyama Co., Ltd.	—	16.7	73.6	70.3	104.0
Nissan Prince Hiroshima Hanbai Co., Ltd.	1.9	14.3	67.8	70.1	78.2
Aichi Nissan Motor Co., Ltd.	2.3	27.3	62.7	66.0	55.3
Asahikawa Nissan Motor Co., Ltd.	—	—	59.5	61.1	50.5
Gifu Nissan Motor Co., Ltd.	3.9	53.3	61.8	59.6	54.3
Shiga Nissan Motor Co., Ltd.	3.3	33.3	72.8	72.5	13.0
Kagoshima Nissan Motor Co., Ltd.	2.6	37.5	74.4	75.0	50.5
Hamamatsu Nissan Motor Co., Ltd.	2.5	—	79.4	75.1	76.8
Nissan Satio Saga Co., Ltd.	—	66.7	79.5	78.2	—
Nissan Prince Mie Hanbai Co., Ltd.	5.1	37.5	78.1	74.9	61.8
Nissan Prince Shizuoka Hanbai Co., Ltd.	1.1	28.6	72.2	70.8	52.3
Nissan Prince Miyagi Hanbai Co., Ltd.	5.4	11.1	82.7	82.3	69.1
Kyoto Nissan Motor Co., Ltd.	—	—	61.5	70.2	58.7
Nissan Prince Saitama Hanbai Co., Ltd.	1.4	28.6	69.4	72.1	75.8
Nissan Prince Yamaguchi Hanbai Co., Ltd.	5.4	33.3	75.2	72.4	88.1
Nissan Prince Akita Hanbai Co., Ltd.	5.9	—	76.0	74.2	78.2
Nissan Prince Oita Hanbai Co., Ltd.	5.9	—	72.5	72.8	55.2
Nissan Prince Tochigi Hanbai Co., Ltd.	—	—	73.3	71.1	68.7
Nissan Prince Fukushima Hanbai Co., Ltd.	1.4	44.4	78.7	78.3	112.6
Nissan Prince Nagoya Hanbai Co., Ltd.	0.9	33.3	72.6	72.1	59.0
Nissan Fukuoka Hanbai Co., Ltd.	3.1	20.9	74.6	73.5	75.2
Hyougo Nissan Motor Co., Ltd.	2.9	8.7	61.5	66.7	39.4
Wakayama Nissan Motor Co., Ltd.	3.7	25.0	79.2	77.1	113.3
Nissan Buhin Tokai Hanbai Co., Ltd.	1.5	25.0	65.0	67.1	78.7
Nissan Buhin Sanyo Hanbai Co., Ltd.	25.0	100.0	81.4	88.8	90.7
Nissan Buhin Hokkaido Hanbai Co., Ltd.	5.0	—	79.7	72.9	79.6
Nissan Buhin Kinki Hanbai Co., Ltd.	2.0	—	73.2	77.9	93.3
Nissan Buhin Kyushu Hanbai Co., Ltd.	11.8	50.0	63.5	85.5	63.4
Nissan Buhin Hokuriku Hanbai Co., Ltd.	4.5	57.1	74.6	85.0	75.2
Nissan Buhin Nagano Hanbai Co., Ltd.	—	—	68.6	69.1	100.5
Nissan Automotive Technology Co., Ltd.	2.1	83.3	73.7	73.9	62.9
Nissan Arc, Ltd.	14.8	100.0	90.0	88.7	88.4

Notes: 1. Calculated pursuant to “The provisions of the Act on the Promotion of Women’s Active Engagement in Professional Life” (Act No. 64 of 2015). Secondees are counted as employees of the hosting company.

2. Calculated pursuant to “*The provisions of the Act on the Welfare of Workers who Take Care of Children or other Family Members Including Child Care and Family Care Leave*” (Act No. 76 of 1991). The figure shows the ratio of men employees who take childcare leave set forth in Article 71-6, Item 1 of “*The Ordinance for Enforcement of the said Act*” (Ministry of Labor Ordinance No. 25 of 1991). Seconded employees are counted as employees of the hosting company.
3. If there are no applicable employees or calculation is impossible, " — " is stated.
4. Calculated pursuant to “*The provisions of the Act on the Promotion of Women’s Active Engagement in Professional Life*” (Act No. 64 of 2015). Seconded employees are counted as employees of the home company. It shows the ratio of the average pay of women employees to that of men employees, calculated by dividing the total amount paid, including salaries, allowances, and bonuses, by the number of employees. Although there is a gap in average pay per person due to differences in the management composition of men and women employees, there is no difference in treatment between men and women employees in pay.
5. Relevant figures regarding consolidated subsidiaries other than major consolidated subsidiaries are described in 1. Overview of the Company 5. Employees (4) Woman manager ratio, ratio of men employees taking childcare leave, and men and women employees average pay difference.

