

# 94th Ordinary General Shareholders Meeting



**NISSAN SHATAI CO., LTD.**

# **Report on the Number of Voting Rights**

# Report on the Number of Voting Rights

<b>Total number of shareholders as at the end of the 94th fiscal period</b>	<b>4,785</b>
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<b>Total number of shares issued</b>	<b>157,239,691</b>
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<b>Number of shareholders with voting rights</b>	<b>4,317</b>
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<b>Number of voting rights owned</b>	<b>1,479,025</b>
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# **Audit Report by the Accounting Auditor and Board of Statutory Auditors**

Please refer to pages 44 — 45 of the reference materials  
appended to the Notice of Convocation.

# Items to be Reported

1. 94th fiscal period (April 1, 2016 – March 31, 2017)

Business Report and Consolidated Financial Statements

2. 94th fiscal period (April 1, 2016 – March 31, 2017)

Report on Financial Statements

# **Items Pertaining to the Current State of the Corporate Group**

# Passenger Vehicles



**ARMADA**



Infiniti QX80



**QUEST**



**ELGRAND**



**PATROL (Y62)**



**PATROL (Y61)**



**NV200**  
VANETTE



**NV350**  
CARAVAN

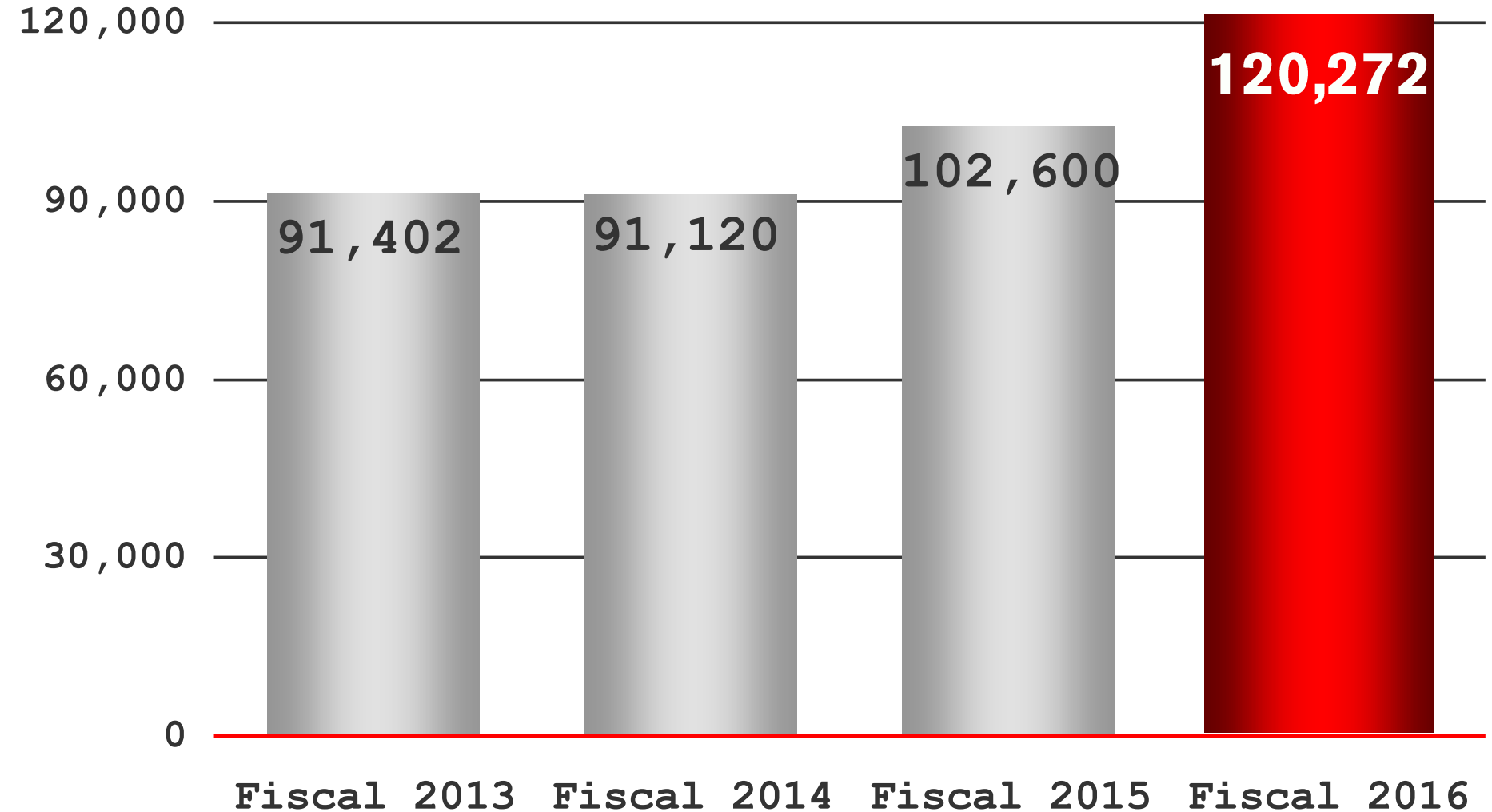


**WINGROAD**

# Sales Volume for Passenger Vehicles

**+ 17.2%**

(No. of units)

