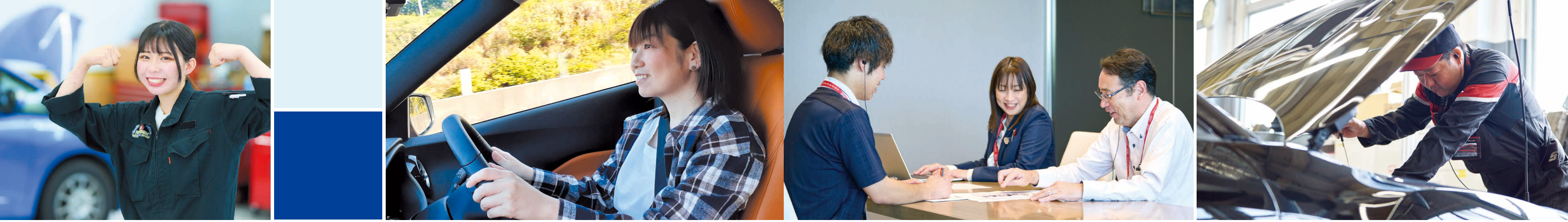




Integrated Report 2024

Nissan Tokyo Sales Holdings Co., Ltd.





Corporate Philosophy*

Driving the future
beyond mobility.

Delivering inspiration
at every turn.

Core Values*

■ Delivering experiences that inspire

We listen, adapt, and go beyond expectations to create moments that keep customers excited for what's next.

■ Growth through teamwork

We embrace diverse values, trust one another, and drive collective growth, proactively taking steps to achieve our shared vision.

■ Embracing challenge

We welcome challenges and learn from every setback, going the extra mile to discover innovative solutions and pursue the next stage of growth.

■ Championing community

We commit to making a positive impact in every community we serve, adding value and trust as a responsible partner.

■ Empowering our team to thrive

We value the happiness and well-being of our people and their families, fostering a dynamic, fulfilling, and supportive work culture.

■ Mastering our craft

We take pride in our work, always pushing the limits of what we can achieve to offer the highest value to our partners and customers.

■ Move fast, think ahead

We act with speed and foresight, staying agile and always looking for new ways to optimize efficiency, performance, and growth.

■ Leading with integrity

We lead with the highest ethical standards and compliance to help secure safer roads and a sustainable future.

* These corporate philosophy and core values were originally written in Japanese.



Contributing to carbon neutrality through the promotion of electrified vehicles

As a frontrunner in the comprehensive mobility business, NTH plays an important role in creating a comfortable car life for its customers and realizing carbon neutrality through the promotion of electrified vehicles*.

» Key initiatives P. 24

*Electrified vehicles refer to EV, e-POWER and all other vehicles driven using electric energy provided by batteries.

The aim to prosper with local communities by contributing to safe and secure urban development

Through initiatives such as opening dealerships during disasters, lending EVs and storage batteries, as well as promoting activities to protect the safety of children, NTH will support the safe and secure lives of the local community by collaborating with local governments.

» Key initiatives P. 24



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Editorial policy

Nissan Tokyo Sales Holdings Co., Ltd. has produced and published this integrated report to aid the reader's understanding of the company's business activities for value creation. The company will use this information as an important tool for mutual understanding with our stakeholders, and strive to improve the corporate value.

Notable points in this document

• P16 -20 Interview with the President

The President mentions his thoughts on management, provides an overview of fiscal 2023, the first year of the Mid-term Business Plan, and brings up key points for mid-to long-term growth.

• P25-30 Progress of Mid-term Business Plan

This report covers the current status of the initiatives set forth in the Mid-term Business Plan. In addition, there is an explanation to the company's aim in actively investing in renewing store networks.

• P56 -58 Outside Officer Roundtable Discussion

Director Eriko Kogure and corporate auditor Miyoko Yamada talk about the promotion of DE&I, as well as the challenges and corporate direction for the sustainable growth on the mid / long-term.

Report coverage

Nissan Tokyo Sales Holdings Co., Ltd. and its group companies

Report period

April 2023-March 2024
(A portion includes some information outside the applicable period)

Referenced guidelines

The IFRS Foundation's "International Integrated Reporting Framework" and the Ministry of Economy, Trade, and Industry's "Guidance for Integrated Disclosure and Dialogue for Collaborative Value Creation," etc.

Caution regarding forward-looking statements

The data and predictions regarding the future in this integrated report are based on the judgement and available information as of the date of this document's publication. These data and predictions contain uncertain elements and do not guarantee future results.

PART

01

About Nissan Tokyo Sales Holdings Co., Ltd. (NTH)

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NTH Group's History

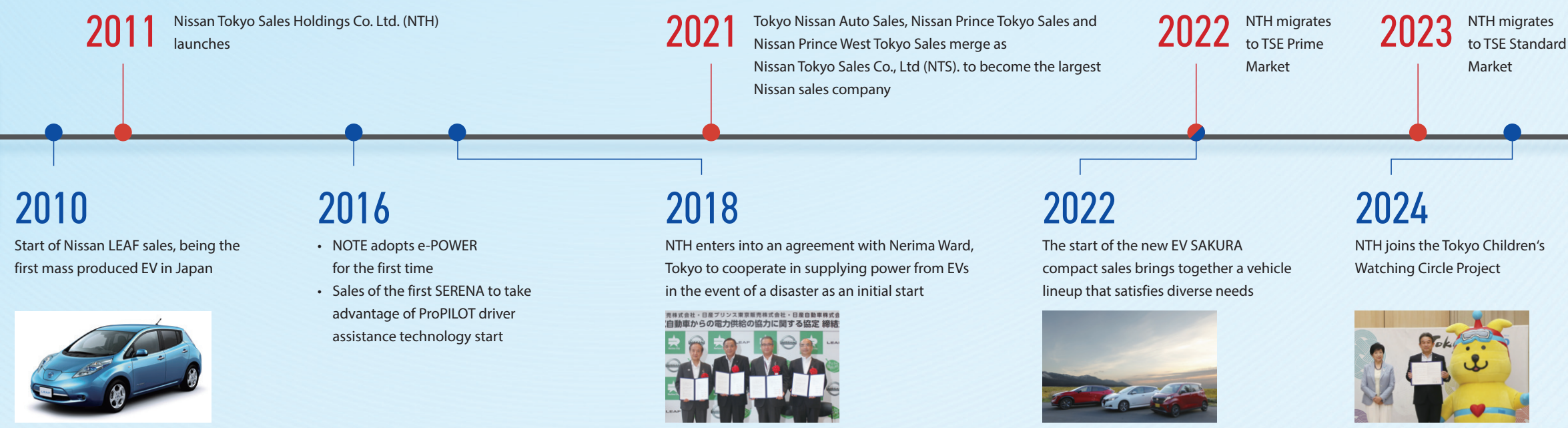
Continued support of mobile lifestyles as a company rooted in the local community

Past to present

Tokyo Nissan Auto Sales Co., Ltd.

Nissan Prince Tokyo Sales Co., Ltd.

Nissan Prince West Tokyo Sales Co., Ltd.



Value provided by NTH

Initiatives to popularize electrified vehicles and save energy as well as reduce greenhouse gas emissions

NTH is promoting to popularize electrified vehicles in an effort to realize a carbon-neutral society. That is why we have been providing broader opportunities for our customers to experience electrified vehicles, capitalizing on expertise cultivated through many years of sales activities. This includes encouraging a larger number of test drives as well as promoting car sharing. NTH has also introduced power storage systems that reuse electric vehicle (EV) batteries while actively pursuing many other power-saving initiatives at offices and dealerships.



Leading driver assistance technologies to provide safety and security in mobile lifestyles

NTH promotes leading on-board safety technologies and strives to improve the maintenance capabilities of safe driver assistance technologies to realize a safer and more secure society with zero vehicle fatalities.* Furthermore, some of these initiatives work to raise awareness about traffic safety.

*Target to essentially eliminate all traffic fatalities related to Nissan vehicles



Resilient cities through agreements with local municipalities

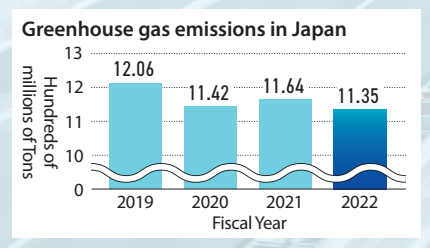
NTH actively enters into agreements to cooperate with local municipalities and police during disasters to support safer and more secure lifestyles. These partnerships have even put in place a cooperative system to supply power using NTH Group EVs as storage batteries during large-scale power outages caused by disasters. Some of these initiatives work to raise disaster prevention awareness as well.



Social landscape

Greater severity of environmental problems worldwide due to greenhouse gas emissions

The rapid progression of global warming in recent years is causing abnormal weather around the globe. The main factor driving this is the increase in greenhouse gases. Measures to reduce greenhouse gas emissions are essential to realizing net-zero emissions and carbon neutrality.



Source: Japan's National Greenhouse Gas Emissions and Removals in Fiscal Year 2022 detailed report published by the Ministry of the Environment

Numerous traffic accidents caused by operational mistakes

The numerous accidents caused by drivers who make steering and braking mistakes have become a social issue. The company strives to enhance automotive safety performance to prevent these types of accidents.



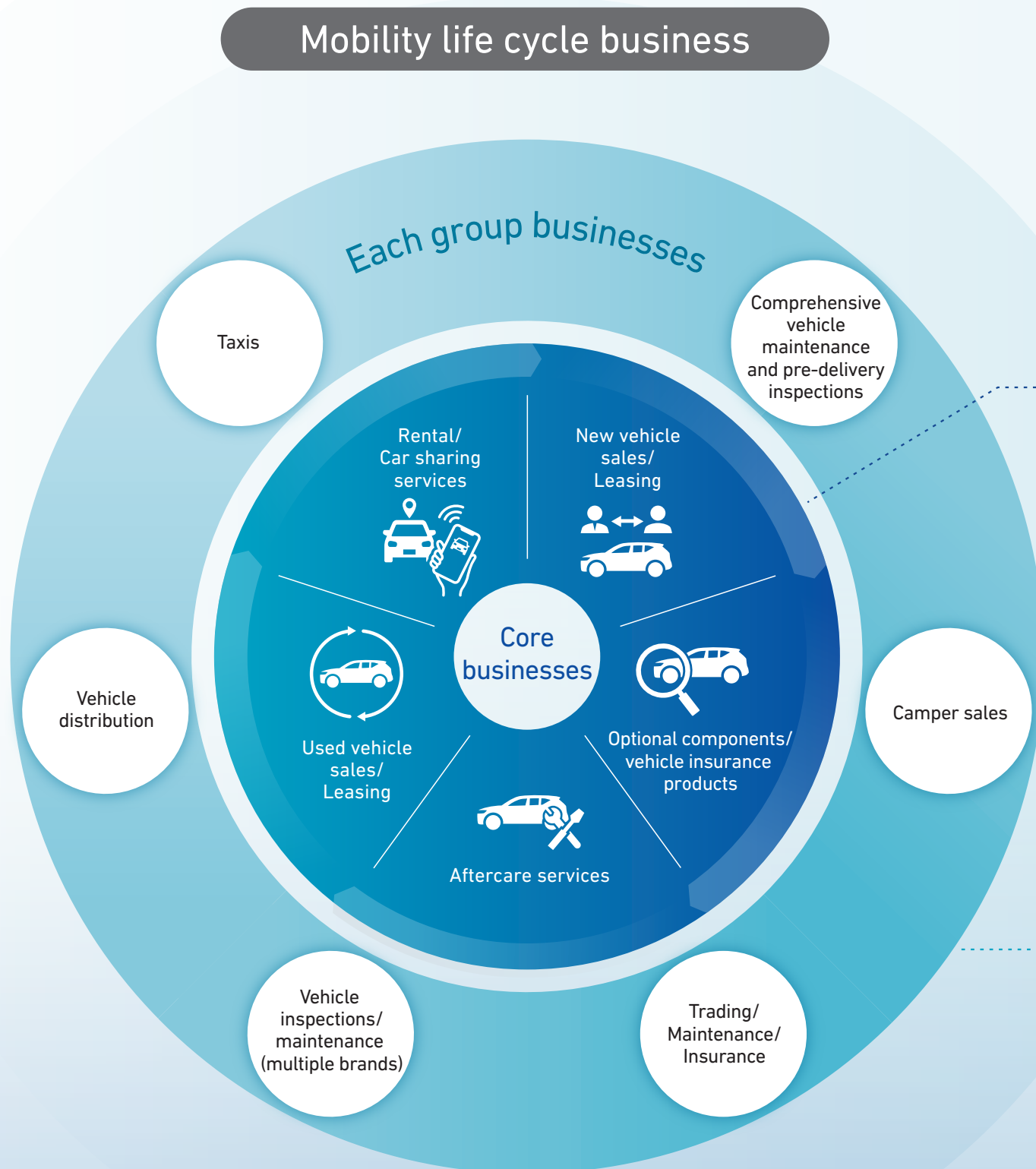
High risk of natural disasters in Japan

Japan is known to have a higher risk of natural disasters than other countries. Sufficient food, water, power and other stockpiles are necessary to avoid adverse health impacts and secondary hazards when disaster strikes.



Further growth unified as a group expanding business centered on mobility

The NTH group not only sells new vehicles but also proposes optional components and sells vehicle insurance products as well as offers regular maintenance and other aftercare services with purchases as a one-stop service to support every mobility lifestyle. We also offer even more diverse added value for each vehicle, such as appraisal, trade-in and resale as a used vehicle when customers upgrade. The NTH one-stop mobility lifestyle service maximizes value throughout the vehicle life cycle as a unique feature.



Core businesses

NTS makes up roughly 90% of our group sales as an automotive business that buys and sells both new and used Nissan and Renault brand vehicles. NTS is one of the largest Nissan sales companies in Japan. The sales network covers about 90% of the population in the Tokyo metropolitan area.

*As of October 1, 2024

New vehicle sales/Leasing

NTS has 101 dealerships offering EV, e-POWER and other Nissan vehicles. Our sales approach pursues proposals that offer personal subscription leases, residual value credit, and other purchasing options in addition to adding value according to customer needs. We are also promoting a digital transformation and engage in efficient operations by leveraging big data. The company also has four dealerships offering Renault brand vehicles.



Optional components/vehicle insurance products

The company proposes and sells a wide-range of peripheral products beyond the vehicle itself for mobility lifestyles that are safer, more secure, and more comfortable. These products include everything from indispensable optional components and maintenance supplies to vehicle insurance.



Aftercare services

The group has 125 service stations with the sophisticated technology necessary to handle the unique EV structure and ProPILOT that assists in safe driving, which support a society with safe and secure mobility. These service stations offer reasonable and highly convenient maintenance packages to achieve a high vehicle inspection rate.



Used vehicle sales/Leasing

18 specialized dealerships sell an abundance of quality used vehicles (a total of about 1,600 vehicles on display). As with new vehicles, comprehensive aftercare services not only support safety and security throughout the vehicle life cycle but also expand personal subscription lease sales.



Rental/Car sharing services

Our dealership network is expanding rental and car sharing businesses (e-share mobi). The ability to adapt to more diverse mobility needs is broadening the scale of these businesses. The use of these services helps promote vehicle sales as well by giving customers an opportunity to experience the cutting-edge amenities first hand.



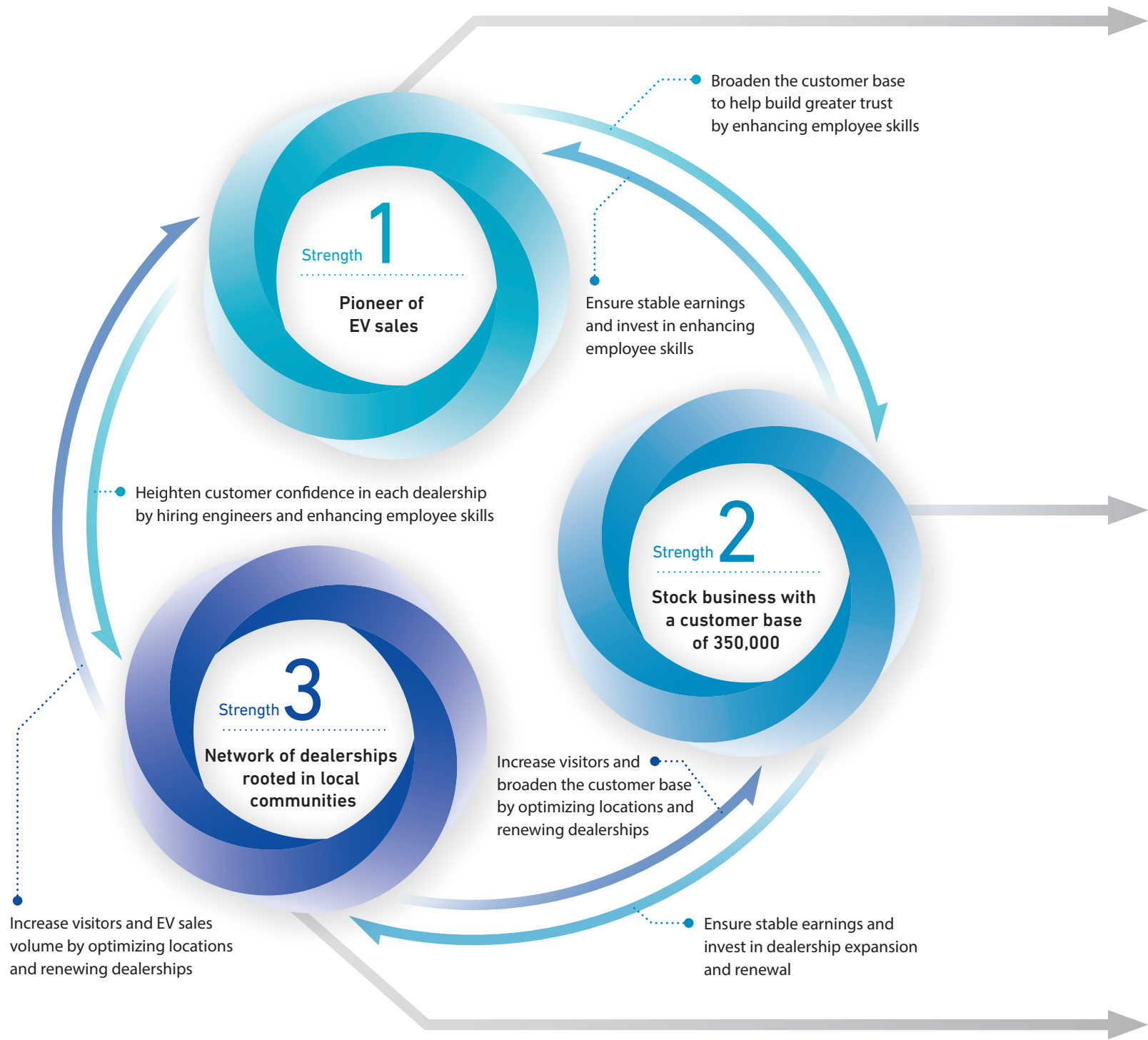
Each group businesses

Each group company expands businesses with the vehicle sales business of NTS at the core. The centralized NT Auto Service plant handles prior and comprehensive servicing before vehicle delivery. NTR Transporter distributes these vehicles. Nissan P'S Field Craft sells campers. We also handle a wide range of businesses beyond vehicle dealerships. Shakenkan provides multiple brand vehicle inspections and maintenance. Ace-Biz-Serv handles trading, maintenance, and insurance. Aokoutsu handles the taxi business. We leverage the unique features of each company to maximize synergy as a corporate conglomerate.

Comprehensive vehicle maintenance and pre-delivery inspections NT Auto Service INC.	Vehicle inspections/ maintenance (multiple brands) Shakenkan Co., Ltd.
Trading/Maintenance/ Insurance Ace-Biz-Serv Inc.	Vehicle distribution NTR Transporter Co., Ltd.
Camper sales Nissan P'S Field Craft Co., Ltd.	Taxis Aokoutsu Co., Ltd.

Leader of Comprehensive Mobility Businesses in a Generation Pioneering CASE

The NTH has been developing businesses in a variety of sectors for quite a long time. We will further enhance the strengths the company has cultivated as a frontrunner in comprehensive mobility businesses and generate synergy to accelerate growth.