Part II Information on Guarantors for the Company

Not applicable

(For Translation Purposes Only)

Independent Auditor's Report and Internal Control Audit Report

June 20, 2025

The Board of Directors
Nissan Motor Co., Ltd.

Ernst & Young ShinNihon LLC
Tokyo, Japan

Designated and Engagement Partner Certified Public Accountant	Masayuki Nakamura
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Designated and Engagement Partner Certified Public Accountant	Makoto Matsumura
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Designated and Engagement Partner Certified Public Accountant	Hiroshi Minagawa
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Designated and Engagement Partner Certified Public Accountant	Taiga Matsumoto
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<Consolidated financial statements audit>

Opinion

Pursuant to Article 193-2, Section 1 of the Financial Instruments and Exchange Act of Japan, we have audited the accompanying consolidated financial statements of Nissan Motor Co., Ltd. and its consolidated subsidiaries (the "Group") included in "Financial Information" for the fiscal year from April 1, 2024 to March 31, 2025, which comprise the consolidated balance sheet, the consolidated statements of income, comprehensive income, changes in net assets, and cash flows, significant accounting policies, other related notes, and the consolidated supplemental schedules.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at March 31, 2025, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with accounting principles generally accepted in Japan.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Japan, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of the audit of the consolidated financial statements as a whole, and in forming the auditor's opinion thereon, and we do not provide a separate opinion on these matters.

Appropriateness of measurement of impairment loss related to business-use assets in the North American automobile business	
Description of Key Audit Matter	Auditor's Response
<p>The Company recorded property, plant and equipment of 4,332,060 million yen and intangible fixed assets of 216,554 million yen in the consolidated balance sheet as of March 31, 2025. These include balances from both the automobile business and sales finance business, and business-use assets related to the automobile business were 2,285,273 million yen, accounting for 12.0% of total assets.</p> <p>In response to the significant updated future plan reflecting its current severe challenges and a competitive industry, the Company conducted impairment testing for asset groups for which there were indicators of impairment at the end of current consolidated fiscal year. As a result of that analysis, the book value of business-use assets related to the asset groups for regions such as North America, South America, and Europe was written down to its recoverable amount, and an impairment loss of 467,053 million yen was recorded as a special loss (of which 464,367 million yen was recorded as a special loss for the automobile business). For business-use assets in North America, the Company measures the recoverable amount using value in use, and the book values of those assets were written down to their recoverable amount and impairment loss of 237,558 million yen was recorded as a special loss.</p> <p>The Company estimates future cash flows, which are used in calculating value in use, based on the Company's business plan which is approved by the Management meeting and on the business plans reflecting "Re:Nissan" initiatives, as well as the impact of investment for the future. Given the high uncertainty regarding the visibility of U.S. tariffs, the Company has made estimates reflecting the impact of tariffs for the first quarter of the fiscal year ending March 31, 2026. Net realizable value is calculated based on the real estate appraisal value, etc. and other publicly available information. The discount rate is calculated based on the weighted average cost of capital, taking into account country risk and other factors in each country.</p>	<p>We performed the following primary procedures to address this key audit matter.</p> <ul style="list-style-type: none"> - We compared the period of estimated future cash flows against the economic useful lives of major assets. - We assessed the consistency between future cash flows and the business plan approved by management. - In relation to market share conditions, profit margins, market growth rates, and the outlook on U.S. tariffs, which are key assumptions used in the estimated future cash flows, we discussed with management and understood the applied assumptions and performed the following procedures. <ul style="list-style-type: none"> - We compared market share conditions against past results and against the value obtained by determining the percentage of future sales volume forecasts which reflect plans for new model launches in the business plan out of total regional market TIV forecasts. - In relation to profit margins, we compared them against past results after breaking down the components of fixed and variable costs and, in addition, we analyzed the impact of "Re:Nissan" initiatives. In relation to foreign exchange rates, we compared them against available external data including future predictions. - We compared market growth rates against actual sales results by region in the automotive market and against available external data which include automotive market total demand forecasts, both of which relate to the TIV forecast that underlies the market growth rates.