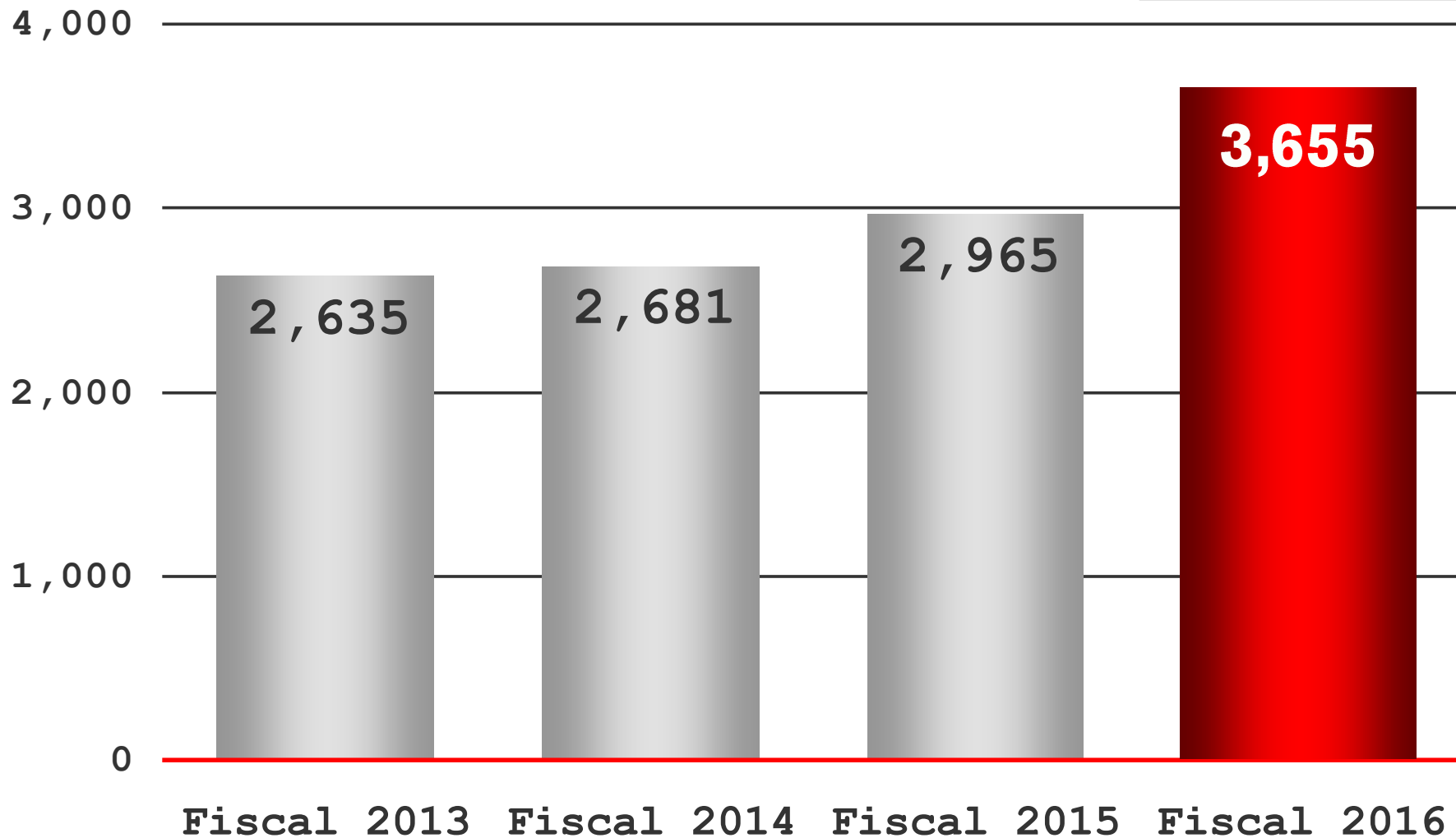




# Net Sales for Passenger Vehicles (Consolidated)

**+23.3%**

(100 million yen)



# Commercial Vehicles



**NV150**  
**AD**



**NV200**  
**VANETTE**



**NV350**  
**CARAVAN**



**PATROL PICKUP**



**ATLAS F24**

# Sales Volume for Commercial Vehicles

**+0.7%**

(No. of units)