*As of October 1, 2024

Strength 1 | **Pioneer of EV sales**

The NTH group was the first in Japan to start sales of mass production Leaf EVs in 2010. The expertise amassed in EV sales, servicing, and infrastructure over the last 14 years gives our group a tremendous advantage today. This experience solidifies the foundation for us to pursue our role as the front runner in our next stage of business.

Total EV sales	Certified EV mechanics	Quick chargers
 Over 15,000 vehicles	 Service system with approx. 700 mechanics	 100 throughout the Tokyo Metropolitan area

Strength 2 | **Stock business with a customer base of 350,000**

Our group has built highly trusting relationships with roughly 350,000 customers. The stock business that is developing business from this customer base covers roughly 90% of the operating expenses*1, which contributes to ensuring stable earnings. In addition, our recent lineup with the latest EVs, e-POWER and other electrified vehicles aims to increase business opportunities with new customers, which should in turn broaden the customer base.

*1 Stock business coverage of operating costs = total gross profit excluding profit from new vehicle sales ÷ Operating costs.

Stock business coverage of operating costs	Personal lease share (Tokyo)
 Approx. 90 %	 Approx. 40 %

Strength 3 | **Network of dealerships rooted in local communities**

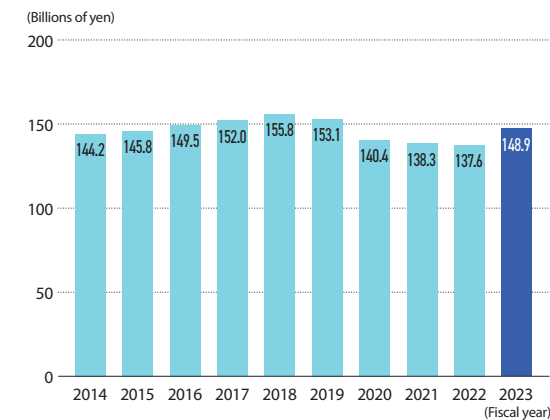
NTS has built a robust network of 105 new vehicle dealerships*2 in the Tokyo metropolitan area. We are furthering the renewal of next-generation dealerships according to the Nissan Retail Concept standard. In addition to the 18 dealerships with a total of up to about 1,600 used vehicles for sale on display, the company is reinforcing its sales network via online channels. As consolidated group subsidiaries, NT Auto Service and Shakenkan also operate a total of 20 locations specializing in maintenance, which strengthens cooperation.

*2 Includes four dealerships that sell Renault vehicles.

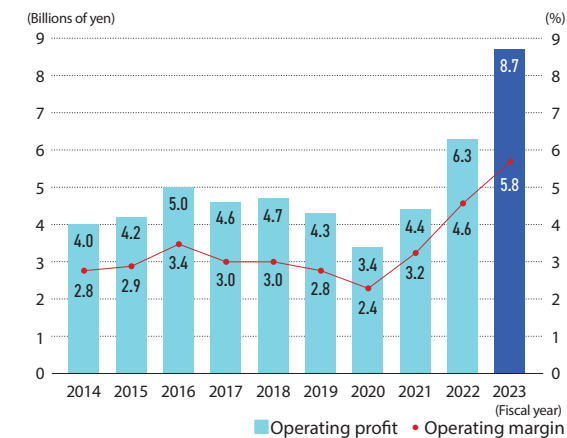
New vehicle dealerships	Total used vehicles for sale on display	Coverage of Tokyo Metropolitan population
 105	 Approx. 1,600	 Approx. 90 %

Financial/Non-financial Highlights

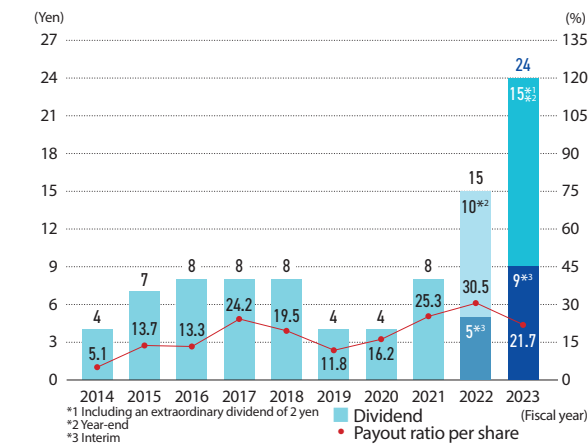
Net sales



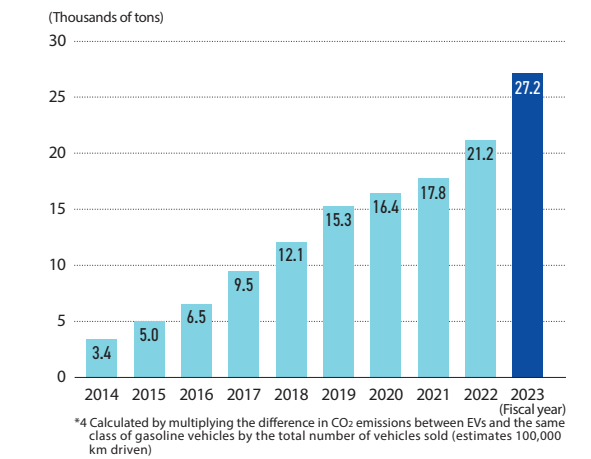
Operating profit/operating margin



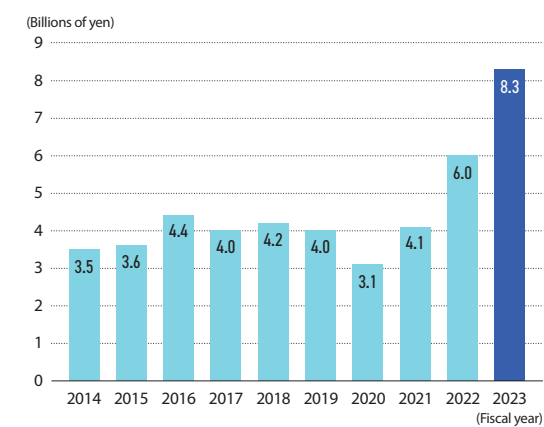
Dividend/Payout ratio per share



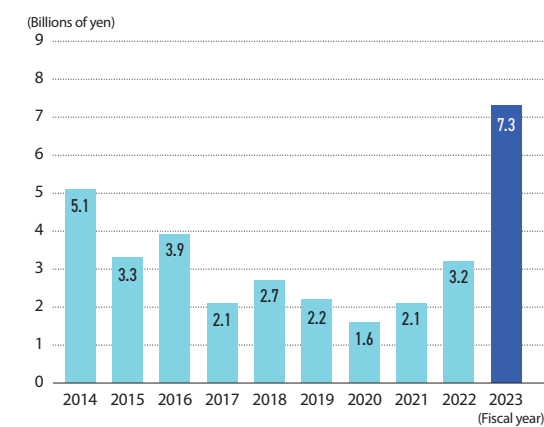
CO2 Emission reductions through EV sales*4 (total)



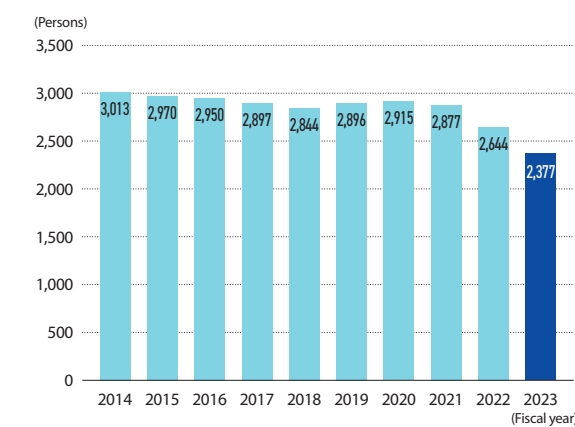
Ordinary profit



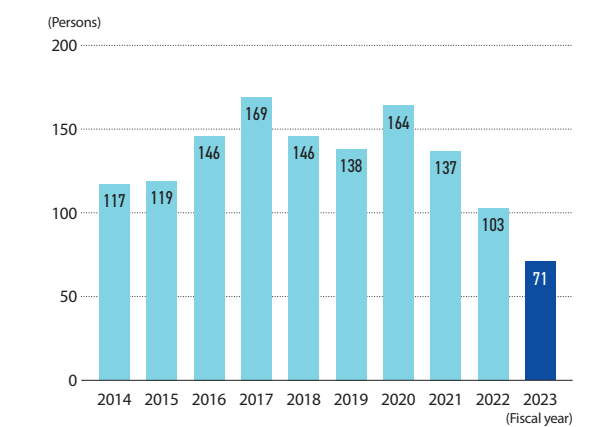
Profit attributable to owners of parent



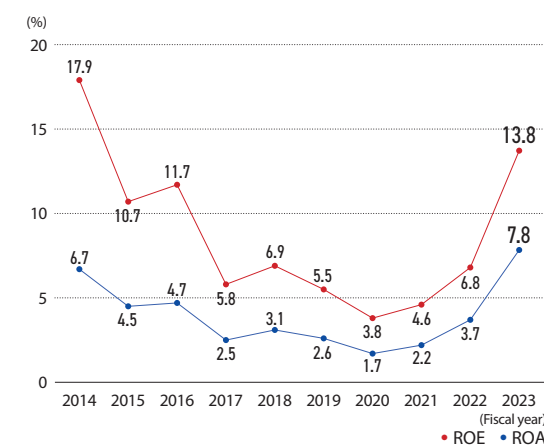
Employees (consolidated)



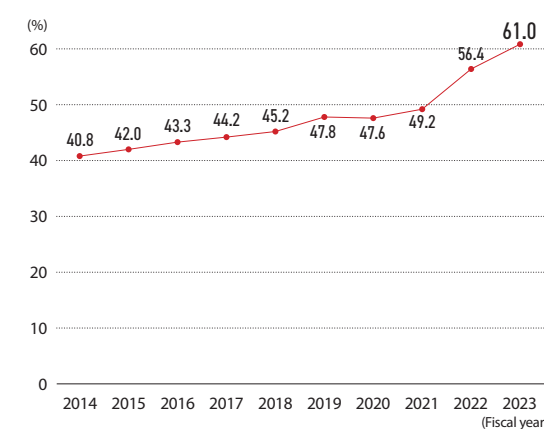
Recruitment (consolidated)



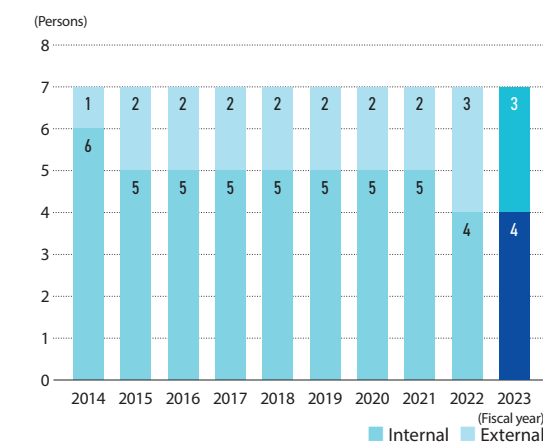
ROE/ROA



Equity ratio



Directors



02

Growth Strategies

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Turning mobility's
new chapters
into our success story

Akira Takebayashi

Representative Director
and President

Q What is your management philosophy and strategy as the chief executive?

A The free exchange of ideas determines our way forward.

My highest priority is winning and sustaining the trust of all who make our business possible. Every stakeholder is essential: from our customers, shareholders, and local communities to our supplier and partner enterprises, group companies, and our respective workforces.

This is why the question "What do you recommend?" is dear to our hearts. Only when a customer expects an honest and complete answer would they ask for a recommendation. In turn, acceptance of a suggestion on which vehicle to choose, when to replace parts, or which insurance plan would be cost-effective is further testimony to the integrity of our employees' words and actions over time.

A key to trust is creating win-win scenarios, whether on the showroom floor or when negotiating projects and partnerships. Success hinges on incorporating others' perspectives while articulating our own viewpoints. A similar balance informs employee-management dynamics. It is my privilege to steer Group policy that reflects feedback from customer-facing front lines while fostering alignment with our vision and values.

I often remind employees, "We decide our own future." I want a workforce empowered to shape our destiny through unrestrained discussion within each team and business. Sustainable growth requires nimble adaptation to change and, importantly, the ability to capture opportunities that change creates. Our most powerful tool here is autonomous decision making by proactive, independent thinkers in synergy with robust stakeholder relationships, mutual trust, and our commitment to a better mobility society as enshrined in our corporate philosophy.

Q How are you responding to the changing business environment facing Nissan Tokyo Sales Holdings?

A We are expanding the options for car ownership to deliver value that transcends cost.

The auto industry's supply chain continues to bounce back from its COVID-19 slowdown. This adds momentum to our progress entering the second year of the new Mid-term Business Plan formulated in November 2022.

Rising awareness of carbon neutrality's importance is one factor lifting EV sales, a trend well aligned with

our projections. The yen's sudden weakening, on the other hand, is impacting group performance by raising costs. Foreign sourced auto parts are one example, as are construction materials used in expanding and renovating our showroom network.

In Japan's slower rate of EV adoption compared to EU, North American, and Chinese markets, I see correspondingly greater growth potential. It's time, therefore, to go beyond environmental messaging to make compelling arguments for EV safety, convenience, and quietness. Instead of competing on price alone, we're strategically emphasizing the comprehensive value proposition of our EVs. Complementing this, we're providing more flexible mobility solutions by enhancing personal leasing and auto rental services. This also diversifies our revenue streams to better weather currency fluctuations and market volatility.

Japan's EV market has seen intensifying competition from international brands, particularly in our Tokyo area stronghold. This is a catalyst for category growth and increased EV awareness. By making EVs an actively considered option, this increases our opportunities. As 14-year pioneers in the EV space, our competitive advantage includes unrivaled sales and servicing expertise. We leverage our positioning to emphasize the attractiveness and convenience of the EV product itself, the thrilling EV driving experience, and the peace of mind enjoyed by our EV owners. In the near future we anticipate that customers will be choosing vehicles based on overall appeal rather than focusing on the powertrain, EV or not.

Q Could you summarize performance for FY2023 and the factors behind it?

A We grew revenue across all business segments by concentrating on consultative sales and extending best practices group-wide.

In FY2023, the inaugural year of our Mid-term Business Plan, we boosted sales of EVs, e-POWER vehicles, and P.O.P, our subscription-format personal leasing program by adopting customer-centric consultative sales to deliver personalized

solutions. Growth of Shakenkan, our vehicle inspection and maintenance business, contributed significantly to earnings. We absorbed the revenue impact from our October 2023 full divestment of a consolidated subsidiary, ultimately growing income across all businesses: new and used vehicle sales, inspection & maintenance services, and commission fees.

Operating profit reached a record high, even as we ramped up human capital investments and dealt with inflation-driven sales cost increases. Enabling this were increased new vehicle sales, an optimized product mix that raised unit prices, and substantially higher commission income from insurance and financial products. Our operating profit soared 36.1% year-on-year to 8.709 billion yen, outpacing the fiscal 2026 target of our Mid-term Business Plan by a hefty margin. We also surpassed previous records for both ordinary profit and net profit*1.

*1 Profit attributable to owners of parent





Q How is progress on the key strategies outlined in your Mid-term Business Plan, and what's your outlook?

A We're driving sustainable growth by implementing our three core growth strategies supported by strategic investments.

Entering year two of our Mid-term Business Plan, we're rolling out initiatives in three pivotal growth strategies: Leader in Electrification, Safety and DriverAssistance Technology, and Mobility Business.

The thrust of Leader in Electrification is to bring carbon neutrality closer by driving EV adoption. Here, we're leveraging our first-mover EV dealership strengths in product promotion, maintenance, and training. In FY2023, we pushed past our 90% electrified vehicle sales ratio target, hitting 91.5%. EV sales alone leapt 40.8% year-on-year to 3,742 units as we steadily grow annual EV sales, targeting 10,000 units by FY2026, the final year of our Mid-term Business Plan. In parallel, we're building out our rapid charger network and additional infrastructure, aiming to

upgrade all showrooms by FY2026.

Safety and DriverAssistance Technology is integral to Nissan's pursuit of zero fatalities involving Nissan vehicles. Across our showroom network, we encourage customers to experience for themselves the confidence and safety benefits of Nissan's revolutionary ProPILOT driver assistance technology. Over the Mid-term Business Plan's four years, we will be deploying 1,400 demo cars equipped with ProPILOT and related Nissan-developed driver-support functionality. We're confident customers will appreciate hands-off highway driving and automated parking control that brakes to minimize risk if danger is detected ahead.

In Mobility Business, we're expanding revenue opportunities through our 40% market share in Tokyo's personal leasing sector and growing our rental car business. We're also exploring new ventures leveraging our 350,000-strong customer base to upscale our operations.

Our four-year investment strategy targets sustainable growth across all group businesses, outpacing historical spending by a significant margin. We will invest over 30 billion yen across three areas: enhancing existing businesses, human resources and DX, and new business entry and capital/business alliances. We fast-tracked about half of this, 15 billion yen, in FY2023. By closely coordinating with our operating companies, we've mapped out specific paths to realize investment benefits during the plan period, including renovating and expanding our store network and boosting efficiency and productivity through information technology and DX.

Q What is your approach to enhancing human capital?

A We encourage employees to be resourceful, and act on their own initiative by nurturing a corporate culture that reflects our corporate philosophy.

Human resources are vital to sustainable Group growth amid the transformation sweeping the auto industry. Across our eight group companies, we're grappling with the pressing challenge of chronic talent shortages. We have long recruited new graduates through immersive dealership tours and deep-dives at universities and vocational schools. To cast our talent net wider in FY2023, we launched employee referral and retiree rehiring programs.

In this context, I set a high priority on Diversity, Equity & Inclusion (DE&I). We're recruiting and empowering more females and international talent, but we still have a long way to go. DE&I certainly helps with the immediate staffing shortage, but more importantly it is a catalyst for growth. Greater diversity brings fresh perspectives that trigger the kind of innovative thinking the Group needs to thrive. To boost Group support for female participation and high-level career advancement we've implemented a comprehensive plan of action compliant with the Act on Promotion of Women's Participation and Advancement in the Workplace. Further, we are enhancing our workplace environment to enable individuals to exhibit their unique talents. By re-envisioning working conditions and on-the-job training we will leverage workforce diversity, to which the 89 foreign nationals*² staffing Nissan Tokyo Sales add immense value.

I encourage our team to think independently and take the initiative. I remind people that I am always open to their innovative ideas and applaud every effort to pioneer new frontiers. To align our collective mindset, we revamped our corporate philosophy and values in FY2022. Corporate philosophy workshops begun in FY2023 are helping employees across our Group to breathe life into these principles. Through these efforts we are fostering a culture where employees swiftly translate ideas into action, turning individual sparks of innovation into progress that accelerates Group growth.

*2 As of August 2024

Q What's your roadmap for medium-to long-term, sustainable growth?

A Beyond adapting to change, we're driving mobility's evolution, pioneering new value creation the moment opportunities appear on the horizon.