<p>Market share, profit margins, market growth rates, relevant market trends including foreign exchange rates and the outlook on U.S. tariffs, as well as the net realizable value at the point of expiration of the economic useful lives of assets, that are reflected in estimated future cash flows, which are used in the measurement of impairment loss, may significantly impact estimated future cash flows. Furthermore, the discount rate may significantly impact the calculation of the present value of future cash flows. Accordingly, these are considered to be key assumptions underlying the accounting estimate.</p> <p>A high degree of auditor judgment is required to evaluate the Company's key assumptions used in the estimation of future cash flows as it involves uncertainty and significant management judgment. Moreover, the discount rate used in the calculation of the present value of future cash flows requires advanced expertise and judgment regarding the selection of the calculation method and input data.</p> <p>If additional recognition of impairment of fixed assets is necessary, it may significantly impact the Company's consolidated financial statements.</p> <p>As such, we determined that the appropriateness of the measurement of impairment loss related to business-use assets in the North American automobile business is a key audit matter.</p>	<ul style="list-style-type: none"> - In relation to the future outlook on U.S. tariffs, including the duration and amount of the impact on future cash flows, we compared publicly available external information related to the status of tariff negotiations with internal estimation materials that are based on the current legal framework. - In relation to the calculation of value in use based on the Company's estimation calculation model, we involved our valuation specialists in the following procedures. <ul style="list-style-type: none"> - We assessed if the methodology applied for the calculation of value in use and discount rate was consistent with the accounting standard requirements. - We compared input data used for the calculation of discount rates against relevant available external data. - We assessed the reasonableness of the determination of net realizable value at the point of expiration of the economic useful lives of assets, which is reflected in future cash flows. - We performed sensitivity analysis of estimated future cash flows and discount rates to assess the impact on impairment recognition and measurement. - We reperformed the calculation of the Company's estimate.
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Valuation of recoverability of deferred tax assets	
Description of Key Audit Matter	Auditor's Response
<p>The Company recorded deferred tax assets of 163,618 million yen (net after offsetting deferred tax liabilities) in the consolidated balance sheet as of March 31, 2025.</p> <p>As described in "(Significant accounting estimates) 2. Deferred tax assets", the Company assesses the recoverability of deferred tax assets of future deductible temporary differences and losses carried forward, by taking into account the reversal of future taxable temporary differences and feasible tax planning strategies and by reasonably estimating future taxable income.</p>	<p>We performed the following primary procedures to address this key audit matter.</p> <ul style="list-style-type: none"> - We assessed the consistency of market share, profit margins and market growth rates, which are key assumptions used in the business plan that is the basis of estimated future taxable income, with the assumptions used in the accounting treatment for impairment of fixed assets by inspecting company documents.