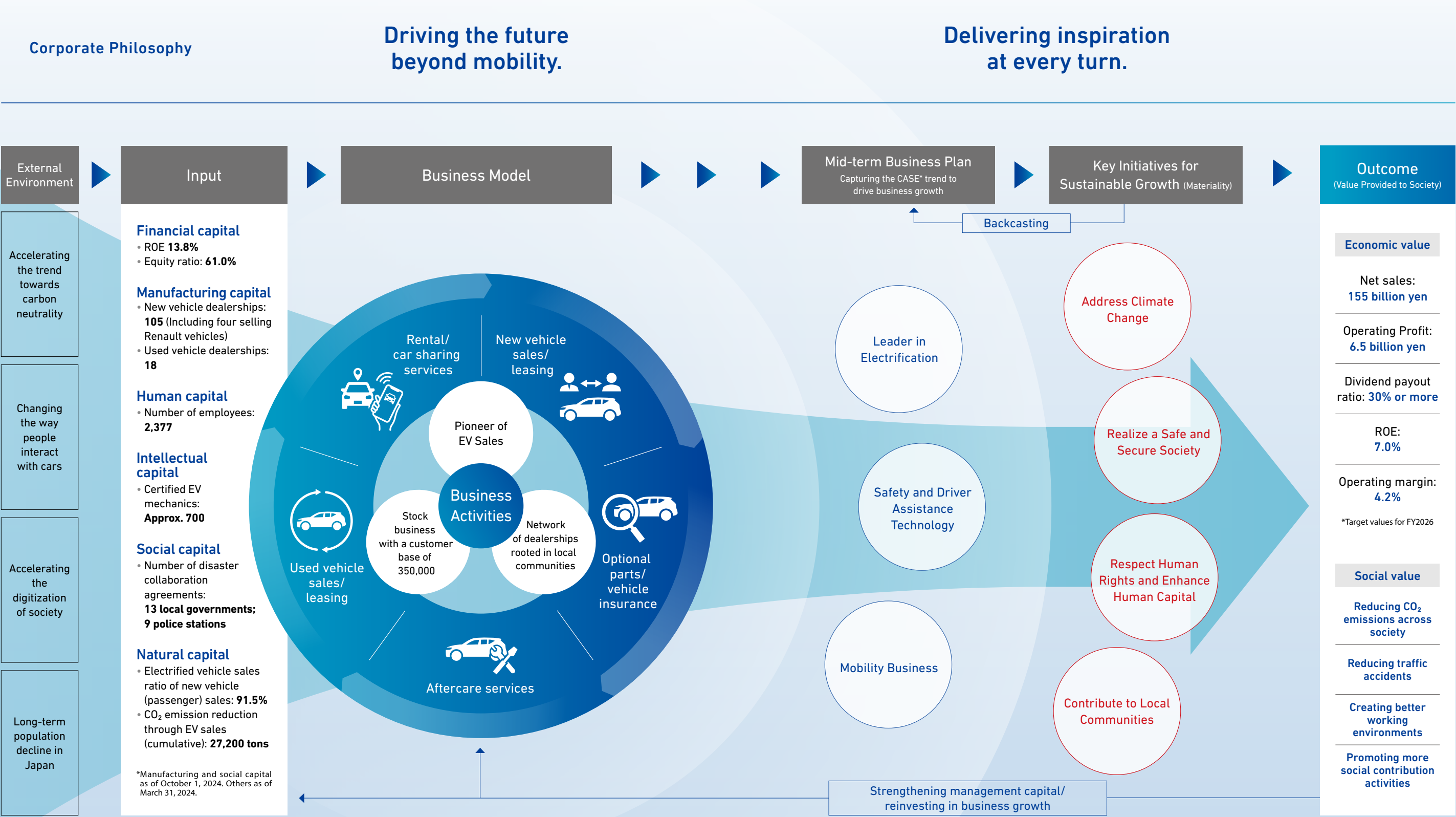
By April 2020, the COVID-19 pandemic had disrupted the world. It also brought mobility into stark relief as the lifeblood of society. Even during lockdowns, supply chains kept pulsing, and people kept driving, relying on their vehicles for life's essentials and activities. This reminded us in the auto industry that we, too, are essential workers, keeping the gears of industry turning and people's lives moving. As long as there is human activity, transportation will be indispensable. But we're looking to a future "Beyond Mobility," where vehicles transcend their role as transporters of people and goods. Vehicles can be catalysts that reshape the social and economic landscape, creating value in new ways. Launched in March 2024, Nissan's initiative of transforming EVs into mobile power banks is an energy management service that exemplifies our vision. It's a glimpse into a future full of possibilities and challenges.

We strategically refocused our resources on growth about one year ago, shifting our Tokyo Stock Exchange listing to the Standard Market segment. As announced, our increased profitability has let us raise our annual dividend by 9 yen to 24 yen per share. Keenly aware of our responsibility to shareowners, this is about honoring the trust you place in us. It reflects our long-term commitment to sustainable growth and robust returns.

During the three years of the COVID-19 pandemic, we merged three sales companies, optimizing allocation of management resources toward maximized performance. As revealed by our figures for FY2023, the results of those efforts are coming into ever clearer view. Headwinds are inevitable as we navigate this once-in-a-century transformation of mobility. But it is in these challenging moments that we will demonstrate our true worth by nimbly capturing opportunities and responding with informed agility as we forge ahead.

Value Creation Process

The NTH group promotes business activities based on its shared corporate philosophy. It quickly grasps changes in mobility during this period of major transformation and accelerates growth while contributing to the realization of a sustainable society.



Priority Initiatives for Sustainable Growth (materialities)

Four material subjects founded on the basic sustainability policy

The NTH group delivers pleasant mobility lifestyles by providing mobility and related products and services. At the same time, we aim to make active contributions to local communities and society at large so that everyone can prosper.

Sustainability is essential to achieve these goals. Our group has a greater social corporate responsibility now than before. Sustainability initiatives not only reduce risk but also create profit opportunities, which we feel also helps enhance corporate value.

Our group formulated the Basic Sustainability Policy in December 2021 based on this belief.

Our sustainability initiatives consider the unique business traits and climate as well as other unique characteristics of our group. The company has identified four material subjects: address climate change, realize a safe and secure society, respect human rights and enhance human capital, and contribute to local communities. The table on the right outlines efforts to drive forward each of these initiatives.

Basic Sustainability Policy

The NTH group delivers pleasant mobility lifestyles by providing mobility and related products and services. We also aim to make active contributions to local communities and society at large so that everyone can prosper.

We will conduct business activities in a fair, highly transparent, and efficient manner that adhere to laws, regulations and social rules as well as respect our customers, shareholders, business partners, employees, local communities, and all other stakeholders with the hope of developing a sustainable society as a one of its members.

Process to identify materiality and set KPI

STEP
01

Identify corporate issues that impact the environment, society, and economy

Our project team identifies, plots, and thoroughly reviews ten different social issues in line with the Basic Sustainability Policy from the 169 targets of the 17 Sustainability Development Goals (SDGs) on the Materiality Matrix to assign clear priority to each issue.

STEP
02

Discuss and identify materiality at a management level

Management deliberates on the social issues that have been identified to explore priority issues (materiality) that are most important to the company as well as all stakeholders.

STEP
03

Formulate policies on initiatives and KPI

We set policies on initiatives for each materiality that is identified. The company works with relevant business departments and companies to set KPI.

Materiality risks and opportunities/policies on initiatives

		Materiality			
		Address Climate Change	Realize a Safe and Secure Society	Respect Human Rights and Enhance Human Capital	Contribute to Local Communities
Business/Financial Impact	Risks	<ul style="list-style-type: none">Higher costs of introducing renewable energyLower profit due to a decline in demand for gasoline vehicles	<ul style="list-style-type: none">Lower demand due to the higher price of vehicles driven by more comprehensive safety and other amenities	<ul style="list-style-type: none">More difficulty attracting and recruiting candidates due to the declining population in JapanLower retention rate of junior employees due to a lower sense of belonging to the companies	<ul style="list-style-type: none">Damage to corporate brand due to dissatisfaction in the level of contributions to local communities
	Opportunities	<ul style="list-style-type: none">Higher sales ratio of EVs with a high profit marginHigher demand for electrified vehiclesDecarbonization through broader use of renewable energy	<ul style="list-style-type: none">Higher sales ratio of vehicles equipped with safety and driving assist technology that has a high profit marginHigher coverage rate/unit price of insuranceUse of dealerships as evacuation shelters during disasters	<ul style="list-style-type: none">Higher earnings through higher employee skillsHigher employee morale and loyalty through work-friendly environments respecting a work-life balance	<ul style="list-style-type: none">Higher brand value to enhance earnings and employee motivation as well as retain excellent human capital
		Policy on initiatives			
		<ul style="list-style-type: none">Strive to increase the number of test drives, broaden e-sharemobi (car sharing service), promote digital transformations of sales and marketing tools to more quickly make electrified vehicles the standardSustain and enhance EV maintenance capabilities by certifying mechanics on EV and training to learn technologiesIncrease the rate of renewable energy adoption in business activities at the head office and dealershipsIncrease dealerships that use power storage systems utilizing solar power generation or reused EV batteries	<ul style="list-style-type: none">Strengthen marketing and sales of subscription products centered on personal leases (Personal Owner's Program:P.O.P) and provide opportunities for both real and virtual test drives to more quickly make vehicles equipped with safety and driver assist technologies the standardPromote the introduction of maintenance equipment to acquire mechanic certifications under specified maintenance systems and enhance mechanic skills to sustain and improve capabilities to service safety and driver assist technologiesOpen dealership showrooms as temporary shelters for people stranded during large-scale disasters	<ul style="list-style-type: none">Secure diverse human resources who share the philosophy and values of the company regardless of whether new graduate or mid-career hire, nationality or genderStrengthen mid-career hires through employee referral systems and policies to re-employ employees who retireCultivate a climate of mutual respect and long-term employment securityEnhance training systems to expand educational opportunities for employeesConduct junior employee awareness survey (first to fifth year) and provide individual support through human resource advisors (visits/interviews) to improve management capabilitiesBuild a workplace environment and various systems to support a work-life balance	<ul style="list-style-type: none">Promote agreements to cooperate with municipalities and police during disastersPromote water and food donations to the kid's cafeteria Project to provide children with a warm meal and place to visit, facilitate work and inspection tours, and build barrier-free dealershipsEngage in local community contribution efforts through projects that promote social contributions

Progress of Mid-term Business Plan

(April 2023 – March 2027)

NTH has made steady progress on its three priority measures—leader in electrification, safety and driver assistance technology, and the mobility business—in fiscal 2023, which was the first year of the Mid-term Business Plan—and reached its operating profit and multiple other quantitative targets. Starting in the second fiscal year of this plan, we will ramp up our investment strategies and aim to more quickly benefit from those investments while driving forward each priority measure.

Mid-term Business Plan Strategies

Market environment and actions to overcome challenges

Accelerating carbon neutrality trends	Contributions to the realization of a carbon-neutral society through EV and EV peripheral products
Changing the way people interact with cars	Purchase proposals capitalizing on its expertise (personal leases) and mobility business leveraging current assets (dealership network/ test drives)
Transformation of the customer purchasing process	Integration of physical and digital mediums, creation of a framework to promote brand experiences, and establishment of a dealerships and dealership network
Mid-term forecast of the population decline	Operation, management, structural enhancements and digital transformations to reform work styles and improve productivity

Priority Measures

01 Leader in Electrification P.26
02 Safety and Driver Assistance Technology P.27
03 Mobility Business P.28

Quantitative metrics and targets

	FY2022 results	FY2023 results	FY2024 forecast*1	FY2026 targets
Net sales	137.6 billion yen	148.9 billion yen	150.0 billion yen	155.0 billion yen
Operating profit	6.3 billion yen	8.7 billion yen	7.5 billion yen	6.5 billion yen
Dividend payout ratio	30.5%	21.7%	35.4%	30.0% or more
ROE	6.8%	13.8%	-	7.0%
Operating profit margin	4.6%	5.8%	5.0%	4.2%
Electrified vehicle ratio	92.3%	91.5%	-	90% or more
CO2 emission reductions	5,000 tons	6,000 tons	-	16,000 tons

*1 The fiscal 2024 forecast is current as of August 9, 2024.

Operating profit target achieved in the first year.

Priority Measure

01 Leader in Electrification

Relevant Materiality

Address Climate Change

Realize a Safe and Secure Society

Contribute to Local Communities

Key initiatives

- Improve the sales ratio of electrified vehicles
- Establish a charging network/installation business
- Strengthen EV maintenance systems



Strategy overview

The social demand for decarbonization continues to grow as the world strives to realize a carbon-neutral society. A shift to electrified vehicles provides one solution toward this goal in the automotive industry. We can expect to see EV and other electrified vehicles continue to make up a larger ratio of sales in the medium to long term.

In this type of market environment, the NTH group will use the expertise it has gained as the pioneer of EV sales and its comprehensive electrified vehicle lineup with the aim to sell 10,000 electric vehicles per year, realize a electrified vehicle sales ratio of 90% or more, and reduce CO₂ emissions 16,000 tons by fiscal 2026. At the same time, we will also expand the use of renewable energy at our dealerships.

FY2023 Review

The NTH group not only worked to make proposals using its sales expertise as strengths and comprehensive electrified vehicle lineup in fiscal 2023 but also increased the number of test drives and other opportunities for more customers to experience the power when driving an electrified vehicle. We also actively participated in local disaster prevention and other events to introduce the advantages EV offer in the event of a disaster. These efforts successfully generated over 3,700 EV sales for a year-on-year increase of 40.8%. NTS has a 17.8% sales ratio of electric passenger vehicles, which greatly exceeds the national average of 2.1%.

Moreover, we have maintained a high 91.5% sales ratio standard for EV and other electrified vehicles.

On-site initiatives

Sales expertise to encourage customers to switch “today” rather than “someday”

Most of the new vehicles I sold in fiscal 2023 were electrified vehicles. Electric vehicles made up almost 40% of these sales. Many customers say they will consider switching to EV someday. However, by proposing a mobility lifestyle and other benefits through my own experiences, I am often able to find ways to encourage these customers to switch to EV today rather than someday. Customers who purchased an EV come back with a smile for their one-month new vehicle inspection raving about the power, quiet and acceleration performance. I become more passionate about recommending EV every time I see joy in a customer’s face.



Naoko Kanaya
Deputy General Manager/Car Life Advisor,
NTS of Suginami

02 Safety and Driver Assistance Technology

Relevant
Materiality

Realize
a Safe and
Secure Society

Contribute
to Local
Communities

Key initiatives

- Strengthen maintenance systems
- Explain products in a way that encourages widespread use



Strategy overview

A high level of safety is an important factor in mobility that supports everyday life. Driver assistance technologies are continuing to evolve to meet these needs.

The NTH group sells and is popularizing vehicles with ProPILOT and other leading-edge driver assistance technologies. Our maintenance business that supports these technologies is also putting in place full-fledge systems from the introduction of the latest servicing equipment to technical and skill-up training for mechanics. Traffic safety, disaster prevention and other such initiatives aim to bring about a safe and secure society.

FY2023 Review

The most widely known ProPILOT driver-assistance technology comes either standard or as an option on 97% of Nissan's main vehicle lineup*2. The NTH group brings a deeper understanding about these leading-edge driving assistance technologies by letting customers experience the features first hand. That is why we have ramped up test drives during fiscal 2023 to give customers more opportunities to try it themselves. As the shift to electrified vehicles accelerates, all of our dealerships have been working to introduce the latest onboard fault detection and diagnostic devices as well as the latest maintenance equipment.

*2 Three EV and five e-POWER vehicle models

On-site initiatives

Training to gain leading expertise and technologies Contributes to safe and secure mobility lifestyles for customers

Each day brings new advancements in automotive safety equipment. Mechanics must always stay up to date with the most current knowledge and technology. These skills are hard to learn because they cover and extensive range of what mechanics need to know. Our technicians undergo e-learning and pass Nissan Master Technician HITEQ*3 examinations every year to stay current with the latest knowledge. We are able to leverage experience in dealing with the latest technologies to guide junior technicians and brush up explanations for our customers.

Mechanics play a vital role in supporting a mobile society. I hope to continue developing my skills as a mechanic to help realize a society where people can live safely and securely.



Takuya Suematsu

Assistant Manager and Technical Staff,
NTS of Shinsha-no-Hiroba Meguro

*3 Nissan Master Technician HITEQ is a certification for mechanics to always maintain a high level of technical skill related to the servicing of all types of vehicles, including the latest features and technologies (renewed every three years).

03 Mobility Business

Relevant
Materiality

Address
Climate
Change

Realize
a Safe and
Secure Society

Contribute
to Local
Communities

Key initiatives

- Promote personal leases
- Expand the rental car business



Strategy overview

The automotive market continues to see double-digit growth in the personal lease sector every year recently as consumers shift from the desire to own to the desire to use vehicles. Over the last five years, the market has grown 2.2 times what it was (2018: 308,000 leases; 2023: 671,000 leases), and we can expect ongoing growth in the future.

NTS has been providing P.O.P personal leases since 1997. We will increase our personal lease market share backed by this expertise with the aim to strengthen our foundation with a recurring revenue model to generate higher stable earnings.

FY2023 Review

Our employees have been more quickly sharing best practices with one another in fiscal 2023, which has helped to significantly expand new lease sales. Last year, our personal leases for new vehicles exceeded 5,200, up 70% year on year. We also are gradually increasing the number of new vehicles available for personal leases, which is now at over 13,000. NTS has also begun leveraging its expertise in personal leases for new vehicles to offer personal leases on used vehicles that can be purchased at a more reasonable cost.

On-site initiatives

Active P.O.P proposals heighten customer safety and convenience

P.O.P personal leases are the ideal product to foster deeper bonds with customers due to the high repeat customer rate. Of course, we will continue to increase the number of new vehicles available for sale because of these continued purchases. Many more of our customers who bought a vehicle using P.O.P leases introduce us to new customers because of the tremendous convenience.

I started my career in the maintenance department before requesting and transitioning into my current position. Every Car Life Advisor also has a passion to protect customer safety and ensure convenience as a technical advisor. We will continue to propose options right for the needs of each customer so that more people will use these P.O.P personal leases.



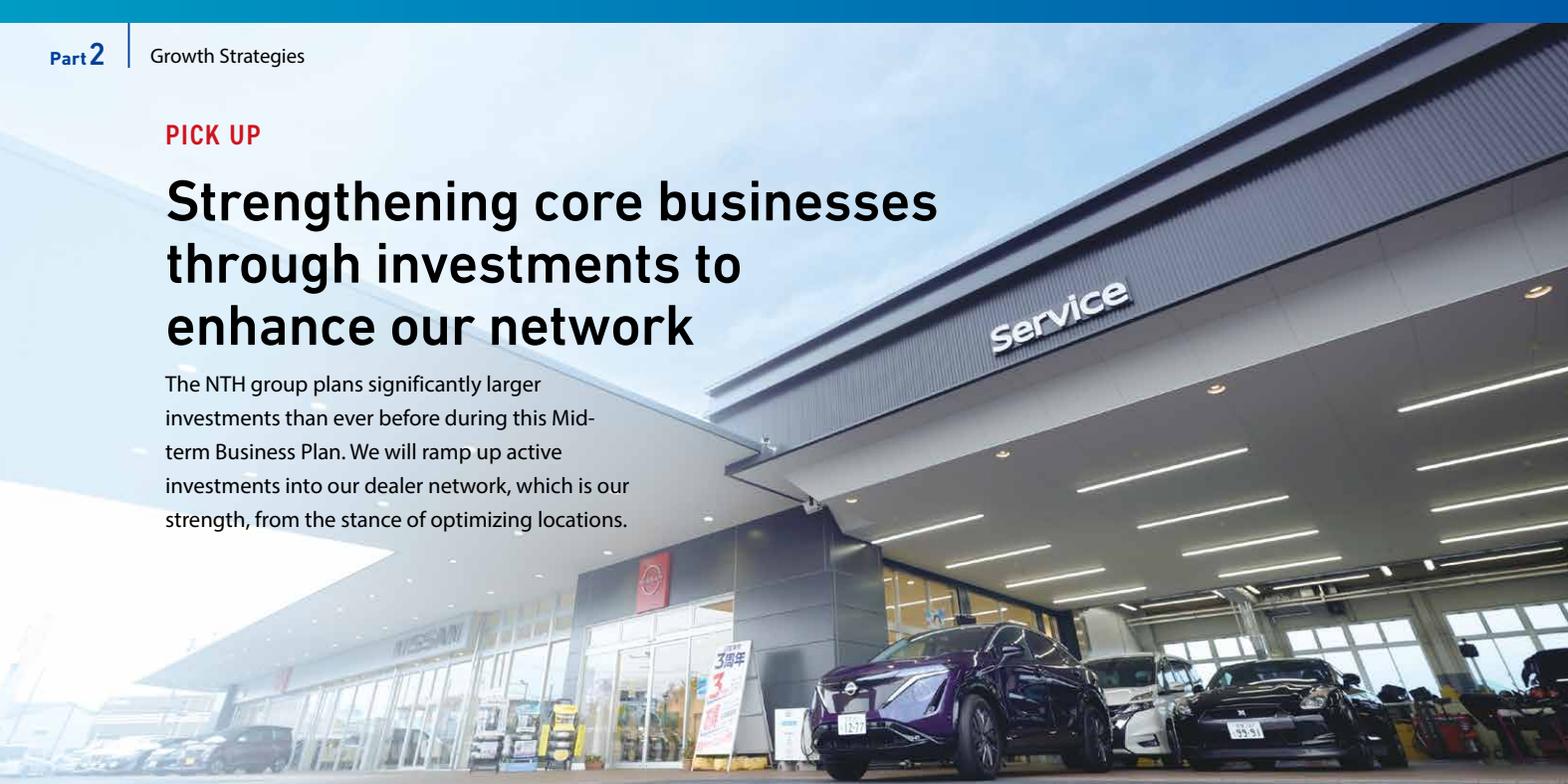
Kazuyuki Koike

Manager and Car Life Advisor,
NTS of Tanashi Nishihara

PICK UP

Strengthening core businesses through investments to enhance our network

The NTH group plans significantly larger investments than ever before during this Mid-term Business Plan. We will ramp up active investments into our dealer network, which is our strength, from the stance of optimizing locations.



POINT 01

Build comfortable spaces to heighten customer convenience

These renewals will create customer lounges at our dealerships that provide a clean and bright atmosphere for customers to wait comfortably in addition to semi-private spaces to focus on discussing the business at hand so that it is easy for anyone to learn about and try the cutting edge Nissan technologies. The company also anticipates a greater shift to electrified vehicles in the future. That is why we will update our quick charging stations to leading-edge technology available 24 hours a day in addition to putting in place more comprehensive maintenance equipment dedicated to electrified vehicles. Beyond investing in hard aspects of our network, we will strengthen customer service and other intangible aspects as well.



POINT 02

Improve the working environment to heighten employee motivation

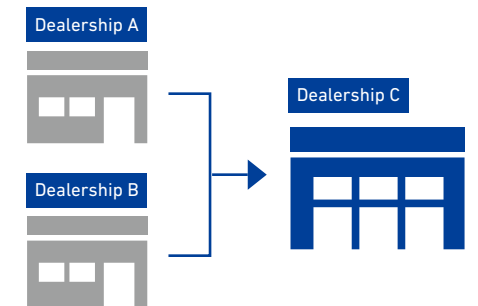


This network optimization will not only benefit customers but also provide a more work-friendly environment to employees. For instance, back offices will offer a staff only break room, while also enhancing usability as well as considering layouts and the flow of human traffic in addition to increasing operational efficiency at each dealership in various other ways. NTS will also install air-conditioning systems in service garages and further automation of maintenance equipment to prevent human error and help realize smoother workflows. These are some ways that we are focusing on building an environment to reduce the workload placed on employees.

POINT 03

Integrate dealerships to better focus resources and optimize management

NTS has striven to integrate neighboring dealerships with coverage overlapping the same area, while building or drastically renovating dealerships to offer large-scale charming storefronts rooted in the community since consolidating three group sales companies in July 2021. These measures effectively help to optimize the allocation of human resources and drive operational efficiency at each dealership. The company has built or renovated and reopened 17 dealerships as of fiscal 2023. In fiscal 2024, we plan to open four more dealerships, including one in Higashi-Fushimi that opened in April 2024.

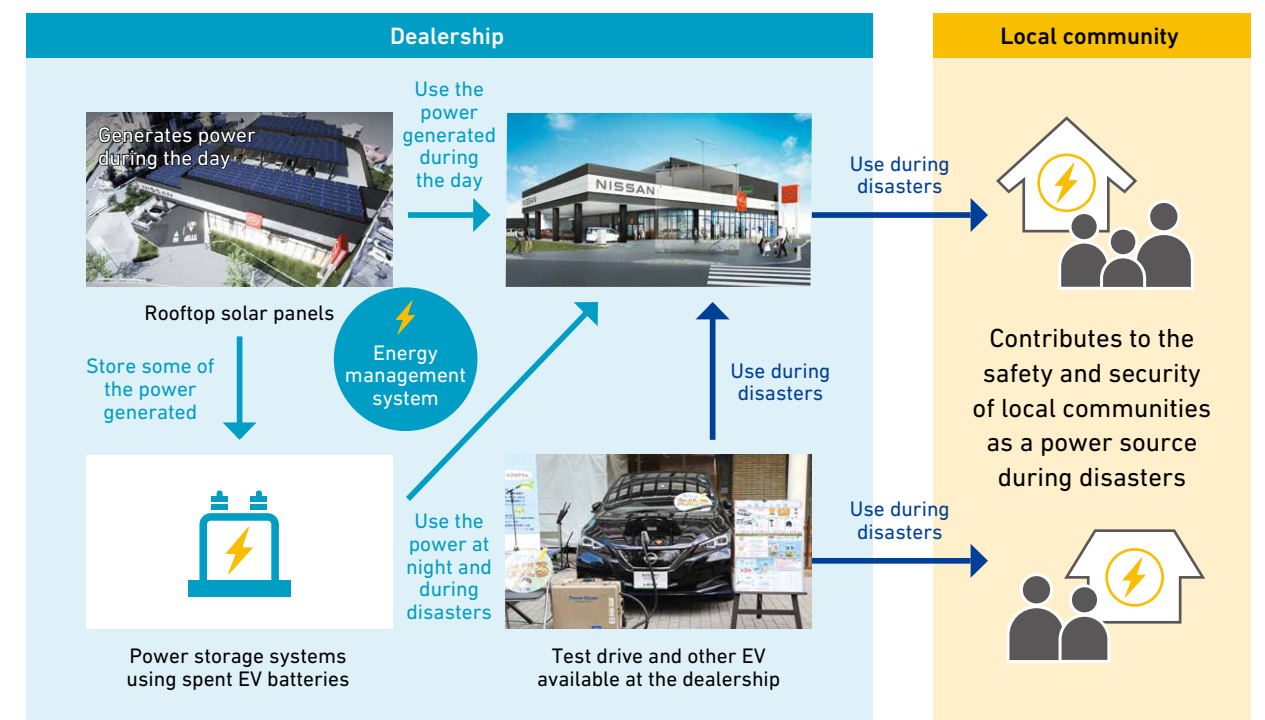


POINT 04

Adopt energy management systems to realize carbon neutrality and contribute to the safety and security of local communities

NTS will actively introduce energy management systems during renovations of its dealerships. These systems include solar panels to generate power used during the daytime and storage batteries that use spent EV batteries to supply power at night. These types of innovations enable the effective use of renewable energy. In particular, power

storage systems using spent EV batteries are a unique NISSAN initiative that relies on the company's experience selling EV for the last 14 years. These battery power storage systems can also supply power to people in the local community in the event of a disaster.



Finance/Capital Strategies



Aiming to quickly drive success and achieve quantitative and qualitative targets through business investments while staying highly aware of capital efficiency

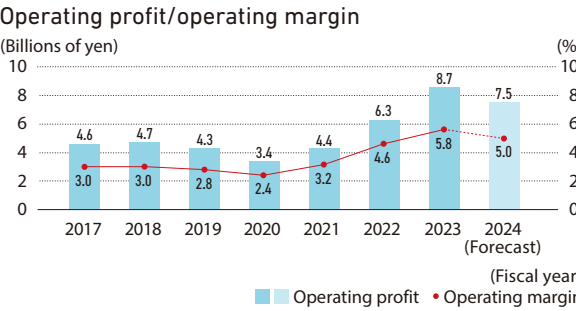
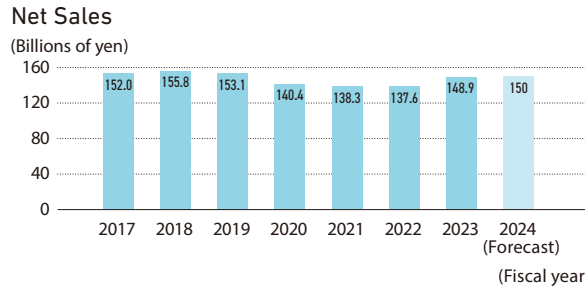
Takeshi Ishida
Executive Officer and General Manager of Finance, Affiliate Company Management and General Manager in charge of Corporate Planning

FY2023 overall business results and FY2024 forecast

Record high profits through higher new vehicle and value-added sales

The market gradually recovered from the lack of vehicles caused by the semiconductor shortage and other disruptions in the supply chain in fiscal 2023. NTH saw a 40.8% increase year on year in sales of three EV models in addition to growth in other new vehicle sales centered on electrified vehicles, including e-POWER models. We also saw a rise in the average sales per customer thanks to the promotion of personal leases and other value-added sales. As a result, the roughly 149 billion yen in net sales, up 8.2% year on year, covered a decline in income due to the sale of one consolidated subsidiary. We achieved record high profit across the board. The operating profit reached about 8.7 billion yen, up 36.1% year on year. The ordinary profit also rose to roughly 8.4 billion yen, up 37.3% year on year. Moreover, the net profit margin attributed to the owners of parent, including the revenue gained from the sale of a consolidated subsidiary, hit about 7.3 billion yen, up 125.0%

year on year. In fiscal 2024, our group expects to secure equivalent net sales to fiscal 2023 through NISSAN ARIYA EV sales that resumed in March 2024 as well as new vehicle sales centered on e-POWER and other electrified vehicles as the supply-demand balance for semiconductors and other components improves. The company will actively invest in bolstering human capital as the most important management resource to foster sustainable growth. In addition, we will continue making investments in our network of dealerships to build an environment balancing customer convenience and ease of work for employees. On the flip side, forecasts anticipate an ongoing rise in raw material prices and higher importing costs from overseas due to the weak Japanese yen in fiscal 2024. To address these challenges, we will formulate investment plans that take into account these rising costs.



Progress of investment strategies and policies going forward

15 billion yen of investments in existing businesses, human capital, and new businesses

Our Mid-term Business Plan earmarks a total of more than 30 billion yen of investments into three areas over four years: strengthening of existing businesses, human capital and digital transformations, and entry into new businesses as well as capital and business alliances. To benefit from these investments sooner rather than later, the Mid-term Business Plan set out to invest approximately 15 billion yen in fiscal 2023, which is equivalent to half of the total amount in the first year of the plan. The company has then allocated and will invest about 10 billion yen over fiscal 2024.

To strengthen our existing businesses, our initial investments emphasize renewals to our dealership network more quickly than planned. The Mid-term Business Plan allots the appropriate amount of time for approval of the investment through completion of the project by considering the labor shortages of industries involved with construction and equipment. We have decided to prioritize these investments because we anticipate even higher material and labor costs. We will update equipment and build dealership environments that balance customer and employee satisfaction while renovating and integrating locations showing significant age or neighboring and small dealerships as well as move to new locations all from an area optimization standpoint.

The new dealerships will adopt energy management systems and control greenhouse gas (GHG) emissions and help further the safety and security of local communities by offering power sources to supply electricity in a disaster. Investments in human capital and digital transformations strive to enhance education and training systems and to hire more people in order to not only enhance human capital but encourage more active participation of those human resources throughout the entire group. IT investments are already putting in place data infrastructure to expand use of personnel systems in secure environments as well as systems to digitalize and share internal materials online among other measures to drive operational efficiency and productivity. Going forward, NTH will solidify detailed plans and execute investments in digital transformations to adapt to the various consumer buying behavior. Investments to enter new businesses and build capital as well as business alliances aim to more effectively use our current management resources and build businesses related to new mobility and those peripheral to EV that should adapt to changes in the business environment and generate synergy to further expand the scale of our businesses.

Investment allocation

Strengthening existing businesses Actively investing in sustainable growth	<ul style="list-style-type: none">Renewal of dealership networkEnvironmental investmentsRestructuring of the business portfolio	25 billion or more
Investments in human capital and digital transformations Driving the momentum of transformations	<ul style="list-style-type: none">IT investments to drive efficiency/productivityDiversification of business expansionStrengthening of best practices	2 billion or more
Entry into new businesses/ capital and business alliances Expanding business regions centered on our strengths	<ul style="list-style-type: none">Expand the scale through investments into business around mobility and EV, etc.	3 billion or more



Policies to improve capital efficiency and corporate value

Making investments emphasizing effective use of liabilities and asset efficiency

NTH has been able to solidify a financial base with stable revenue and steadily accumulate a net cashflow over the last five years despite the negative impact of the COVID-19 pandemic.

In the future, we must engage in management that recognizes the need to improve capital efficiency. We emphasize ROE as a metric to evaluate capital efficiency. The company dramatically increased the ROE year

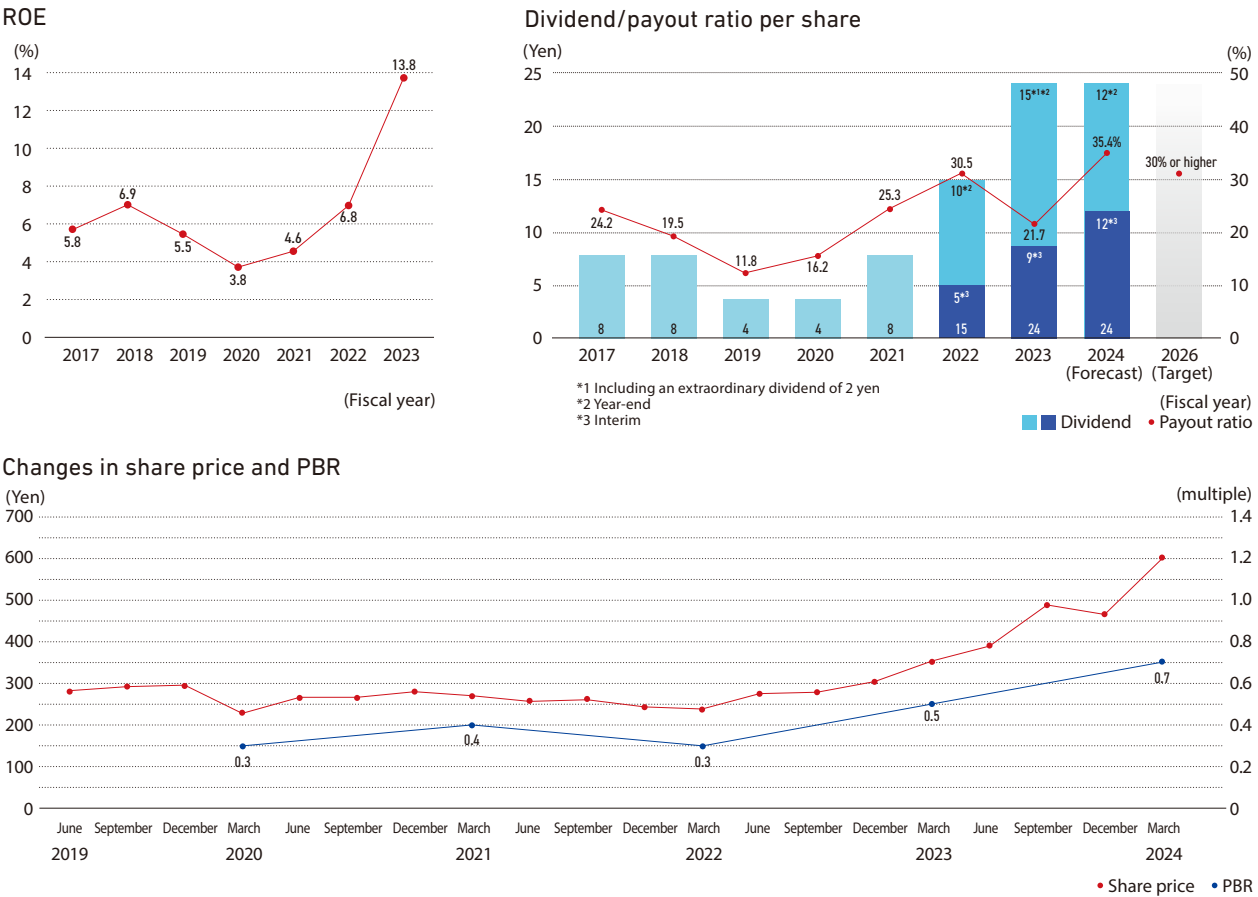
on year from 6.8% to 13.8% in fiscal 2023 thanks to historic high profits, which was the first year of the Mid-term Business Plan. We will continue to strive to make investments focused on asset efficiency while flexibly utilizing liabilities to improve capital efficiency and heighten shareholder value. As mentioned earlier, we have already decided to invest about 25 billion yen over 2023 and 2024, but the use of liabilities as a portion of this funding is one consideration to reduce capital costs and set a lower barrier to generate a return on investments, which in turn should more quickly generate new investment capital.

Our stock price saw a significant 170% annual rise in fiscal 2023 because of efforts in the three key growth strategies outlined in the Mid-term Business Plan, the execution of growth investments, active expansion of IR activities, and better shareholder returns. This also steadily improved the Price Book-value Ratio (PBR). We will continue to drive forward each strategy and measure in the Mid-term Business Plan and build a track record of success from fiscal 2024 as well to cultivate expectations for greater growth. We will also replace the old with the new as a standpoint of its financial and capital strategies, whether improving its

turnover rate of current assets or reducing and replacing non-current assets. These initiatives will foster stable returns that meet the expectations of all of our shareholders and other investors.

Our basic policy on shareholder returns will not only position stable dividends at its core but also set a target to sustain at least a 30% payout ratio in the Mid-term Business Plan while providing returns based on business performance. In addition to these stable yet flexible shareholder returns, we will continue to actively invest in strengthening existing business, bolstering human capital and digital transformations, and entering into new businesses as well as capital and business alliances to realize sustainable growth and further increase the shareholder value.

The financial and capital strategies in addition to the investment policies above will achieve the quantitative and qualitative targets set by the four-year Mid-term Business Plan. We will always strive to share our efforts to improve capital efficiency as well as business investment initiatives to earn high praise from the stock market, local communities, and customers. I look forward to your continued support.



03

Management Resources

- 35 Enhancing Human Capital
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- 44 Strengthening Technological Capabilities
- 46 Strengthening Relationships with Local Communities



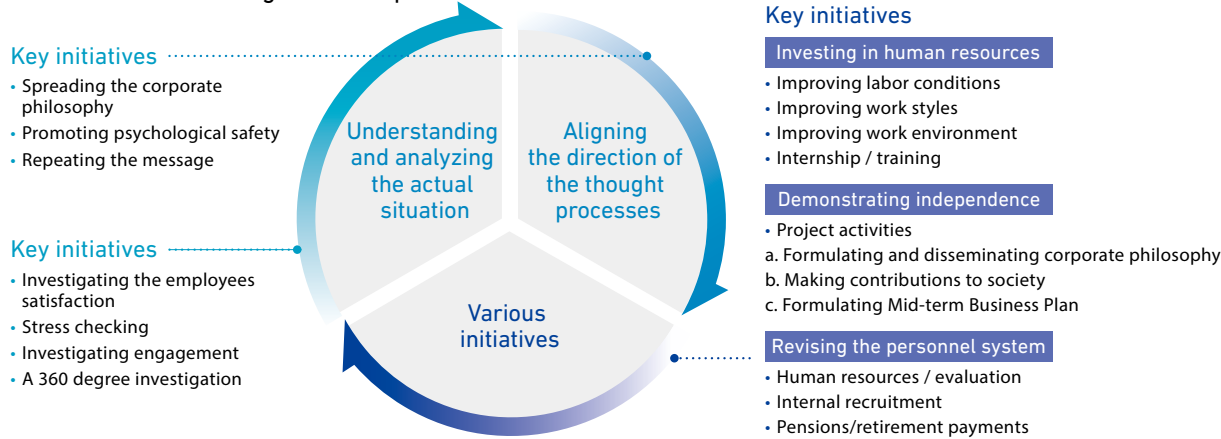
Enhancing Human Capital

Basic approach

The NTH group puts the enhancement of human capital as one of the company’s important management challenges. In order to achieve sustainable growth of the organization, we are working on training personnel so that they will consistently achieve results, have the desire to improve, and to think and act on their own.

Starting with the dissemination of the corporate philosophy to employees, NTH promotes the idea of becoming more diverse and inclusive, while aligning the direction of thought processes. Based on the results of various surveys, we invest in human resources and promote other multifaceted and inclusive initiatives as well as make changes to the personnel system.