<p>As described in “(For tax-effect accounting)”, in response to the significant updated future plan reflecting its current severe challenges and a competitive industry, the Company reassessed the recoverability of deferred tax assets.</p> <p>As described in “1. Consolidated Financial Statements, (1) Consolidated financial statements, (For tax-effect accounting)”, deferred tax assets before deducting the valuation allowance (the balance before being offset against deferred tax liabilities) as of March 31, 2025 totaled 1,565,521 million yen, and deferred tax assets are recorded in the consolidated balance sheet after deducting the valuation allowance of 787,734 million yen and offsetting deferred tax assets against deferred tax liabilities for each taxable entity.</p> <p>The Company estimates future taxable income based on the figures composing the business plan which is approved by the Management meeting and on the business plans reflecting “Re:Nissan” initiatives, as well as the impact of investment for the future. Market share, profit margins and market growth rates may significantly impact estimated future taxable income, and therefore, these are considered to be key assumptions in the accounting estimate.</p> <p>Given that the Company’s key assumptions used in the estimation of future taxable income involve uncertainty and significant management judgement, the assessment of these key assumptions requires a high degree of auditor judgement giving consideration to complex tax regulations that impact the Company.</p> <p>As such, we determined that the valuation of the recoverability of deferred tax assets is a key audit matter.</p>	<ul style="list-style-type: none"> - We involved internal tax specialists on our team to assess complex tax regulations that have a significant impact on the Company’s consolidated financial statements. - We performed the following procedures to assess the balance of deferred tax assets recorded by Nissan Motor Co., Ltd. <ul style="list-style-type: none"> - Based on the "Guidelines for the Recoverability of Deferred Tax Assets", we assessed the company classification by evaluating future estimated taxable income in consideration of past change in taxable income including the impact of the Controlled Foreign Company taxation system. - We involved internal tax specialists on our team to assess the balance of temporary tax differences including the timing of utilization. - We involved both component auditors and internal tax specialists on our team to assess the impact of the Controlled Foreign Company taxation system that was considered in estimating future taxable income. - We performed sensitivity analysis of estimated future taxable income in order to assess the impact on the recoverability of deferred tax assets. - We performed the following procedures to assess the balances of deferred tax assets recorded by major subsidiaries and affiliates. - We assessed whether information serving as the basis for considering the recoverability of deferred tax assets was communicated by the Company's relevant department to each major subsidiary and affiliate by inspecting company documents. - In assessing the recoverability of deferred tax assets of each major subsidiary and affiliate, we involved component auditors, inspected reports from them, performed necessary inquiries and analysis.
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Valuation of expense for recalls and other market measures	
Description of Key Audit Matter	Auditor's Response
<p>As described in “(Significant accounting estimates) 5. Expenses for market measures such as recalls”, the Company recorded service costs of 29,829 million yen in the consolidated statement of income of the current fiscal year.</p> <p>Automobile manufacturers are responsible for filing any cases of recall and other market measures to authorities and to collect and repair vehicles which do not meet safety and environmental standards due to defect of the company's design and manufacturing process.</p> <p>The Company and its subsidiaries record estimated expense as “Accrued expense” when market measures based on notifications to government authorities are deemed to be necessary, which is apart from warranty costs.</p> <p>A large-scale recall may significantly impact the Company's consolidated financial statements.</p> <p>Estimated market measure expense is composed of number of applicable vehicles in the market, expected implementation rates of market measures, and cost of market measures per unit. Out of these factors, the expected implementation rate of market measures significantly impacts the estimated market measure expense. Therefore, it is considered a key assumption in the accounting estimate. A high degree of auditor judgement is required to evaluate the key assumptions as it involves uncertainty.</p> <p>In addition, in order to completely reflect to the consolidated financial statements any market measure decisions made after fiscal year end, it is necessary to understand the existence of items which need to be accrued and evaluate the impact in a timely manner.</p> <p>As such, we determined that the valuation of expense for recalls and other market measures is a key audit matter.</p>	<p>We performed the following primary procedures to address this key audit matter.</p> <ul style="list-style-type: none"> - We performed a look back analysis on the estimates used in prior periods against actual results as a risk assessment procedure of the market measure estimation process. - We inquired related departments and inspected meeting minutes to assess the completeness of market measure items and to understand the key assumptions included in the estimated expense. - We evaluated the consistency between number of applicable vehicles in the market used in the estimate with available data such as the Company's sales data, documents filed with authorities and published press releases. - We compared expected implementation rate of market measures, which is a key assumption, and the cost per unit of market measures that were used in determining market measure expenses, against supporting documents as well as data from similar cases and previous results. - We reperformed the calculation of the Company's estimate. - We considered any market measure decisions made after fiscal year end but before the issuance of consolidated financial statements to evaluate the completeness and accuracy of market measure expense. - We instructed auditors of the main consolidated subsidiaries to perform audit procedures around estimation of market measure expense such as recalls and received reports of the audit results. We evaluated whether adequate audit evidence was obtained.

Other Information

The other information comprises the information included in Yukashoken-Houkokusho but does not include the consolidated financial statements, the non-consolidated financial statements and our audit report thereon. Management is responsible for preparation and disclosure of the other information. The Audit Committee is responsible for overseeing the duties of executive officers and directors in designing and operating the Group's reporting process of the other information.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Management's and the Audit Committee's Responsibilities for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting principles generally accepted in Japan, and for designing and operating such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern and disclosing, as required by accounting principles generally accepted in Japan, matters related to going concern.