Initiatives for enhancing human capital



Creating an environment and organizational culture that allows for the corporate philosophy to be put into practice

In order for the NTH group to achieve sustainable growth, all of the employees must align their direction of thought processes and grow individually. And in order to clarify the direction in which everyone needs to move forth, in November 2022, the company formulated the “Corporate Philosophy” as well as “Core Values” to serve as the guideline in embodying it.

To make sure that employees always act with the corporate philosophy in mind, they need to understand and empathize with the meaning behind the corporate philosophy. Therefore, with the aim of pushing for the understanding among employees, as well as supporting them with putting the idea to practice, a project to spread the corporate philosophy was launched by 9 people from different departments.

First, they created a key visual for the corporate philosophy, then distributed them as posters to all of the offices. Then, a series of workshops were held for executives, department managers (including Dealer Principals and Service Shop Managers), and applicant employees, to allow

them to learn about the meaning behind the corporate philosophy and the actions that embody their values. More than 500 employees have attended the workshops.

Additionally, the employees who have attended the workshops become instructors, and are provided with opportunities to freely discuss the corporate philosophy at their workplaces. The company is making steady progress in



Corporate Philosophy Workshop

disseminating this policy to each and every employee. NTH will continue such activities to encourage many employees to understand and empathize with

the corporate philosophy, and to connect this to proactive action.

Initiative for recruiting human resources

The NTH group is putting strength into recruiting talented human resources. Active public relation activities for job seekers, providing work experience, and follow-ups with prospective employees are just a few to name. The company has also established an HR committee to promote the early development of next generation leaders, by discussing policies and methods for human resource development.

NTS provides many opportunities for students such as work experience, factory tours and special lectures at school visits. These opportunities create a chance for

students to interact with employees and deepen their understanding of how the company actually operates. In fiscal year 2023, in addition to new graduate recruitment, NTS introduced mid-career recruitment, alumni recruitment, and the referral recruitment system (employee introduction recruitment system). Additionally, the company is strengthening the human resource recruitment efforts in various ways. This includes a complete renewal of the company’s recruitment website and the use of social media as a tool to expand the reach with job seekers and to help them understand and empathize with the company.

Creating a comfortable working environment

The NTH group strives to create a comfortable workplace that respects the employees’ work-life balance, so that the company’s diverse human resources can make the most of their abilities.

For example, NTS has worked on expanding the system for employees who need to focus on childcare or nursing by extending leaves and short-hour work programs. From April 2022, the applicable period for the short-hour work program for childcare has been extended until the child graduates from elementary school.

In addition, in fiscal year 2023, the company introduced an alumni recruitment system for those who have resigned from the group, making it possible for those who had to resign due to lifestyle changes, to be re-employed. The company creates an environment that can adjust based on the present needs of the employees, leading to the realization of diverse work styles.

Furthermore, the company is working on improving the work environment of the dealerships by building

new stores or having stores go through a complete renovation. Additionally, the company provides the sales staff with tablet devices so that they are able to smoothly communicate with the customers. At the service shops, the company is focusing on creating a comfortable working environment for the mechanics by installing air conditioning equipment, vehicle wash machines, and more.

Acquisition rate of childcare leave by gender*1

	FY2021	FY2022	FY2023
Male	0.0%	5.9%	9.1%
Female	100.0%	100.0%	114.3%

*1 Parental leave acquisition rate = (Number of male employees who took childcare leave during the fiscal year ÷ Number of male employees whose spouses gave birth during the fiscal year) × 100
Maternity leave acquisition rate = (Number of female employees who took childcare leave during the fiscal year ÷ Number of female employees who gave birth during the fiscal year) × 100

Diversity, equity, and inclusion

In order to create a path for a new era, the NTH group believes that it is essential for all of the employees to work enthusiastically and are able to demonstrate their abilities to the fullest. Based on this idea, in fiscal year 2024 the company added the perspective of “E (Equity)” to the conventional D&I (Diversity & Inclusion) and has been working on promoting and spreading this idea as DE&I (Diversity, Equity & Inclusion).

As of August 2024, NTS has 89 employees with foreign citizenship working primarily as technical staff, and 9% of

them have already been promoted to higher ranks and are taking on higher level tasks.

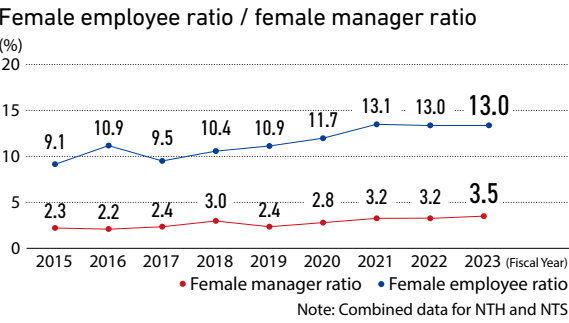
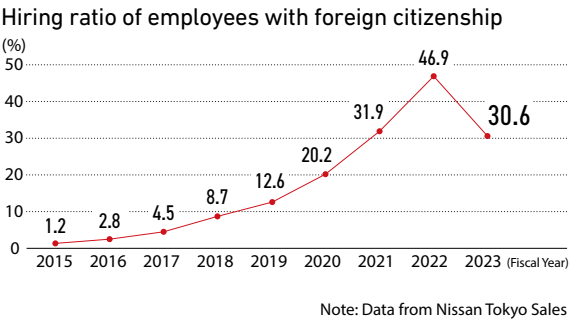
In fiscal year 2023, the company implemented a Japanese language training program and an e-Learning course to improve language proficiency, as well as training courses to understand Japanese culture and business manners. In addition, for Japanese employees the company provides training courses on cross-cultural mindset & communication. The company also shares information

about the culture and characteristics of the home country with the stores in which the new foreign employees are assigned. Furthermore, starting in fiscal year 2024, the company has introduced a new Japanese language and cross-cultural training class for foreign employees, and are increasing the number of Japanese employees who are eligible for the programs made for Japanese employees. The company is working to promote mutual understanding, for the further success of the foreign employees.

NTS is also focusing on hiring and training female employees, based on the belief that diverse perspectives and sensibilities are essential in supporting the vehicle lives of the diverse customer base. To ensure that the female

employees remain highly motivated and are able to fully demonstrate their abilities, the company has established a plan (see “FY2022 - 2024 plan and progress of the Act on Promotion of Women’s Participation and Advancement in the Workplace” below) and are implementing various measures.

The NTH group will continue to create an environment that provides support in accordance with diversity and fair opportunities for growth. We will also work to create a corporate culture where the diverse human resources recognize and accept each other’s differences and are able to demonstrate their individual abilities to the fullest.



FY2022–2024 Plan and Progress of the Act on Promotion of Women's Participation and Advancement in the Workplace	01	Increase the ratio of females in graduates or mid-career hires to 50% or higher for sales positions (including customer service positions) At the time of planning: 42.3% Current progress: 48.0% (As of the end of fiscal year 2023)
	02	Promote 12 potential female candidates for managerial positions (Assistant Manager / Section Chief) and appoint 5 female employees as managers both within a course of three years At the time of planning: Female Assistant Managers / Section Chiefs: 105, Female Managers: 13 Current progress: Female Assistant Managers / Section Chiefs: 116, Female Managers: 16 (As of the end of fiscal year 2023)

Comment from a foreign employee who participated in the training

After receiving various training courses,
I am looking forward to working in Japan even more.

I was really anxious about working overseas for the first time, but after learning how to communicate and choosing my words during the training, I became less anxious about working. In order not to forget what I have learned, I would like to make the most of it by not only using it at work but also in my daily life, and continue to stay positive.

Hoang Minh Tung
Technical staff,
NTS of Nerima Kitamachi

Improving employee engagement

The group conducts multiple surveys to improve employee engagement.

One of them, the “Employee Awareness Survey” *2, is conducted on a yearly basis for full-time employees at NTS. By understanding the current status of employees, the company is able to discover any issues in management and human resource strategies. This leads to improvements in the quality of management as well as raising

the employees’ motivation to work. The company also has a “Younger Generation Survey” *2 once a month for employees of NTS who have been with the company for 1 to 5 years. HR advisors check changes in results and comments, and visit the stores or hold interviews to resolve any issues or complaints.

*2 The “Employee Awareness Survey” is conducted across the entire Nissan group. The “Younger Generation Survey” is only conducted at NTS.

Initiatives for developing human resources

The NTH group promotes the development of the environment and system that allow each employee to grow independently with the desire to improve and achieve their desired career. In particular, NTS aims to “train personnel to be able to consistently achieve results, have the desire to improve, and to think and act on their own in order to achieve sustainable growth for the organization”. In order to achieve this, the company created a unique human resource development system to help employees at various levels acquire the knowledge and skills they need.

In fiscal year 2023, the company increased the number of “Challenge Program Training” courses, and the number of participants almost doubled compared to the previous year. Approximately 200 people, or 10% of all employees, took the courses. Additionally, for those in managerial positions, the company conducted “management reinforcement” and “anger management” courses and also introduced a “360 degree survey.” By reviewing one’s own management responsibilities, they can aim to improve and further brush up their management work.

Profile of the ideal employee

In order to achieve sustainable growth for the organization, the NTH group is aiming to train personnel who can continuously deliver results, have a strong sense of ambition, and can think and act independently.

	Inner growth			Technological growth				NBC*3
	Overall level up (By hierarchy)	Strengthening and revitalizing the organization (optional)	Nurturing the next generation (Recommendation / nomination system)	New Vehicle Sales	Service	Insurance	Others	
Dealer Principal / Service Shop Manager	Management training (Advanced)	[Vertical organization] Power harassment training		Dealer Principal management program				Required course for TS 2/3 level
Manager	Management training (Beginner)	Management (Beginner) *4		Hospitality training				
Assistant Manager	Leadership training	Leadership *4		System training for new vehicle related negotiations				Required course for Young TS
Section Chief	Logical thinking training	Logical thinking *4		Product knowledge study session				
Supervisor	Communication training	Communication *4		Nissan technical training system / qualification training				Car Life Advisor course
1st to 5th year	Smile training	Training for foreign nationals		Young technical staff training				
		Japanese language training *4		Product knowledge training / qualification training				
				Appraiser qualification training				
				Computer-related online training				
				POP training				

*3 NBC: Abbreviation for “Nissan Business College.” A place for all employees in the group to learn the business know-hows that have been cultivated over the long history of Nissan dealerships.
*4 Challenge program *5 Dealer Principal training course

Focus: Employee Roundtable Discussion

Corporate Philosophy and Core Values

In 2022, the NTH group devised a new corporate philosophy and core values while also launching a project to raise employee awareness. We conducted a year long program for management before starting to hold periodic workshops primarily for regular employees in 2024. The leader who is promoting the corporate philosophy enlightenment program sat down with three junior employees who took part voluntarily in the workshop to discuss the ins and outs of raising awareness about the philosophy thus far.



Facilitator

Misako Ozeki
Nissan Tokyo Sales Co., Ltd.
General Manager, Human Resources Development Dept.

Misako Ozeki joined NTS in 1992. She worked in sales and dealership administration before becoming involved in human resource development. Misako Ozeki now works as the project leader raising awareness about the corporate philosophy.

Yuji Sasaki
Nissan Tokyo Sales Co., Ltd.
Technical Advisor and Section Chief, Katsushika Kanamachi

Yuji Sasaki joined NTS in 2011. He gained automotive maintenance experience before joining the aftercare service team as a technical advisor.

Shiori Murakami
Nissan Tokyo Sales Co., Ltd.
Car Life Advisor and Section Chief, Red Station Hachioji Narahara

Shiori Murakami has been working in used vehicle sales since joining NTS in 2015. She takes care to propose vehicles right for the lifestyle of each customer.

Junya Masuda
Shakenkan Co., Ltd.
Technical Staff and Supervisor, Inagi

Junya Masuda joined NTS in 2010. He gained experience as a mechanic at Shakenkan before focusing on training up-and-coming staff.

▶ Current state of awareness about the corporate philosophy

Ozeki: The purpose of our project to raise awareness about the corporate philosophy is to help employees fully understand the corporate philosophy and core values. This can unify the direction of everyone in their work. This project has continually used posters and internal newsletters to connect with employees. How do you think that has been going?

Murakami: I feel my own thinking has changed a little thanks to this project. In the past, I would often get quite frustrated if things didn't go well at work, but I am much more positive now. We have posters put up in the back office of the dealership, which everyone sees every day. Naturally, this helps our philosophy and values to really sink in.

Masuda: I know my perception of things has gradually changed as well. I take much more initiative now when trying something for first-time than I did before. My team shares the philosophy and values at morning meetings. This naturally makes these ideas a topic of conversation between employees.

However, I do feel there is still a lack of awareness throughout our group at large. The project cannot succeed overnight and is one that requires consistent, ongoing efforts.

Ozeki: Of course, I know there are many hurdles to still overcome as the project has only just begun. That is the reason for conducting employee workshops for everyone to participate in. What do you think, Yuji?

Sasaki: I also feel our group as a whole still lacks awareness about our philosophy and values. We as employees need to more actively participate in my opinion. In fact, I participated in this workshop based on that belief. I feel the group is changing dramatically right now and hope my participation will put me on the frontlines of this transformation.

Ozeki: I participated as an organizer but still strongly got the sense that I myself must change my management standpoint. How did all of you feel about the workshop?

Masuda: I have long wanted to get rid of the pecking order of senior and junior employees. This workshop made me even more passionate about making that happen. I don't think a company with employees who simply follow directions of supervisors and more senior employees can survive in modern times. Each person must think for themselves and take independent action. For those reasons, I want to build a workplace where everyone stands on equal ground and can freely share their thoughts.

▶ Vision for the future of the group

Ozeki: As I said a moment ago, our work to raise awareness about the corporate philosophy has just begun. The plan is to continually conduct the workshop that all of you participated in for every employee in the future. We will also consider gathering and sharing model employee initiatives that embody the corporate philosophy and values that we cherish. I expect a broader change in behavior to happen naturally if we can promote understanding through these initiatives. What do all of you envision for the NTH group in the future?

Murakami: I feel the entire group gradually changing in various ways. For instance, our personnel policies have changed dramatically over the last several years. I hope this progress throughout the organization will continue without stopping. I think about the actions I am taking on a weekly or monthly basis in an effort to refine my daily work. By starting to make and broadening gradual changes, these efforts eventually come together as a significant transformation. That's what I am excited about right now.

Sasaki: At the beginning of the workshop, the President spoke passionately about how raising awareness about the philosophy is the best and shortest approach to

Sasaki: The corporate philosophy has a bit of this grand vision, which can be interpreted in a variety of ways. I understand now how the core values back up the corporate philosophy to align us all in the same direction. The company does have employees who think in very different ways. That is why it is difficult to get everyone completely on the same page, but things don't have only one right answer. As Junya said, the important thing is for everyone to take initiative to build one large community.

Murakami: As I exchanged ideas with people from other departments and occupations, I realized once again how I work with people who think in very different ways. The workshop generated all of these ideas. I really got the sense that everyone is sincere about wanting to make our company better. If everyone is able to take initiative to realize their full potential in each workplace, I have no doubt that we will naturally move in a better direction.

transform the corporate climate. This really resonated with me. I am confident this effort will greatly transform the company in the future, even though it's just begun. As I said before too, I want to be on the frontlines of that change.

I hope NTH will actively promote external communication too. If we can share our vision for our group with everyone in the Tokyo metropolitan area, it would not only change the perception and image of the company but also create a larger community of colleagues who are motivated to participate.

Masuda: That's true. External communication could be quite effective. I would also like to create an atmosphere that accommodates communication by giving everyone an equal standing as much as possible regardless of age or tenure. I think sharing the problems we all face to find a solution together would help enhance our strength as an organization.

Ozeki: I can feel the passion and optimism that everyone has after the workshop. Nothing makes me happier as a person helping propel this project forward. The work has just begun as you all have said. We will continue to do everything we can to make it a success going forward.



Environmental Conservation Initiatives

Basic approach

The NTH group actively promotes environmentally friendly activities to realize a carbon-neutral society.

The Mid-term Business Plan sets a 90% or higher sales ratio for electrified vehicles and a 16,000 ton reduction in CO₂ emissions through EV sales as medium-term targets.

Our dealerships are advancing various initiatives from the installation of solar power systems and acquiring the Nissan Green Shop environmental management system certification complying with the ISO 14001 to the proper operation of oil-water separators and waste oil tanks as well as industrial waste storage.

Reports in line with the TCFD recommendations

Governance/risk management

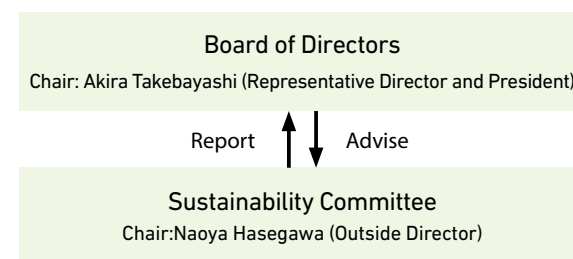
The NTH group is making steady progress with initiatives to resolve its priority issues. To foster greater medium-to long-term growth and sustainability, we set up the Sustainability Committee chaired by an outside director in September 2022 for the purpose of helping realize a sustainable society through its businesses.

The Sustainability Committee acts as an advisory body to the Board of Directors that devises sustainability policies, targets and action plans, manages and assesses the progress toward those goals, and deliberates on each matter. It also provides reports to the Board of Directors.

The committee identifies sustainability risks related to our business activities and assesses those risks as well, considering the probability and potential impact. Scenario

analyses address any risks that could have a substantial impact on business or correlate heavily with the business strategies of the group to examine response strategies.

Composition of the Sustainability Committee



Strategies

The NTH group identified climate-related risks and opportunities with the potential to impact its businesses and qualitatively evaluated the financial impact.

Main risks/opportunities	Business impact	Up until onset ^{*1}	Impact ^{*2}
Transition risks			
Stricter carbon pricing and GHG emission regulations	Rising carbon pricing that increases raw material and other expenses related to vehicle manufacturing in addition to higher costs driven by higher supplier expenses embedded in the purchasing price	Medium term	Large
	Increase in costs due to rising carbon prices related to the operation of our buildings, garages, and other businesses	Medium term	Medium
Stricter energy conservation laws and regulations	Increase in costs for ensuring compliance, such as updating equipment and investments	Short term	Medium
Change in fossil fuel prices	Higher price of energy used at each location, such as buildings, maintenance garages, and increasing logistic and transportation costs	Medium term	Medium
Change in electricity prices	Increasing costs due to higher electricity prices driven by rising fuel expenses	Medium term	Medium

Main risks/opportunities	Business impact	Up until onset ^{*1}	Impact ^{*2}
Physical risks			
More severe flooding, high tides, typhoons and other abnormal weather conditions	Disasters at our business sites and suspension of business, including operational stoppages due to affected employees	Short term	Medium
Transition opportunities			
Change in fossil fuel prices	Greater cost superiority and sales opportunities cultivated through the sale of vehicles with greater energy savings	Medium term	Medium
Increase in Electric Vehicle (EV) demand	Diversification of models for sale and higher prices as EV becomes more prevalent	Medium term	Medium
	Greater sales opportunities cultivated by a larger number of employees with EV sales experience	Medium term	Medium

*1 Short term: Within three years; Medium term: Next four to nine years; Long term: Ten or more years

*2 Small: Less than 100 million yen; Medium: 100 million yen or more but less than 1 billion yen; Large: 1 billion yen or more

The company performed a scenario analysis and evaluated response strategies for the identified climate change risks

and opportunities deemed significant and highly relevant to the group's business activities.

Transition risks

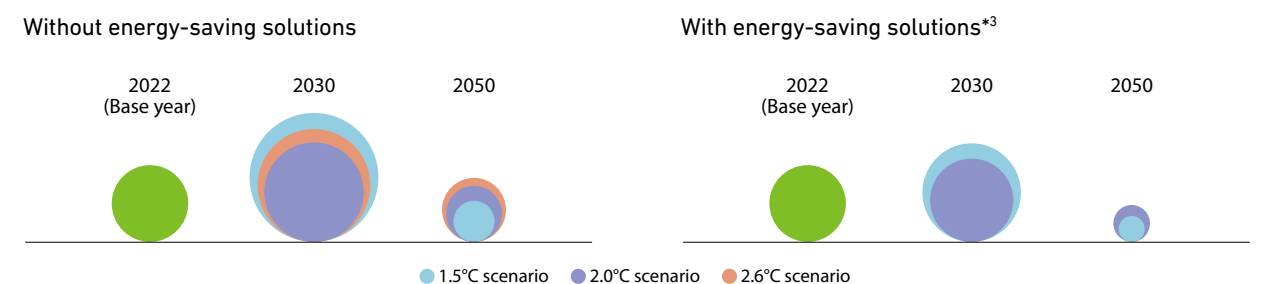
We analyzed scenarios for transition risks according to a 1.5°C, 2.0°C, and 2.6°C temperature rise to understand the potential financial impact on our group, such as the energy use in business activities and the introduction of carbon taxes for the GHG emissions resulting from that use of energy.

The scenario analyses clearly showed the limited financial impact of the carbon pricing burden and energy costs based on the forecasts for group businesses.

All of the scenarios had a lower carbon pricing burden and energy costs when using rather than not using energy-saving solutions. The financial impact is larger in 2030 than in 2050 as a transitional period for the world to a carbon-free society due to the higher carbon pricing and energy costs.

Within the scope of these forecasts, we are thought to have organizational resilience against these climate-related risks.

Scenario analysis results of transition risks (financial impact)



*3 The 2.6°C scenario does not take into account the impact with energy-saving solutions because the scenario assumes a lack of energy-saving efforts above the stated policies scenarios.

Physical risks

The scenarios for physical risks at our 162 group sites assesses the impact of river flooding currently and with 2.0°C and 4.0°C temperature rises to analyze the financial impact on our businesses. The analysis results did not show significant change to the number of sites with a high risk^{*4} of flooding in the 2.0°C scenario. However, the 4.0°C scenario did indicate a higher number of sites with a tendency to have higher water levels in the flooding anticipated at each site up to 2090. These scenarios forecast

a certain level of financial impact brought by climate change. We will revise our Business Continuity Plan (BCP) going forward based on these analysis results while putting in place various disaster prevention measures.

*4 Flooding of 0.5 meters or more is designated as high risk.

Rate of increase for sites with a high risk of flooding

Used scenario	2.0°C scenario		4.0°C scenario	
Rate of increase from FY2023	2050	2090	2050	2090
	Approx. 1.02 times	Approx. 1.02 times	Approx. 1.04 times	Approx. 1.09 times

Metrics and targets

The table below outlines our metrics, targets, and results*5 of climate-related initiatives.

Metric	Target (FY2026)	Result (FY2023)
Annual EV sales volume	10,000 vehicles	3,742 vehicles
Electrified vehicle ratio of passenger vehicles sold	Maintain 90% or higher	91.5%
CO2 emission reductions through EV sales	16,000 tons *6	6,000 tons *6

*5 Metrics for Nissan Tokyo Sales
*6 Contributions to CO2 emission reductions through EV sold over the entire lifecycle

Business initiatives

Introduction of power derived from renewable energy

The NTH group has been introducing renewable energy since April 2023 as part of efforts to realize a carbon-free society. We transitioned 15% of the power used throughout our entire group to renewable energy first in fiscal 2023.

This initiative reduced annual CO2 emissions from annual power use roughly 1,250 tons*7 year on year.

*7 Approx. 1,250 ≈ 15% of power used in FY2022 (about 3,057,000 kWh) × CO2 emissions coefficient (0.000408t-CO2/kWh)

CO2 emissions monitoring at dealerships

Automobiles produce a large amount of greenhouse gas emissions throughout each stage of the lifecycle from manufacturing through use and disposal. That is why decarbonization efforts are essential throughout the entire lifecycle. NTS believes it is vital to grasp its greenhouse gas emissions, even from its business activities. We have been

striving to visualize the CO2 emissions from new vehicle dealerships since fiscal 2022.

The NTS Board of Directors receives monthly reports on the electricity, utility gas, and gasoline use at each dealership to calculate and monitor the CO2 emissions on a monthly basis.



Strengthening Technological Capabilities

Basic approach

Leading-edge technologies in electrified vehicles continues to evolve. With the advancement of these technologies, NTS provides training suitable for each occupation and product, establishes certification programs, and builds an environment where everyone can actively take on challenges.

EV proposals also require expansive knowledge, whether about the battery characteristics and charging locations and methods or about the range, home charging, and subsidies. The company has been able to aggregate this knowledge through various training programs and on-site operations since the release of the first LEAF in 2010. Even in regard to non-EV models, employees must have not only product knowledge as well as lease, insurance and other

financial expertise but also a variety of skills, such as the use of tablets and other digital tools. Mechanics need a higher level of technical expertise to service high voltage equipment never used in gasoline or hybrid vehicles before.

NTS takes advantage of the knowledge and expertise gained from various training programs and its work in proposals and maintenance every day. The company shares beneficial model cases discovered in regular tasks between dealerships as best practices.

We will always sustain a high level of knowledge and a standard of technology to provide services that surpass customer expectations as well as continue to support the safety and security of society by proposing, selling, and maintaining means of transportation essential to daily life.

Initiatives to better skills in sales and maintenance

The NTH group has put in place various certification programs to improve sales and maintenance skills and expertise. We also actively participate in competitive technical skill contests.

As one of these certification programs, the Nissan Car Life Advisor certification system aims to improve the presentation skills for selling new and used vehicles. Car Life Advisors at NTS who have cleared a certain level of sales performance test for their knowledge and role playing. 37 employees passed this examination in fiscal 2023.

Nissan's Technical Training Program and Qualification System aims to enhance the knowledge and skills in automotive maintenance. Mechanics can request to undergo an examination for each category once a year. 130 of our mechanics passed this test in fiscal 2023

Nissan Service Technical Contest together with Nissan Sheet Metal and Painting Contest brings together Nissan mechanics throughout Japan to compete using their maintenance knowledge and skills. NTS and NT Auto Service mechanics have taken part and won this national tournament in the past, continually solidifying its top-level position. 117 Nissan sales companies throughout Japan took part in the All Nissan Service Technical Contest 2023. NTS and NT Auto Service team had a successful competition ranking in at third overall.



All Nissan Service Technical Contest



Nissan Winners' Convention

Remarks from dealership staff

An environment constantly heightening technical skill to keep customers smiling and safe

I love working as a mechanic and always want to improve my own technical skills. The company has created the environment necessary for me to do that. I am able to learn and hone my skills by taking full advantage of maintenance manuals and smart data* while gaining more experience thanks to the advice from senior employees. I will continue to engage in my work while always with the viewpoint of customers in mind to bring both safety and smiles to our customers.

*Model cases shared through the Nissan network



That Su San
Technical Staff and Supervisor,
NTS of Tohachi Mitaka

Initiatives to share knowledge and expertise about leases and insurance

NTS does not simply sell vehicles but also handles personal leases and other automotive financial products. Therefore, we provide training to improve each of these services as well. The training on personal leases for Car Life Advisors of NTS teaches the unique product features, benefits to customers, and model activities and interactions with customers. New personal lease sales have had a significant year-on-year growth rate of 70% in fiscal 2023 thanks to the training as well as fast and efficient horizontal expansion of model cases. This uniquely high sales efficiency has been achieved throughout the entire company.

Our insurance product training aims to ensure uncompromising compliance and proper business practices when soliciting insurance. NTS conducts compliance training for every employee involved in the sale of new and used vehicles. A review of past insurance solicitation in this program helps ensure proper practices and better insurance product proposals.

We intend to continue strengthening these training programs as the personal lease market as well as volume of new and used vehicles sales should continue to grow.



Strengthening Relationships with Local Communities

Basic approach

The NTH group delivers more comfortable lifestyles to customers through mobility with the hope of prospering together with local communities and society at large.

Stronger relationships with suppliers and business partners are indispensable to our business activities. That is why we work to build better relationships. In August 2023, our group launched a social contribution promotion project to promote social contribution activities in accordance with the activity policy (see policy on right) in order to fulfill our role as a corporate citizen based on our core values.

Activity policy for the social contribution promotion project

- 1. Engage in activities unique to our group
- 2. Engage in long-term activities to help the future
- 3. Engage in activities that gain recognition and appreciation from local communities
- 4. Engage in activities that motivate employees to join voluntarily
- 5. Engage in activities that are easy to understand and execute

Contribution activities for local communities

● Coordination with local governments

Our group coordinates with local governments to advance various initiatives. As part of these efforts, we have entered into disaster collaboration agreements with 13 local governments and 9 police stations. Each dealership stockpiles food, water, portable toilets and other supplies, acts as a temporary evacuation shelter in the event of a disaster, and provides EVs and the portable Power Mover equipment to supply power from them as emergency power sources. Even in ordinary times, NTS provides EV and portable Power Mover equipment to supply power from them for use at local community events. As of September

2024, 83 dealerships have portable Power Mover equipment to supply power from EVs.

As part of the social contribution promotion project, we participated in the TOKYO Children's Watching Circle Project advocated by the Tokyo Metropolitan Government in June 2024. The company utilizes its Tokyo network to contribute to the safety and security of the local community.

● Work experiences and tours

The NTH group offers work experiences and tours for neighborhood kindergartens, elementary, and junior high school students as well as overseas government agencies and automobile technical colleges as a way to cooperate and coordinate with local communities, brand ourselves with the children who are our future consumers, and engage in exchanges with human resources from business overseas in the same industry.

● Barrier-free dealerships

We promote barrier-free restrooms and nursing rooms at showrooms to make every customer feel safe and secure when visiting our dealerships.



TOKYO Children's Watching Circle Project

● Participation in the Shinagawa CSR Promotion Council

In Shinagawa Ward, Tokyo, where our head office is located, we participated in the Shinagawa CSR Promotion Council. Participation in a wide variety of events lets us engage and share information with Shinagawa City, other companies, and local residents as well as further our social contribution activities in various areas.

NTS regularly donates vegetables harvested from its farms to Shinagawa Kid's Cafeterias as well.



Shinagawa Kid's Cafeteria Forum 2024

Remarks from the Person in Charge

Ongoing vegetable donations to the Kid's Cafeteria Project builds relationships with local communities

NTS is using its service to support the employment of persons with disabilities through agriculture as an opportunity to regularly donate vegetables harvested from its farms to 38 Kid's Cafeterias in Shinagawa Ward. Consistent communication with the children at these cafeterias heightens the motivation of the people with disabilities who farm the vegetables while ensuring a stable supply. I hope we can continue to do even better in this social contribution activity.



Hiromi Saotome
Manager in charge,
NTS of Human Resources Department

Management Structure

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Corporate Governance

*This information is current as of June 27, 2024.

Basic approach

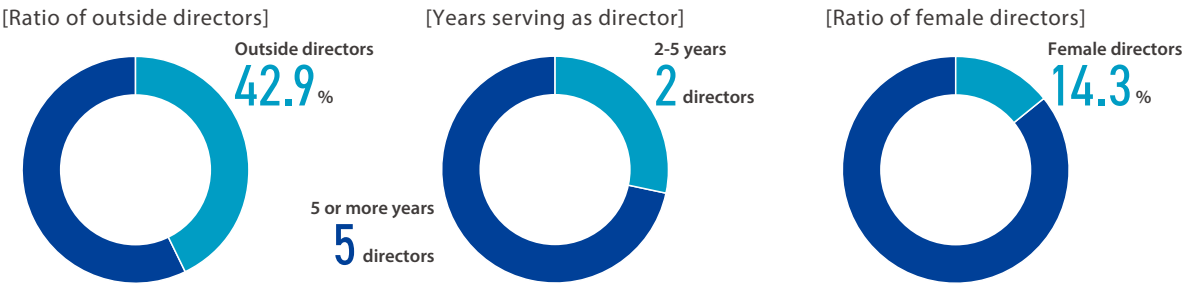
The NTH group aims to execute highly transparent and efficient corporate management while conducting honest and fair business activities founded in uncompromising corporate compliance to consistently and appropriately fulfill its corporate responsibility to shareholders and all other stakeholders. In addition, the Basic Internal Control Policy approved by the Board of Directors makes sure the entire group engages in sound business practices, which in turn strengthens corporate governance.

Corporate governance structure

The organizational design of NTH strives to ensure the effectiveness of oversight functions. Therefore, the company has put in place an Audit and Supervisory Board that conducts audits through corporate auditors and a board of auditors independent from the Board of Directors.

Simplified corporate governance chart

Organizational design	Directors (of whom are outside directors)	Auditors (of whom are outside auditors)	Director term of office	Use of executive officer system	Advisory committees for the Board of Directors	Accounting auditors
Company with a Board of Directors and Auditors (Audit and Supervisory Board)	7 (3)	4 (4)	1 year	Yes	· Nomination and Remuneration Committee · Sustainability Committee	ARK LLC



Board of Directors

The Board of Directors makes decisions on important corporate matters and provides the proper oversight of business execution. The Board includes four internal directors and three independent outside directors with the President acting as the chair to ensure diverse expertise and experience free of any particular bias. The Board of Directors nominates director candidates based on their knowledge, character, and other such attributes.

The company holds Board of Directors meetings once a month as a general rule in addition to extraordinary meetings as necessary. In fiscal 2023, the Board of Directors met a total of 15 times. The table below provides the attendance of directors to the Board of Directors meetings.

Name	Meetings held	Meetings attended
Akira Takebayashi	15	15
Hiroyuki Ishida	15	15
Ryoichi Yonezawa	15	15
Shuichi Machida	15	15
Ken Endo	15	14
Naoya Hasegawa	15	15
Eriko Kogure	15	15

The Board of Directors regularly deliberates on specific matters that include annual business plans, settlement of accounts, finance, governance, internal control, human resources, and sustainability. In addition, the Board deliberated on matters in fiscal 2023 that included the sale of subsidiary stock, a change in the section that the company

is listed on the stock exchange, and measures to realize management recognizing capital costs and stock price.

Nomination and Remuneration Committee

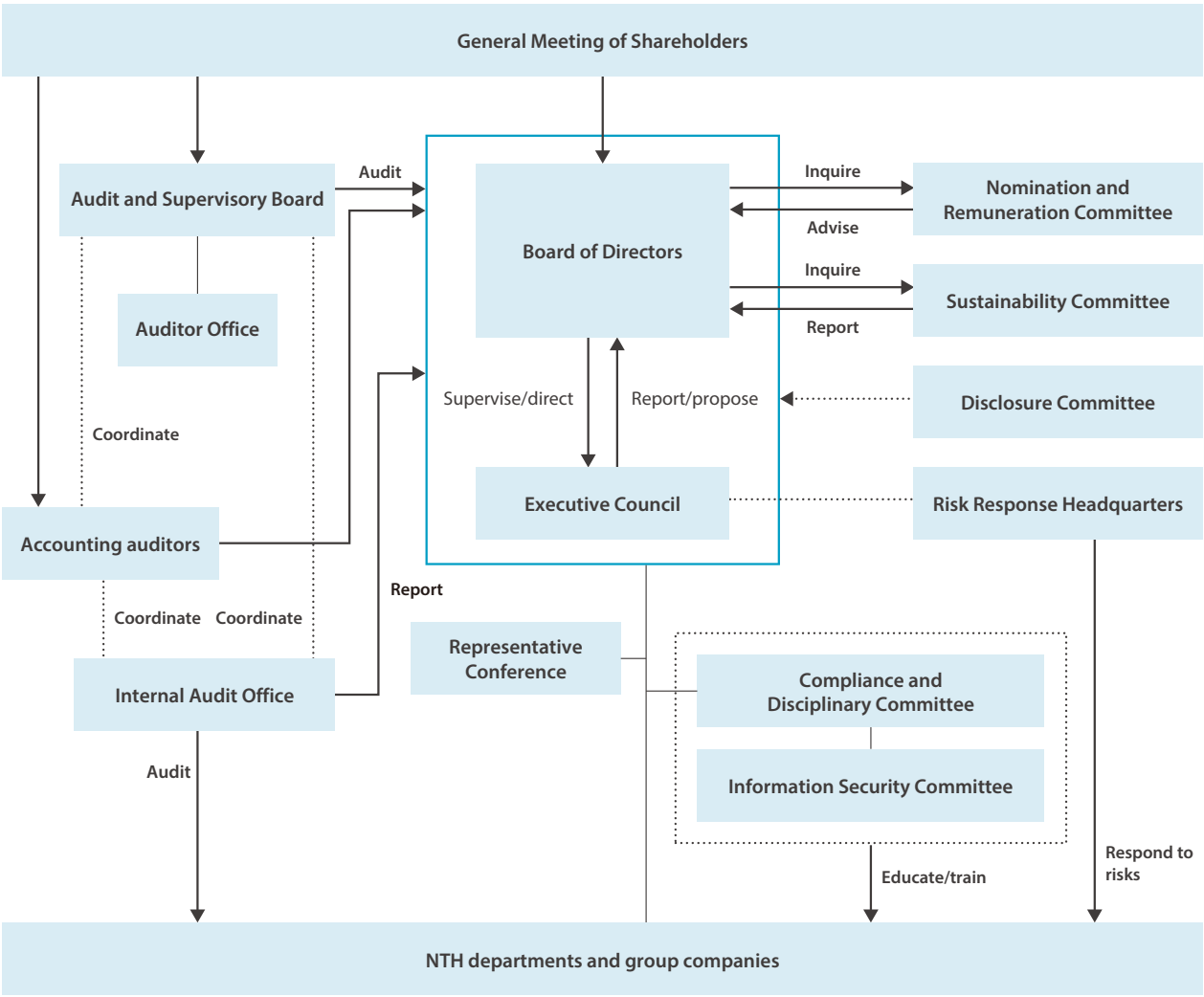
The Nomination and Remuneration Committee ensures transparency and objectivity in decisions on the nomination and remuneration of directors, auditors, and executive officers while aiming to further enhance corporate governance functions. The Committee, which is made up of a majority of outside officers, deliberate on policies, procedures, and other matters related to the nomination and remuneration of NTH executive officers.

In fiscal 2023, the Nomination and Remuneration Committee met three times. The table below provides the attendance of each committee member to the committee meetings.

Name	Meetings held	Meetings attended
Akira Takebayashi (Committee chair)	3	3
Shuichi Machida	3	3
Ken Endo	3	3
Naoya Hasegawa	3	3
Eriko Kogure	3	3

The Nomination and Remuneration Committee deliberated on specific matters that include the nomination as well as remuneration of executive officers based on business performance determined through skill assessments and the achievement of targets, in addition to partial revisions to the remuneration policy for executive officers.

Structure



Sustainability Committee

NTH set up the Sustainability Committee in September 2022 to help improve medium-to long-term growth and realize a sustainable society. The Committee reports to the Board of Directors on matters that include sustainability policies, targets, and action plans.

In fiscal 2023, the Sustainability Committee met three times. The table below provides the attendance of each committee member to the committee meetings.

Name	Meetings held	Meetings attended
Naoya Hasegawa (Committee chair)	3	3
Hiroyuki Ishida	3	3
Ken Endo	3	3
Eriko Kogure	3	3
Katsuhiko Kondo	3	3

The Sustainability Committee deliberated on specific matters that include the basic approach and initiatives related to sustainability, disclosure in the integrated report, and the progress of efforts to follow the TCFD recommendations.

Executive Council

The Executive Council comprises executive officers led by the President as chair to facilitate smoother business execution throughout the entire company. The Council deliberates on important issues and various other matters before proposing a motion to the Board of Directors.

Nomination/appointment

Directors and auditors must have the high level of knowledge and skills necessary to achieve the long-term stable growth and higher corporate value envisioned by the company.

The Nomination and Remuneration Committee deliberates on the nomination and appointment of core management, directors, and auditors before the Board of Directors approves the appointment. More specifically, the Representative Director and President makes proposals

Representative Conference

The Representative Conference aims to review and build a consensus on group policy while exchanging information about business activities throughout the group. The Conference meets on a monthly basis as a general rule to bring together the President of NTH and other full-time directors with executive officers, full-time auditors, and representatives of each operating company.