The Audit Committee is responsible for overseeing the duties of executive officers and directors in designing and operating the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion from an independent standpoint. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.
- Consider internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances for our risk assessments, while the purpose of the audit of the consolidated financial statements is not expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation in accordance with accounting principles generally accepted in Japan.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Audit Committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Audit Committee with a statement that we have complied with the ethical requirements regarding independence that are relevant to our review of the financial statements in Japan and communicate with them all relationships, other matters that may reasonably be thought to bear on our independence, and where applicable, measures taken to eliminate inhibiting factors or apply safeguards to reduce them to an acceptable level.

From the matters communicated with the Audit Committee, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

<Internal control audit>

Opinion

Pursuant to Article 193-2, Section 2 of the Financial Instruments and Exchange Act of Japan, we have audited the accompanying Management's Report on Internal Control Over Financial Reporting for the consolidated financial statements as at March 31, 2025 of Nissan Motor Co., Ltd. ("Management's Report").

In our opinion, Management's Report referred to above, which represents that the internal control over financial reporting as at March 31, 2025 of Nissan Motor Co., Ltd. is effective, presents fairly, in all material respects, the result of management's assessment of internal control over financial reporting in accordance with standards for assessment of internal control over financial reporting generally accepted in Japan.

Basis for Opinion

We conducted our internal control audit in accordance with auditing standards on internal control over financial reporting generally accepted in Japan. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of Internal Control* section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in Japan, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Management's and the Audit Committee's Responsibilities for Management's Report

Management is responsible for designing and operating internal control over financial reporting, and for the preparation and fair presentation of Management's Report in accordance with standards for assessment of internal control over financial reporting generally accepted in Japan.

The Audit Committee is responsible for monitoring and verifying the design and operation of internal control over financial reporting.

Internal control over financial reporting may not prevent or detect misstatements.

Auditor's Responsibilities for the Audit of Internal Control

Our objectives are to obtain reasonable assurance about whether Management's Report is free from material misstatement, and to issue an auditor's report that includes our opinion from an independent standpoint.

As part of an audit in accordance with auditing standards on internal control generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Perform audit procedures to obtain audit evidence relating to the result of management's assessment of internal control over financial reporting in Management's Report. The design and performance of audit procedures for internal control audits is based on our judgement in consideration of the materiality of the effect on the reliability of financial reporting.
- Consider the overall presentation of Management's Report with regards to the scope, procedures, and result of the assessment of internal control over financial reporting including descriptions by management.
- Plan and perform the internal control audit to obtain sufficient appropriate audit evidence regarding the result of management's assessment of internal control over financial reporting in Management's Report. We are responsible for the direction, supervision, and review of the audit of Management's Report. We remain solely responsible for our audit opinion.

We communicate with the Audit Committee regarding, among other matters, the planned scope and timing of the internal control audit, the results of the internal control audit, any significant deficiencies in internal control that we identify, and the results of corrective measures for such significant deficiencies.

We also provide the Audit Committee with a statement that we have complied with the ethical requirements regarding independence that are relevant to our review of the financial statements in Japan and communicate with them all relationships, other matters that may reasonably be thought to bear on our independence, and where applicable, measures taken to eliminate inhibiting factors or apply safeguards to reduce them to an acceptable level.

<Fee-related Information>

The fees for the audits of the financial statements of Nissan Motor Co., Ltd. and its subsidiaries and other services provided by us and other EY member firms for the year ended March 31, 2025 are presented in paragraph (3) titled “Status of Audit” in “Corporate Governance” included in “Information about Reporting Company” in Part 1 of the annual securities report for the year ended March 31, 2025 of the Group.

Interest Required to Be Disclosed by the Certified Public Accountants Act of Japan

Our firm and its designated engagement partners do not have any interest in the Group which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

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Notes:

1. The original copy of the above Independent Auditor’s Report is in the custody of the Company—the submitter of this Securities Report.
2. The XBRL data is not included in the scope of Audit.