Auditing structure

NTH has four corporate auditors (all of whom are independent outside auditors), an Audit and Supervisory Board, accounting auditors, and an internal audit office that work with one another to ensure effective oversight.

The Audit and Supervisory Board meets once a month as a general rule in addition to holding extraordinary meetings as necessary. In fiscal 2023, the Audit and Supervisory Board met a total of 15 times. The table below provides the attendance of each auditor to the Audit and Supervisory Board meetings.

Name	Meetings held	Meetings attended
Satoshi Uemura	15	15
Katsuhiko Kondo	15	15
Masayuki Endo	15	14
Miyoko Yamada	15	15

The Audit and Supervisory Board deliberates on specific matters that include drafting auditing plans, creating auditing reports, appointing accounting auditors, and auditing matters and proposals for the Annual General Meetings of Shareholders as well as financial statements.

to the Nomination and Remuneration Committee. The Committee discusses the proposals before submitting them to the Board of Directors for discussion and scrutiny.

Every nomination and appointment strive to nominate and appoint candidates irrespective of gender, nationality, and other such attributes with the right knowledge, experience, and skills as well as diverse management standpoints necessary to execute business.

Outside Directors Structure

Reasons for Appointing Outside Officers

*As of the conclusion of the Ordinary General Meeting of Shareholders on June 26, 2024

Name	Independent officer	Tenure*	Reasons for appointment
Ken Endo	○	9 years	Mr. Ken Endo has extensive experience and insight as a corporate manager of Sompo Japan Insurance Inc. and its affiliate companies as well as in the automotive sales industry. NTH appointed him as an outside director because it can expect him to contribute to stronger corporate governance through oversight and advice on overall management as well as further group growth. We have also determined that Mr. Ken Endo has no conflict of interest with the general shareholders, and satisfies the criteria for an independent officer.
Naoya Hasegawa	○	3 years	Mr. Naoya Hasegawa is an expert in his field of sustainability management, CSR, corporate ethics, and the historical study of entrepreneurs. In addition to his extensive knowledge and expertise, he not only has a long track record in corporate business but also as an academic expert. NTH appointed Mr. Naoya Hasegawa as an outside director because it can expect him to contribute to the sustainable management that will increase corporate value and to further group growth. We have also determined that Mr. Naoya Hasegawa has no conflict of interest with the general shareholders and satisfies the criteria for an independent officer.
Eriko Kogure	○	2 years	Ms. Eriko Kogure has extensive experience as a corporate manager from serving as the corporate officer in charge of sales at Dentsu Tec Inc. to acting as the President and Director at one of its affiliate companies, which includes an assignment overseas as well as work promoting a gender equality project at Dentsu Tec Inc. NTH appointed her as an outside director because it expects she will provide comprehensive oversight and advice about overall management and contribute to further group growth. We have also determined that Ms. Eriko Kogure has no conflict of interest with the general shareholders and satisfies the criteria for an independent officer.
Taisuke Tachikawa	○	New appointment	Mr. Taisuke Tachikawa has built a successful career and gained extensive experience in corporate management since joining Tokio Marine & Fire Insurance Co., Ltd., which includes serving as the Managing Executive Officer at Tokio Marine Anshin Life Insurance Co., Ltd. as well as the President of its affiliate company, Tokio Marine Anshin Agency Co., Ltd. The company appointed him as an outside Audit and Supervisory Board member because it can expect him to help enhance proper management of the NTH group through precise auditing efforts based on his experience and expertise. We have also determined that Mr. Taisuke Tachikawa has no conflict of interest with the general shareholders and satisfies the criteria for an independent officer.
Katsuhiko Kondo	○	18 years	Mr. Katsuhiko Kondo has provided precise audits from an objective standpoint based on his high-level skills and knowledge about legal and regulatory matters based on his extensive experience in corporate legal affairs as an attorney at law. NTH appointed him as an outside Audit and Supervisory Board member because it can expect him to help enhance proper management of the NTH group. We have also determined that Mr. Katsuhiko Kondo has no conflict of interest with the general shareholders and satisfies the criteria for an independent officer.
Miyoko Yamada	○	2 years	Ms. Miyoko Yamada has expert knowledge and extensive experience cultivated as a certified public accountant. The company appointed her as an outside Audit and Supervisory Board member because it can expect her to enhance proper management of the NTH group based on her experience as a representative director and outside corporate auditor. We have also determined that Ms. Miyoko Yamada has no conflict of interest with the general shareholders and satisfies the criteria for an independent officer.
Takashi Sugata	○	New appointment	Mr. Takashi Sugata has gained extensive experience and knowledge as a corporate manager in the automotive industry since joining Nissan Motor Co., Ltd. He has served in a wide range domestic sales positions for Nissan, including the General Manager of the Sales Promotion Department of the Marketing Division, the General Manager of the Human Resource Development Department of the Japan Sales Division, President and Representative Director of Gunma Nissan Motor Co., Ltd. and Vice President of Ibanichi Holding Co., Ltd. NTH appointed him as an outside Audit and Supervisory Board member because it can expect him to enhance proper management of the group through precise auditing based on his experience and expertise. We have also determined that Mr. Takashi Sugata has no conflict of interest with the general shareholders and satisfies the criteria for an independent officer.

Remuneration

Basic Remuneration Policy

NTH determines remuneration based on the policy below.

- A. Provide a level of remuneration that can secure an excellent management team capable of improving corporate value.

B. Provide fair and reasonable remuneration that takes accountability to the stakeholders.

C. Provide a level of remuneration to directors supervising management to ensure sufficient corporate oversight.

D. Provide a level of remuneration that instills strong motivation toward business execution and reflects the performance and contribution of each executive officer involved in business execution.

Approval process

The Nomination and Remuneration Committee deliberates on the remuneration policy proposed to and discussed by the Executive Council before the Board of Directors decides whether to grant its approval. The Nomination and Remuneration Committee also deliberates on the remuneration of each individual according to the remuneration policy taking into consideration a skill assessment and achievement of targets. The Board of Directors reviews the deliberations of the Nomination and Remuneration Committee and approves remuneration by passing a resolution that leaves the decision about individual remuneration up to the Representative Director.

Remuneration policy

Remuneration is composed of basic compensation (fixed remuneration) paid according to the responsibilities of each position and result/performance-linked compensation (variable remuneration) paid according to the level of success reaching sales, revenue and other targets.

Officer classification	Total remuneration (million yen)	Total remuneration by type (million yen)		Eligible officers (persons)
		Basic compensation	Results/ performance-linked compensation	
Directors (excluding outside directors)	112	59	52	3
Auditors (excluding outside auditors)	2	2	-	1
Outside officers	30	30	-	6

Note: 1. The above table presents figures for fiscal 2023.
2. Director pay does not include the salary for directors concurrently serving as employees.
3. The results/performance-linked compensation includes 31 million yen as an estimated future payment at the end of this fiscal year in accordance with the rules and regulations of the stock-based compensation system.

Effectiveness evaluation of the Board of Directors

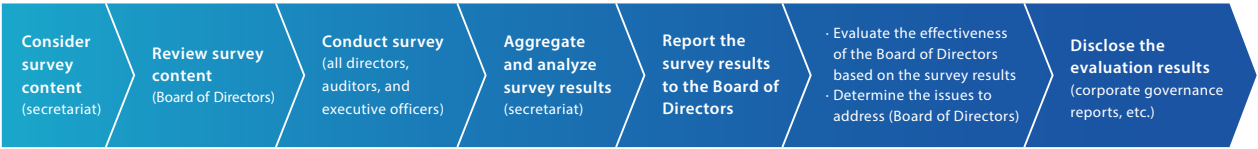
NTH conducted a board effectiveness survey in March 2024 among all directors and auditors as well as executive officers who participated in Board of Directors meetings as observers that touches on topics, such as the composition, frequency of meetings and matters as well as operations and materials. A summary of these survey results is provided below.

This evaluation showed the NTH Board of Directors has been functioning appropriately and generally been effective. The Board of Directors engaged in a management discussion about some priority issues risen in the evaluation last year that should be addressed before taking action to improve the capital efficiency and the price earnings ratio in addition to

executing initiatives to invest in human capital and overcome other sustainability issues. The evaluation this year advocated for ongoing efforts to improve even more on these priority issues, which NTH should tackle. We will strive to further improve the effectiveness of the Board of Directors by taking the necessary actions to address the two priority issues on the right.

- (1) Engage in more comprehensive management discussions that help better promote management that recognizes capital costs and stock price based on the effectiveness of past initiatives.

(2) Enhance management discussions for the purpose of ramping up sustainability initiatives.



Support system for outside officers

NTH put in place the Board of Directors secretariat as part of its legal, public and investor affairs department to act as a system that supports outside directors and outside auditors. This secretariat assists these outside officers by providing any internal information that they may require. Moreover,

we have set up a system that distributes materials to every board member by email and other means prior to the meetings while briefing outside officers in advance about the agenda so that everyone on the Board of Directors can more deeply understand the matters.

Director/auditor training

NTH provides the following training to directors and auditors.

1. New officer training provides the knowledge necessary to NTH businesses, finance reports, and the organization.

2. Refresher training provides the latest information updated from that originally offered by the new officer training.

3. Provision and subsidies for seminars, training, and other educational programs provide the proper training opportunities for each director and officer as well as subsidizes the costs, such as those on the Companies Act and other regulatory matters, accounting, internal control, economic affairs, and industrial trends.

Cross-shareholding Policy

The NTH policy allows the company to acquire and retain shares of suppliers and other businesses if these cross-shareholdings will help improve medium-to long-term corporate value of the group from a standpoint of building stable, long-term business relationships with business partners, forging business alliances, and streamlining and strengthening collaborative business development. Our policy is also to review whether to retain these cross-shareholdings on an annual basis and sell off any found to

be unpractical.
The rational to retain cross-shareholdings fully takes into account the quantitative perspective of whether those cross-shareholdings are more beneficial based on capital costs compared with fund utilization funds for other purposes and a qualitative perspective of whether those cross-shareholdings will maintain or strengthen cooperative business relationships. The Board of Directors receives reports about the rational on whether to retain the cross-shareholding and will unwind

any cross-shareholdings considering the market condition if determined not to help improve the medium to long-term corporate value of the group.

As a result of this review of cross-shareholdings in March 2024, the return on investment far exceeds the capital costs from a quantitative perspective while no issue was found

with any cross-shareholdings from a qualitative perspective.

NTH can exercise its right to vote for or against a resolution based on whether a proposal will maintain the financial stability of the issuing company and whether it will improve corporate value.

Communication with shareholders and other investors

Representative Director and President as well as executive officers in charge of corporate planning, accounting, finance and the department in charge of investor relations appropriately held and handled the individual IR meetings with institutional investors and other shareholders in fiscal 2023. These meetings provided a briefing on a variety of topics that include trends in the automotive industry, the Mid-term Business Plan and other management strategy, as

well as financial statements to deepen understanding about NTH, gain valuable feedback, and exchange constructive ideas. In addition, the executive officer and department in charge of investor relations handled inquiries appropriately from individual investors and other shareholders as well as corporate investors worldwide, even when they are exercising minority shareholder rights.

Compliance

NTH has established a group-wide compliance system based on the Rules on Group Business Corporate Ethics.

As part of our internal audits, we launched the Internal Audit Office as a body independent from business execution to conduct periodic as well as extraordinary audits of NTH and each division and business site of its subsidiaries. The Internal Audit Briefing made up of the Representative Director as well as the full-time Board of Directors and the Audit and Supervisory Board members (convened on a monthly basis as a general rule) receives all auditing results and regularly reports those results to the Board of Directors.

We also established the Compliance and Disciplinary Committee as a body core to compliance because the promotion of compliance is the most vital aspect of building an internal control system. The Committee assesses compliance incidents of the group, reviews disciplinary incidents and ways to prevent recurrence in addition to

raising awareness about compliance by promoting group-wide education programs and horizontal and vertical expansion of these programs based on the Code of Ethics and Code of Conduct at the heart of the compliance required of all group employees.

We have also set up NTH Easy Voice as an internal reporting and proposal contact point for group employees as well as the NTH Compliance Hotline as a contact point operated by a third-party.

Our group also provides the Code of Ethics and Code of Conduct in the Rules on Group Business Ethics. We will never help, have any kind of relationship with, or respond to any unreasonable demands from anti-social forces. Moreover, NTH coordinates with external expert organizations and works to collect information about these anti-social forces to prevent any association with them.

Risk management

NTH designates departments to take charge of handling each type of risk, manages those risks appropriately, and reports any risks with the potential to gravely impact management to the Board of Directors for approval of any necessary measures. In the event of any unforeseen risks, we

have put in place response headquarters at NTH and each subsidiary led by the respective representative directors based on the Group Crisis Management Rules. NTH is also preparing a system to organize external advisory teams as necessary to minimize any potential damage.

Outside Officer Roundtable Discussion

Prioritizing enhancing human capital and the launch of new businesses to build NTH always fostering sustainable growth

The automotive industry is in need of major transformations driven by the population decline in Japan, lifestyle changes, and revolutions in technology demonstrated by CASE. Two of our outside officers discuss the challenges facing the NTH group in light of the business climate of these times.



Eriko Kogure
Outside Director

Miyoko Yamada
Outside Auditor

► Opinions from diverse perspectives anticipating the ideal form of the company

How do you carry out your duties to NTH as an outside officer?

Kogure: I have witnessed the broad range of challenges companies face and the initiatives undertaken to overcome those challenges over my 40-year career in the advertising industry. I try to share objective opinions about challenges from various angles without any unique bias for the company.

I have also been involved in projects to promote female's activity in the workplace and have experience in corporate management in Asia. I believe I can provide advice based on my experience and expertise to help NTH promote the

diversity, equity, and inclusion (DE&I) that will help females, foreign nationals, persons with disabilities and other diverse human resources reach their full potential.

Yamada: As an outside auditor, my main role is to audit corporate businesses and accounting while overseeing the accuracy of financial reports, effectiveness of internal controls, and legal and regulatory compliance.

I also take part in a variety of meetings with executive officers as a corporate auditor to provide candid advice to bring NTH closer to its ideal form while keeping in mind all of its corporate stakeholders.

► Necessity of initiatives to build workplaces and systems to strengthen recruitment and retention of human resources

What challenges do you think NTH faces after serving as corporate officers for two years, and what initiatives should the company take to address them?

Yamada: NTH does generate clear growth, but each employee seems to face a surmountable workload due to the difficulty of hiring people in Japan. I am sure the company is managing the workload on site, but I feel the Board of Directors needs to continue monitoring the situation. I will keep a close eye on this as an outside auditor.

Kogure: The employment situation is of course difficult, but one challenge is strengthening the actual process for hiring human resources. Especially, NTH still lacks in the number of female employees. NTS, our main group company, has a 12% ratio of female employees, which illustrates the need to increase recruitment of females both as new graduates and mid-career hires. In April 2024, the ratio of company's new females hired as employees for general and sales roles was 45%, up 14.2 points year-on-year. I can see NTS is gradually making progress toward its targets (see "FY2022-2024 plan and progress of the act on

promotion of female's participation and advancement in the workplace" on P.37).

I hope the company will continue efforts to appoint more female to management. However, these females cannot develop a career in management themselves without the support of their colleagues.

Yamada: Recently, I had the chance to talk with several females working as management who said they were grateful for the help and understanding of supervisors, younger employees, and colleagues. Clearly, the effect of the measures undertaken by our group is both having a quantitative effect and showing in the perception of people working on site.

Kogure: NTH does really have a wide range of comprehensive initiatives not only in its training curriculum but also for female employees and foreign nationals. I have heard the training and curriculum not only targets the foreign nationals but also educates staff who they work with as well to bring understanding about the different cultures, customs, and ways of thinking. In the past, I have worked in a team with people from different countries. I think the most important thing is to have a mutual understanding of one another. We must respect the culture, customs, and way of thinking of each person rather than forcing our rules and morals on others, which means ongoing communication is extremely important.

Yamada: I often hear about a shortage in human resources for technical roles throughout the industry. As Ms. Kogure said, it is important to have a dialogue until mutual understanding is reached to prevent turnover of employees from abroad, which plays a vital role in securing human resources. NTH also needs to communicate the benefits of the company and living in Japan. I think the company needs to consider highlighting the high level of technical capabilities of a corporate group pioneering EV sales and maintenance, the support provided to the individual and their families to live comfortably in Japan, and the appeal and excellent benefit package of recruitment. Of course, an equitable environment regardless of nationality or gender is essential. I have the impression that generally the majority hesitates to share their opinions as the minority becomes

more active about voicing their thoughts recently. Evaluations need to consider how to better ensure this fairness.

Kogure: I think a new challenge brought by progress made in DE&I is building programs and systems that treat elderly,

persons with disabilities, and all other employees fairly. In these terms, I will continue to contemplate solutions together with everyone while offering advice based on my past experience.

► Solidifying position of NTH through investments to help foster further business growth

What expectations do you have for NTH?

Yamada: I think NTH becoming the leader in electrification is significant as a priority measure to realize a carbon-neutral society in the Mid-term Business Plan. I would like to see our group have a more significant presence in Tokyo as a major metropolitan area in the future through its active efforts to contribute to society.

Kogure: As Ms. Yamada said, I think NTH has huge potential to contribute to society. Each dealership has excellent social contribution activities in place for disasters, such as efforts to prepare water and blankets in order to act as a temporary shelter for people who cannot return home and those to offer mobile phone charging stations and power supplies for traffic signals using EV and the portable Power Movers necessary to provide that power.

Business growth is indispensable to sustain these types of initiatives. Our group needs to actively consider investments in digital transformations of its existing businesses. New technologies are being developed every day, especially in the marketing field. NTH can leverage the right technologies for its sales activities to help drive business performance and operational efficiency. In addition, the shift to CASE technologies has further revolutionized the industry. Our group needs to actively invest in new businesses and technologies too in order to foster further growth.

Yamada: President Takebayashi considers "Beyond Mobility" a key phrase to innovative possibilities for the development of strong new businesses. The Mid-term Business Plan earmarks 30 billion yen for investments, but I think NTH needs to continue thinking about how to better use its remaining assets.



Kogure: We also talk directly with people at group companies to assist in generating further growth. I hope we can deepen the understanding at these subsidiaries while better grasping the progress of business execution. Meetings between corporate officers deliberate on a wide range of topics, but it is important to talk directly with people on site to discover new challenges.

Yamada: I learned a lot about what the actual situation is by talking with females working in management, which made me feel the corporate efforts have been successful thus far. I look forward to going to visit and talk directly with staff working at the dealerships at the next opportunity.

List of Directors

Directors



Akira Takebayashi


President and Representative Director

Apr. 1982
Apr. 2003
Apr. 2006
Apr. 2012
Apr. 2016
June 2016
Apr. 2019

Joined Nissan Motor Co., Ltd.
President and Representative Director, Nissan Satio Shimane
General Manager of Area Marketing Department, Marketing Division, Nissan Motor Co., Ltd.
President and Representative Director, Chuo-Nissan Co. Ltd.
Division General Manager of Japan Sales Division, Nissan Motor Co., Ltd.
Division General Manager of Japan Sales Division, Nissan Motor Co., Ltd. and Director, Nissan Tokyo Sales Holdings Co., Ltd. (NTH)
Vice President and Executive Officer, NTH

June 2019
July 2021
Apr. 2023

President and Representative Director (Current)
President and Executive Officer (Current)
President and Representative Director, Nissan Tokyo Sales Co., Ltd. (NTS)
Chairman and Director, NTS (Current)



Ken Endo

Outside Director

Apr. 1976
June 2010
June 2011
Apr. 2015
June 2015
Dec. 2015
June 2017
June 2018

Joined The Yasuda Fire and Marine Insurance Co., Ltd. (currently Sampo Japan Insurance Inc.)
Senior Executive Officer; General Manager of Tokyo Headquarters
President and Representative Director, Japan Insurance Service Co., Ltd.
Chairman and Representative Director, Sampo Japan Nipponkoa Insurance Services Inc.
Outside Director, NTH (Current)
President and Representative Director, Sampo Care Next Co., Ltd.
President and Representative Director, Sampo Care Message Co., Ltd.
President and Representative Director, Sampo Care Co., Ltd.

Aug. 2019
June 2021

Apr. 2022
Apr. 2024
Jun. 2024

Expert committee member, Social Security Council (Current)
Vice-chairman, National Care Business Operators' Political Confederation (Current)
Advisor, Japanese Council of Daily Life Long-Term Care Service Facilities (Current)
Chairman, Representative Director and CEO, Sampo Care Co., Ltd.
Owner Officer of Care and Senior Business, Sampo Holdings, Inc.
Chairman and Advisor Sampo Care Inc. (Current)
Advisor Sampo Holdings, Inc. (Current)
Director, Japanese Association of Retirement Housing (Current)



Hiroyuki Ishida

Director

Apr. 1982
Apr. 2007
Apr. 2008
Apr. 2010
Apr. 2011
Apr. 2012
Apr. 2016
June 2016
July 2021

Joined The Yasuda Fire and Marine Insurance Co., Ltd. (currently Sampo Japan Insurance Inc.)
General Manager of Kyushu Chuo Branch
General Manager of Kurume Branch and General Manager of Saga Branch
General Manager in charge of Tokyo Metropolitan Administration Department
General Manager of Saitama and Chiba Administration Department
Managing Executive Officer, Japan Insurance Service Co., Ltd.
Executive Officer, NTH (Current)
Director (Current)
Auditor, NTS (Current)



Naoya Hasegawa

Outside Director

Apr. 1982
Apr. 2006
Apr. 2007
Apr. 2008

Joined The Yasuda Fire and Marine Insurance Co., Ltd. (currently Sampo Japan Insurance Inc.)
Associate Professor of Sustainable Society Forming, Graduate School of University of Yamanashi (National University Corporation)
Concurrent Instructor, Faculty of Engineering, Shibaura Institute of Technology
Concurrent Instructor, Graduate School of International Accounting of Chuo University
Concurrent Instructor, Graduate School of Management of Technology, Shibaura Institute of Technology

Apr. 2011
Apr. 2020
Mar. 2021
June 2021
Oct. 2022

Professor, Faculty of Sustainability Studies, Department of Sustainability Studies, Hosei University (Current)
Sustainability Senior Advisor, Sapporo Holdings Limited
Outside Director, Okabe Co., Ltd. (Current)
Outside Director, NTH (Current)
Outside Director serving as Audit and Supervisory Committee Member, SILVER LIFE Co., Ltd. (Current)



Ryoichi Yonezawa

Director

Apr. 1984
Apr. 2012
Apr. 2015
June 2017
July 2021

Joined Tokyo Nissan Automobile Sales Co., Ltd. (currently NTH)
General Manager of Accounting Department, NTH (Current)
Executive Officer (Current)
Director (Current)
Executive Officer, NTS (Current)



Eriko Kogure

Outside Director

Apr. 1981
Apr. 1990
Apr. 2012
June 2017
Oct. 2017
June 2022

Joined Chuo Senko Co., Ltd.
Joined Dentsu Prox Inc.
Director, PROMO TEC SYNERGY SDN. BHD.
Executive Officer, Dentsu Tec Inc.
President and Director, PROMO TEC SYNERGY SDN. BHD. (concurrent duty)
Outside Director, NTH (Current)



Shuichi Machida

Director

Apr. 1996
Aug. 2002
Apr. 2012

Apr. 2015
Apr. 2017

Apr. 2019

Joined Hino Motors, Ltd.
Joined Nissan Motor Co., Ltd.
General Manager of Mid-term Plan Base Promotion Department, Osaka Car Life Group Co., Ltd.
Executive Officer, General Manager of Corporate Planning Department
Chief Marketing Manager of Chief Marketing Manager Office, Japan Marketing Division, Nissan Motor Co., Ltd.
General Manager of Japan Network Strategy Department (Current)
Director, Osaka Car Life Group Co., Ltd. (Current)
Director, Nissan Osaka Sales Co., Ltd. (Current)

June 2019
June 2021

Apr. 2022
Apr. 2023

Director, NTH (Current)
Director, Nissan Network Holdings Co., Ltd. (Current)
Director, Kagoshima Nissan Motor Co., Ltd. (Current)
Division General Manager of Japan Network Division, Nissan Motor Co., Ltd. (Current)
Director, Nissan Fukuoka Sales Co., Ltd. (Current)

Corporate Auditors



Taisuke Tachikawa
Full-Time Auditor

Apr. 1988

Joined Tokio Marine & Fire Insurance Co., Ltd.

Jul. 2003

Manager of Life Partner Sales Department, Tokio Marine Life Insurance Co., Ltd.

Oct. 2004

Company name changed to Tokio Marine & Nichido Life Insurance Co., Ltd. due to the merger

Jul. 2009

Deputy General Manager of Sales Marketing Department, and concurrently, Director of Ansin Osaka Branch

Jul. 2012

President and Director, Tokio Marine Anshin Agency Corporation

Apr. 2017

Head of Kansai Sales Support Department, Tokio Marine & Nichido Life Insurance Co., Ltd.

Apr. 2018

Executive Officer and Head of Kansai Sales Support Department

Apr. 2020

Senior Executive Officer

Apr. 2024

Part-Time Advisor, Tokio Marine & Nichido Fire Insurance Co., Ltd. (Current)

Jun. 2024

Outside Auditor, NTH (Current)



Katsuhiko Kondo
Corporate Auditor

Apr. 1999

Registered as a Lawyer (Daini Tokyo Bar Association)
Joined Watanabe Kyoichi Law Office (Current)

Jun. 2006

Outside Auditor, NTH (Current)



Miyoko Yamada
Corporate Auditor

Oct. 1987

Joined Chuo Aoyama Audit Corporation

Mar. 1991

Registered as Certified Public Accountant

Apr. 1998

Established Yamada Certified Public Accountant Office (Current)

Oct. 2003

Representative Director, Seasons Partners Ltd. (Current)

Jul. 2015

Auditor, Japan Medical Dynamic Marketing, INC.

Jun. 2018

Managing Partner, Shiki Accounting Tax Corporation (Current)

Apr. 2021

Auditor, Seisen University

Jun. 2022

Outside Auditor, NTH (Current)

Apr. 2023

Auditor, Joshigakuin (Current)

Mar. 2024

Outside Auditor, HYPER Inc. (Current)



Takashi Sugata
Corporate Auditor

Apr. 1982

Joined Nissan Motor Co., Ltd.

Apr. 2004

General Manager of Sales Promotion Department, Marketing Division

Apr. 2007

General Manager of Human Resources Development Department, Japan Sales Division

Apr. 2009

Director and Executive Vice President, Gunma Nissan Motor Co., Ltd.

Jun. 2012

President and Representative Director, Gunma Nissan Motor Co., Ltd.
Director, GN Holdings Co., Ltd.

Apr. 2020

Director and Executive Vice President, Ibaraki Nissan Motor Co., Ltd.
Director and Executive Vice President, Nissan Prince Ibaraki Sales Co., Ltd.

Jun. 2024

Vice President, Ibanichi Holding Co., Ltd.
Outside Auditor, NTH (Current)

Skill Matrix

Name	Title	Gender	Nomination and Remuneration Committee	Sustainability Committee	Expertise						
					Corporate Management	Marketing & Sales	Finance	IT/ Digital Transformation (DX)	HR, Labor Management, and HR Development	Legal & Risk Management	ESG & Sustainability
Director	Akira Takebayashi	President and Representative Director	Male	○		●	●	●			
	Hiroyuki Ishida	Director	Male		○	●				●	●
	Ryoichi Yonezawa	Director	Male		●		●		●		
	Shuichi Machida	Director	Male	○	●	●				●	
	Ken Endo	Director	Male	○	○	●			●		●
	Naoya Hasegawa	Director	Male	○	○	●	●				●
	Eriko Kogure	Director	Female	○	○	●	●				●
Corporate Auditor	Taisuke Tachikawa	Full-Time Auditor	Male		●	●			●		
	Katsuhiko Kondo	Corporate Auditor	Male		○					●	●
	Miyoko Yamada	Corporate Auditor	Female		●		●	●			
	Takashi Sugata	Corporate Auditor	Male		●	●			●		

Key Financial/Non-financial Data

(Unit: Million Yen)

Financial data	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3
Net Sales	144,204	145,807	149,525	152,023	155,801	153,147	140,443	138,378	137,659	148,972
Gross Profit	34,320	34,686	35,127	35,085	34,916	34,735	32,302	32,793	33,544	36,926
Gross Profit Margin (%)	23.80	23.79	23.49	23.08	22.41	22.68	23.00	23.70	24.37	24.79
Selling, general and administrative expenses	30,239	30,467	30,098	30,468	30,194	30,384	28,857	28,386	27,145	28,217
Operating Profit	4,080	4,219	5,029	4,616	4,721	4,350	3,445	4,407	6,399	8,709
Operating Profit Margin (%)	2.83	2.89	3.36	3.04	3.03	2.84	2.45	3.18	4.65	5.85
Ordinary Profit	3,534	3,602	4,475	4,061	4,292	4,024	3,101	4,188	6,090	8,364
Net Profit Margin attributable to owners of parent	5,195	3,392	3,990	2,187	2,728	2,246	1,638	2,100	3,261	7,337
Comprehensive Income	5,758	464	5,407	2,878	2,018	1,760	4,586	2,287	3,578	9,565
Cash Flow from Operating Activities	11,015	8,959	11,774	12,506	12,466	11,345	11,368	11,460	3,095	11,189
Cash Flow from Investing Activities	(7,629)	(9,424)	(7,897)	(11,677)	(13,541)	(9,971)	(6,648)	(2,749)	(3,816)	(4,546)
Cash Flow from Financing Activities	(3,187)	(2,437)	(31)	228	1,020	(3,405)	4,209	(3,484)	(3,468)	(3,416)
Cash and Cash Equivalents at End of Period	8,612	5,330	9,175	10,233	10,179	8,147	17,078	23,305	18,116	21,343
Net Assets	32,566	32,718	37,648	39,983	41,418	42,727	47,022	48,312	51,010	57,484
Net Assets Per Share (Yen)	475.73	478.20	551.16	583.66	603.00	619.80	682.10	703.87	741.38	865.30
Net Income Per Share (Yen)	78.34	51.14	60.22	33.00	41.12	33.89	24.74	31.67	49.17	110.49
Dividend Per Share [Interim Dividend Per Share, Included in the Above] (Yen)	4.00	7.00	8.00	8.00	8.00	4.00	4.00	8.00	15.00[5.00]	24.00[9.00] *1
Equity Ratio (%)	40.8	42.0	43.3	44.2	45.2	47.8	47.6	49.2	56.4	61.0
Return on Equity (ROE) (%)	17.9	10.7	11.7	5.8	6.9	5.5	3.8	4.6	6.8	13.8
Return on Assets (ROA) (%)	6.7	4.5	4.7	2.5	3.1	2.6	1.7	2.2	3.7	7.8
D/E Ratio (Debt-to-Equity Ratio) (Times)	0.07	0.02	0.04	0.07	0.12	0.14	0.24	0.12	0.07	0.03
Price Earnings Ratio (PER) (times)	3.6	5.4	4.1	13.0	7.1	6.3	10.5	7.2	7.0	5.4
Price Book-value Ratio (PBR) (times)	0.6	0.6	0.4	0.7	0.5	0.3	0.4	0.3	0.5	0.7
Dividend Payout Ratio (%)	5.1	13.7	13.3	24.2	19.5	11.8	16.2	25.3	30.5	21.7
Capital Expenditure	3,330	2,922	2,444	3,119	5,214	2,475	1,564	1,804	1,955	4,993
Depreciation	3,053	3,192	3,298	3,458	3,451	3,663	3,456	3,072	2,549	2,785

Non-financial data	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3
Number of Employees (people)	3,013	2,970	2,950	2,897	2,844	2,896	2,915	2,877	2,644	2,377
Number of Foreign Employees (people) *2	-	-	-	-	-	-	-	65	77	79
Number of New Graduates Hired (people) *2	71	85	105	132	103	86	115	111	80	49
Number of Mid-Careers Hired (people) *2	24	16	14	8	10	21	15	3	0	10
Gender Wage Gap Ratio (%) *3	-	-	-	-	-	-	-	-	72.3	73.7
Ratio of Female Managers (%) *3	2.1	2.1	2.1	2.1	2.6	2.0	2.3	2.5	2.8	3.3
Ratio of Paternity Leave Taken (%) *2	-	-	-	-	-	6.2	4.7	0.0	5.8	9.0

*1 Includes a special dividend of 2 yen due to the recording of an extraordinary gain from the transfer of all shares of one consolidated subsidiary.
*2 Data for Nissan Tokyo Sales Co., Ltd.
*3 Consolidated Data (Excluding Tokyo Nissan Computer System Co., Ltd. [currently TCS Inc.])

Company Information

(As of March 31, 2024)

Company outline

Established	: November 16, 1942	Head Office Location	: 4-32-1 Nishi Gotanda, Shinagawa Ward, Tokyo
Share Capital	: 13,752 million yen	URL	: https://www.nissan-tokyo-hd.co.jp/en/
Number of Employees	Non-consolidated: 46 Consolidated: 2,377		

List of group companies

Automobile-Related Business	
Nissan Tokyo Sales Co., Ltd. Sales of new/ used vehicles, maintenance, optional parts sales and vehicle insurance sales	Ace-Biz-Serv Inc. Insurance, commercial affairs, building maintenance services & industrial machinery sales
Renault NT Motor Sales Sales & maintenance of Renault vehicles (A virtual company within Nissan Tokyo Sales Co., Ltd.)	NTR Transporter Co., Ltd. Vehicle transportation and registration agency services
NT Auto Service INC. Optional equipment installation, pre-delivery inspection, vehicle inspection, maintenance, and bodywork	Nissan P'S Field Craft Co., Ltd. Camper Sales
Shakenkan Co., Ltd. Multi-brand vehicle inspection & maintenance	Other businesses
	Aoikotsu Co., Ltd. Taxi business

Stock Information

Status of Shares & Shareholders	
Total Number of Authorized Shares : 136,400,000 shares	Stock Exchange Listing : Tokyo Stock Exchange, Standard Market
Total Number of Issued Shares : 66,635,063 shares	
Number of Shareholders : 13,031	Securities Code : 8291

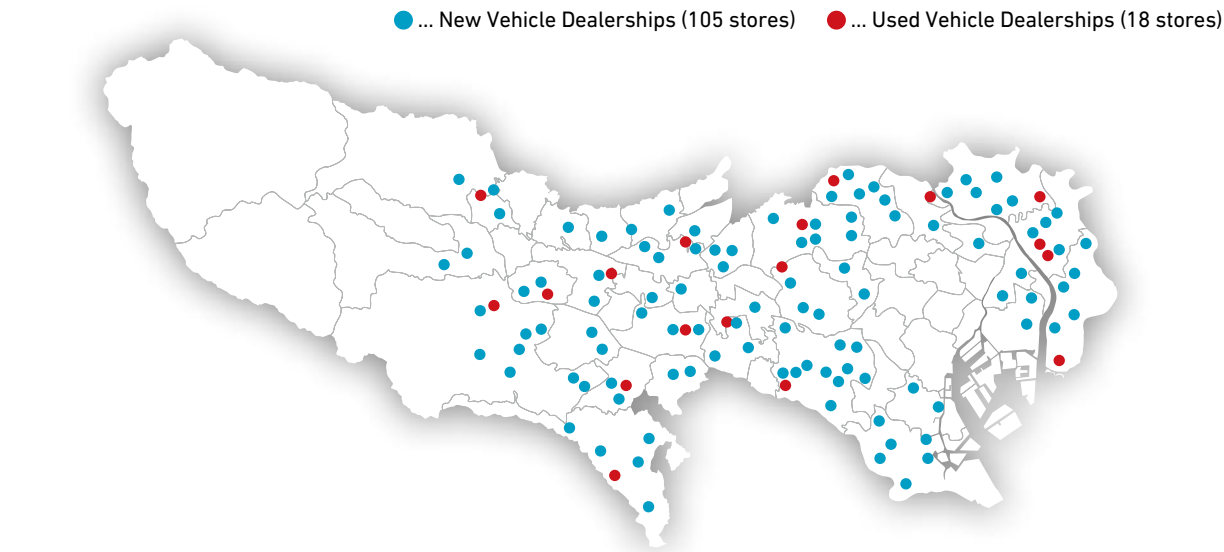
Major Shareholders

Shareholder Name	Investment Status in the Company	
	Number of Shares Held (Thousand Shares)	Shareholding Ratio (%)
Nissan Network Holdings Co., Ltd.	22,656	34.02
Sompo Japan Insurance Inc.	6,649	9.98
Tokio Marine & Nichido Fire Insurance Co., Ltd.	4,640	6.96
Mitsui Sumitomo Insurance Co., Ltd.	2,620	3.93
The Master Trust Bank of Japan, Ltd. (Trust account)	2,166	3.25
BNY GCM CLIENT ACCOUNT JPRD AC ISG (FE-AC)	1,793	2.69
Alpha Co., Ltd.	1,343	2.01
Taiyou Shoukai Co., Ltd.	1,173	1.76
Central Automotive Products Ltd.	1,129	1.69
Nissan Tokyo Sales Holdings Employee Stock Ownership Association	1,115	1.67

Note: The shareholding ratio is calculated after deducting treasury shares (56,097 shares)

Network of Dealerships

(As of October 1, 2024)



● New Vehicle Dealerships of NTS			
Kasai	Nerima Kitamachi	Omorinaka	Horinouchi Ekimae
Koto	Nerima	Ota	Tamasakai
Edogawa	Yahara	Kamata	Honmachida
Sumida Kikukawa	Yahara Sasame-dori	Higashifushimi	Machida Tsurukawa
Kameido	Nakano	Tohachi Mitaka	Tadao Koen
Sumida	Nakanosakaue	Musashino	Machidaminami
Edogawa Chuo	Oizumi	Tanashi Nishihara	Akishima
Edogawa Komatsugawa	Ogikubo	Kurume	Haijimabashi
Koiwa	Hamadayama	Kodaira Hanakoganei	Hachioji Matsuehashi
Kan-nana Koiwa	Suginami	Koganei	Hachioji Takakura
Katsushika	Karasuyama	Fuchu Nishihara	Owada
Katsushika Kanamachi	Chofu Tsutsujigaoka	Kokubunji	Hachioji Minamino
Katsushika Tateishi	Mitaka	Shin-Kodaira	Hachioji Higashiasakawa
Adachi Kahei	Kan-nana Setagaya	Kodaira BSmae	Tachikawa
Takenotsuka	Taishido	Higashimurayama Akitsu	Tachikawa Sunshine Park
Senju	Kamiuma	Higashimurayama	Ome Shinmachi
Nishiarai Shikahama	Sakura Shimmachi	Higashiyamato	Ome
Nishiarai Daishi	Setagaya	Shinsha-no-Hiroba Murayama	Hamura Sangyo-dori
Nishiarai	Seijo	Fuchu	Akiruno
Arakawa	Seijo Kinuta	Fuchu Shiraitodai	Akiruno Hikida
Oji	Kaminoge	Chofu Tamagawa	Renault Setagaya
Itabashi	Komazawa	Inagi	Renault Nerima/Alpine Center Nerima
Itabashi Nakada	Samezu	Mogusaen Ekimae	Renault Hachioji
Itabashi Honcho	Shinsha-no-Hiroba Meguro	Hino	Renault Inagi
Kanpachi Itabashi	Ikegami	Tama Center	
Takashimadaira	Yukigaya	Tama New Town	
Narimasu	Omori	New Town Horinouchi	
● Used Vehicle Dealerships of NTS			
P's Stage Shinkoiwa	P's Stage Takashimadaira	Red Station Higashikurume	Red Station Hachioji Narahara
P's Stage Katsushika Tateishi	P's Stage Yahara	Red Station Fuchu Shiraitodai	Red Station Ome
P's Stage Kasai	P's Stage Ogikubo	Red Station Akishima Nakagami	U-Car Hiroba Tachikawa
P's Stage Adachi	P's Stage Seijo	U-Car Hiroba Tama	
U-Car Hiroba Shikahama	U-Car Hiroba Mitaka	Red Station Machida	



Nissan Tokyo Sales Holdings Co., Ltd.

<https://www.nissan-tokyo-hd.co.jp/en/>