(For Translation Purposes Only)
Independent Auditor's Report

June 20, 2025

The Board of Directors
Nissan Motor Co., Ltd.

Ernst & Young ShinNihon LLC
Tokyo, Japan

Designated and Engagement Partner
Certified Public Accountant Masayuki Nakamura

Designated and Engagement Partner
Certified Public Accountant Makoto Matsumura

Designated and Engagement Partner
Certified Public Accountant Hiroshi Minagawa

Designated and Engagement Partner
Certified Public Accountant Taiga Matsumoto

<Financial statements audit>

Opinion

Pursuant to Article 193-2, Section 1 of the Financial Instruments and Exchange Act of Japan, we have audited the accompanying non-consolidated financial statements of Nissan Motor Co., Ltd. (the "Company") included in "Financial Information" for the 126th fiscal year from April 1, 2024 to March 31, 2025, which comprise the non-consolidated balance sheet, the non-consolidated statements of income and changes in net assets, significant accounting policies, other related notes, and the non-consolidated supplemental schedules.

In our opinion, the accompanying non-consolidated financial statements present fairly, in all material respects, the non-consolidated financial position of the Company as at March 31, 2025, and its non-consolidated financial performance for the year then ended in accordance with accounting principles generally accepted in Japan.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Non-Consolidated Financial Statements* section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the non-consolidated financial statements in Japan, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the non-consolidated financial statements of the current period. These matters were addressed in the context of the audit of the non-consolidated financial statements as a whole, and in forming the auditor's opinion thereon, and we do not provide a separate opinion on these matters.

Valuation of recoverability of deferred tax assets	
Description of Key Audit Matter	Auditor's Response
<p>The Company recorded deferred tax assets of 223,481 million yen (net after offsetting deferred tax liabilities) in the balance sheet as of March 31, 2025.</p> <p>As described in “(Significant accounting estimates) 2. Deferred tax assets”, the Company assesses the recoverability of deferred tax assets of future deductible temporary differences and losses carried forward, by taking into account the reversal of future taxable temporary differences and feasible tax planning strategies and by reasonably estimating future taxable income.</p> <p>In response to the significant updated future plan reflecting its current severe challenges and a competitive industry, the Company reassessed the recoverability of deferred tax assets.</p> <p>As described in “(For tax-effect accounting)”, deferred tax assets before deducting the valuation allowance (the balance before being offset against deferred tax liabilities) as of March 31, 2025 totaled 605,921 million yen, and deferred tax assets are recorded in the balance sheet after deducting the valuation allowance of 346,372 million yen and offsetting deferred tax assets against deferred tax liabilities.</p> <p>The Company estimates future taxable income based on the figures composing the business plan which is approved by the Management meeting and on the business plans reflecting “Re:Nissan” initiatives, as well as the impact of investment for the future. Market share, profit margins and market growth rates may significantly impact estimated future taxable income, and therefore, these are considered to be key assumptions in the accounting estimate.</p> <p>Given that the Company's key assumptions used in the estimation of future taxable income involve uncertainty and significant management judgement, the assessment of these key assumptions requires a high degree of auditor judgement giving consideration to complex tax regulations that impact the Company.</p> <p>As such, we determined that the valuation of the recoverability of deferred tax assets is a key audit matter.</p>	<p>We performed the following primary procedures to address this key audit matter.</p> <ul style="list-style-type: none"> - We assessed the consistency of market share, profit margins and market growth rates, which are key assumptions used in the business plan that is the basis of estimated future taxable income, with the assumptions used in the accounting treatment for impairment of fixed assets by inspecting company documents. - We involved internal tax specialists to assess complex tax regulations that have a significant impact on the Company's financial statements. - Based on the "Guidelines for the Recoverability of Deferred Tax Assets", we assessed the company classification by evaluating future estimated taxable income in consideration of past change in taxable income including the impact of the Controlled Foreign Company taxation system. - We involved internal tax specialists on our team to assess the balance of temporary tax differences including the timing of utilization. - We involved both component auditors and internal tax specialists on our team to assess the impact of the Controlled Foreign Company taxation system that was considered in estimating future taxable income. <p>We performed sensitivity analysis of estimated future taxable income in order to assess the impact on the recoverability of deferred tax assets.</p>

Valuation of expense for recalls and other market measures
As described in “(Significant accounting estimates) 3. Expenses for market measures including recalls”, the Company recorded service costs of 19,645 million yen in the non-consolidated statement of income for the current fiscal year.
Please refer to the independent auditor’s report for the consolidated financial statements for the description of the key audit matter and auditor’s response as the description is identical.

Other Information

The other information comprises the information included in Yukashoken-Houkokusho but does not include the consolidated financial statements, the non-consolidated financial statements and our audit report thereon. Management is responsible for preparation and disclosure of the other information. The Audit Committee is responsible for overseeing the duties of executive officers and directors in designing and operating the entity’s reporting process of the other information.

Our opinion on the non-consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the non-consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the non-consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Management’s and the Audit Committee’s Responsibilities for the Non-Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these non-consolidated financial statements in accordance with accounting principles generally accepted in Japan, and for designing and operating such internal control as management determines is necessary to enable the preparation of non-consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the non-consolidated financial statements, management is responsible for assessing the Company’s ability to continue as a going concern and disclosing, as required by accounting principles generally accepted in Japan, matters related to going concern.

The Audit Committee is responsible for overseeing the duties of executive officers and directors in designing and operating the financial reporting process.

Auditor’s Responsibilities for the Audit of the Non-Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the non-consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion from an independent standpoint. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these non-consolidated financial statements.

As part of an audit in accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the non-consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.
- Consider internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances for our risk assessments, while the purpose of the audit of the non-consolidated financial statements is not expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the non-consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the non-consolidated financial statements, including the disclosures, and whether the non-consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation in accordance with accounting principles generally accepted in Japan.

We communicate with the Audit Committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Audit Committee with a statement that we have complied with the ethical requirements regarding independence that are relevant to our review of the financial statements in Japan and communicate with them all relationships, other matters that may reasonably be thought to bear on our independence, and where applicable, measures taken to eliminate inhibiting factors or apply safeguards to reduce them to an acceptable level.

From the matters communicated with the Audit Committee, we determine those matters that were of most significance in the audit of the non-consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

<Fee-related Information>

Fee-related information is provided in the auditor's report for the consolidated financial statements.

Interest Required to Be Disclosed by the Certified Public Accountants Act of Japan

Our firm and its designated engagement partners do not have any interest in the Company which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

Notes:

1. The original copy of the above Independent Auditor's Report is in the custody of the Company—the submitter of this Securities Report.
2. The XBRL data is not included in the scope of Audit.

【Cover】

【Document Submitted】 Internal Control Report (“Naibutousei-Houkokusho”)

【Article of the Applicable Law Requiring Submission of This Document】 Article 24-4-4, Paragraph 1, of the Financial Instruments and Exchange Act

【Filed to】 Director, Kanto Local Finance Bureau

【Date of Submission】 June 23, 2025

【Company Name】 Nissan Jidosha Kabushiki-Kaisha

【Company Name (in English)】 Nissan Motor Co., Ltd.

【Position and Name of Representative】 Ivan Espinosa,
Representative Executive Officer, President and Chief Executive Officer

【Position and Name of Chief Financial Officer】 Jeremie Papin,
Executive Officer, Chief Financial Officer

【Location of Head Office】 2, Takaracho, Kanagawa-ku, Yokohama-shi, Kanagawa

【Place Where Available for Public Inspection】 Tokyo Stock Exchange, Inc.
2-1, Nihonbashi Kabutocho, Chuo-ku, Tokyo

1. Basic Framework of Internal Control Over Financial Reporting

Ivan Espinosa, Representative Executive Officer, President and Chief Executive Officer of Nissan Motor Co., Ltd. (the “Company”) and Jeremie Papin, Executive Officer, Chief Financial Officer have responsibility to design and operate internal controls over the Company’s financial reporting, and fulfill that responsibility in accordance with the basic framework set forth in “On the Revisions of the Standards and Practice Standards for Management Assessment and Audit concerning Internal Control Over Financial Reporting (Council Opinions)” published by the Business Accounting Council.

Internal control aims to ensure, to a reasonable extent, that all material individual components of internal control are integrated and function properly as a whole. Thus, internal control over financial reporting may not be able to completely prevent or detect financial reporting misstatement.

2. Scope of Assessment, Assessment Date and Assessment Procedure

An assessment of internal control over financial reporting was performed as of March 31, 2025 (i.e. the last day of the current fiscal year) in accordance with assessment standards for internal control over financial reporting generally accepted in Japan.

In this assessment, Management first assessed company-level controls (CLC). CLC refers to controls that would have a material impact on the reliability of overall financial reporting on a consolidated basis, and consists of control environment, risk assessment and response, control activities, information and communication, monitoring, and response to IT.

CLC were assessed by testing and evaluating each of these elements. This included an assessment on the supervisory effectiveness of the Board of Directors (BOD), including operations of the Nomination Committee, the Audit Committee, and the Remuneration Committee as part of the Three-Party Committee system.

Based on CLC results, Management then selected individual business processes to be assessed under Process Level Control (PLC) testing. For these processes, Management assessed internal control effectiveness by analyzing relevant business processes, identifying key controls that could have a material impact on financial reporting reliability, and assessing the design and operation of key controls. When assessing the internal control effectiveness of the business processes, Management also assessed related IT Application Controls (ITAC) effectiveness and IT General Controls (ITGC), which are control activities intended to ensure an environment where IT application controls function effectively.

Management determined the internal control over financial reporting (ICFR) CLC assessment scope by evaluating the Company itself, its consolidated subsidiaries, and companies accounted for by the equity method based on financial reporting relative impact (materiality). The materiality assessment was performed both quantitatively and qualitatively, including consideration of their likelihood of occurrence. Management reasonably determined the PLC assessment scope based on the result of the company-level control assessment.

Our Company primarily engages in the manufacturing and sales of vehicles and automotive parts. To determine PLC assessment scope, Management assessed certain entities as “Significant Business Locations.” These entities comprise two-thirds of the Company’s aggregated net sales (after intercompany eliminations) ranked in descending order (starting with the highest impact), as it is an important indicator of our business objectives. PLC scoped-in entities had all key processes impacting Company business objectives (i.e., sales, accounts receivable, and inventory) included in the assessment scope.

Management also included processes related to sales finance transactions and sales finance receivables given their relative impact on financial reporting. Additionally, certain processes were included within PLC, even if related to entities not considered a “Significant Business Location.” Examples of such processes include those related to significant accounts involving estimates and management judgment, that could potentially have high likelihood of material misstatement, and high-risk transactions such as business processes related to market measures like asset impairment, tax, and recalls, as well as various provisions, which were included in the scope assessment.

3. Assessment Result

Based on the assessment results, Management concluded internal control over financial reporting at the end of the current fiscal year was effective.

4. Supplementary Information

Not applicable

5. Special Affairs

Not applicable

【Cover】

【Document Submitted】

Confirmation Note

【Article of the Applicable Law Requiring Submission of This Document】

Article 24-4-2, Paragraph 1, of the Financial Instruments and Exchange Act

【Filed to】

Director, Kanto Local Finance Bureau

【Date of Submission】

June 23, 2025

【Company Name】

Nissan Jidosha Kabushiki-Kaisha

【Company Name (in English)】

Nissan Motor Co., Ltd.

【Position and Name of Representative】

Ivan Espinosa,
Representative Executive Officer, President and Chief Executive Officer

【Position and Name of Chief Financial Officer】

Jeremie Papin,
Executive Officer, Chief Financial Officer

【Location of Head Office】

2, Takaracho, Kanagawa-ku, Yokohama-shi, Kanagawa

【Place Where Available for Public Inspection】

Tokyo Stock Exchange, Inc.
2-1, Nihonbashi Kabutocho, Chuo-ku, Tokyo

1. Accuracy of the Descriptions in This Securities Report

Ivan Espinosa, Representative Executive Officer, President and Chief Executive Officer of Nissan Motor Co., Ltd., and Jeremie Papin, Executive Officer, Chief Financial Officer have confirmed that this Securities Report “Yukashoken-Houkokusho (from April 1, 2024 to March 31, 2025) ” of the 126th Fiscal Term is reasonably and fairly described in accordance with the Financial Instruments and Exchange Act.

2. Special Affairs

There are no noteworthy matters that are pertinent to this securities report.