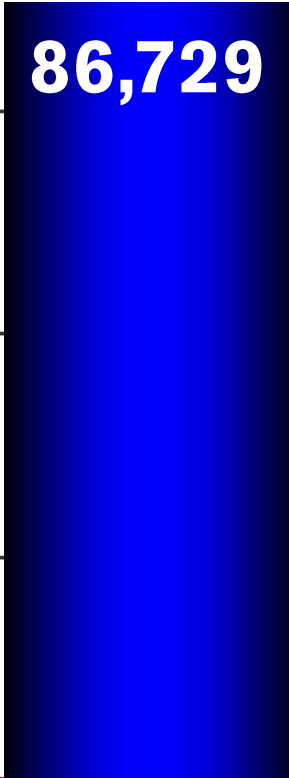
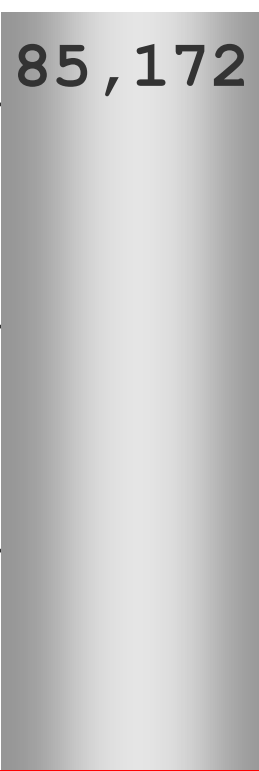
100,000

75,000

50,000

25,000

0



Fiscal 2013

Fiscal 2014

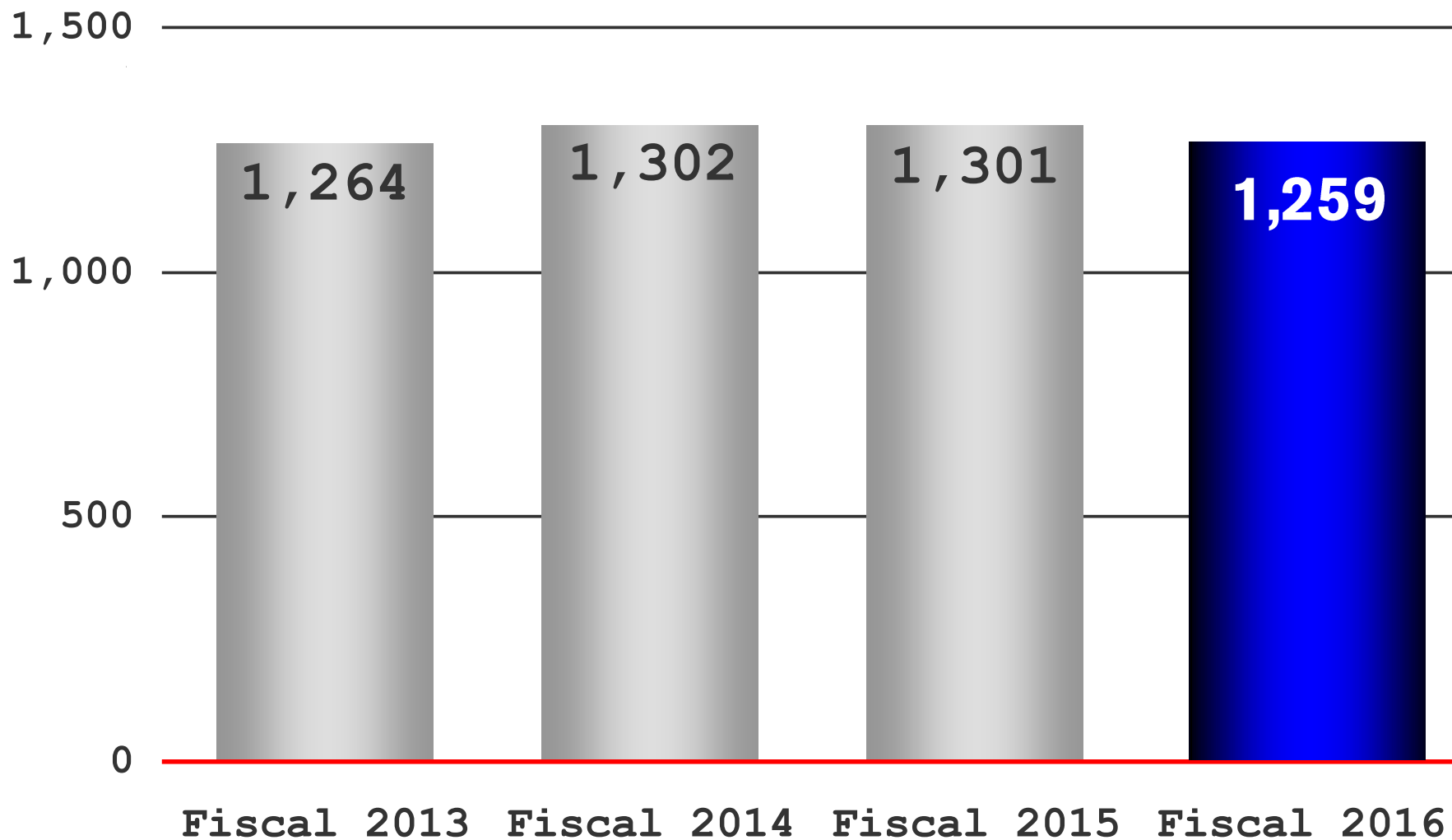
Fiscal 2015

Fiscal 2016

# Net Sales for Commercial Vehicles (Consolidated)

(100 million yen)

△ **3.2%**



# Microbuses



**NV350**  
**CARAVAN**

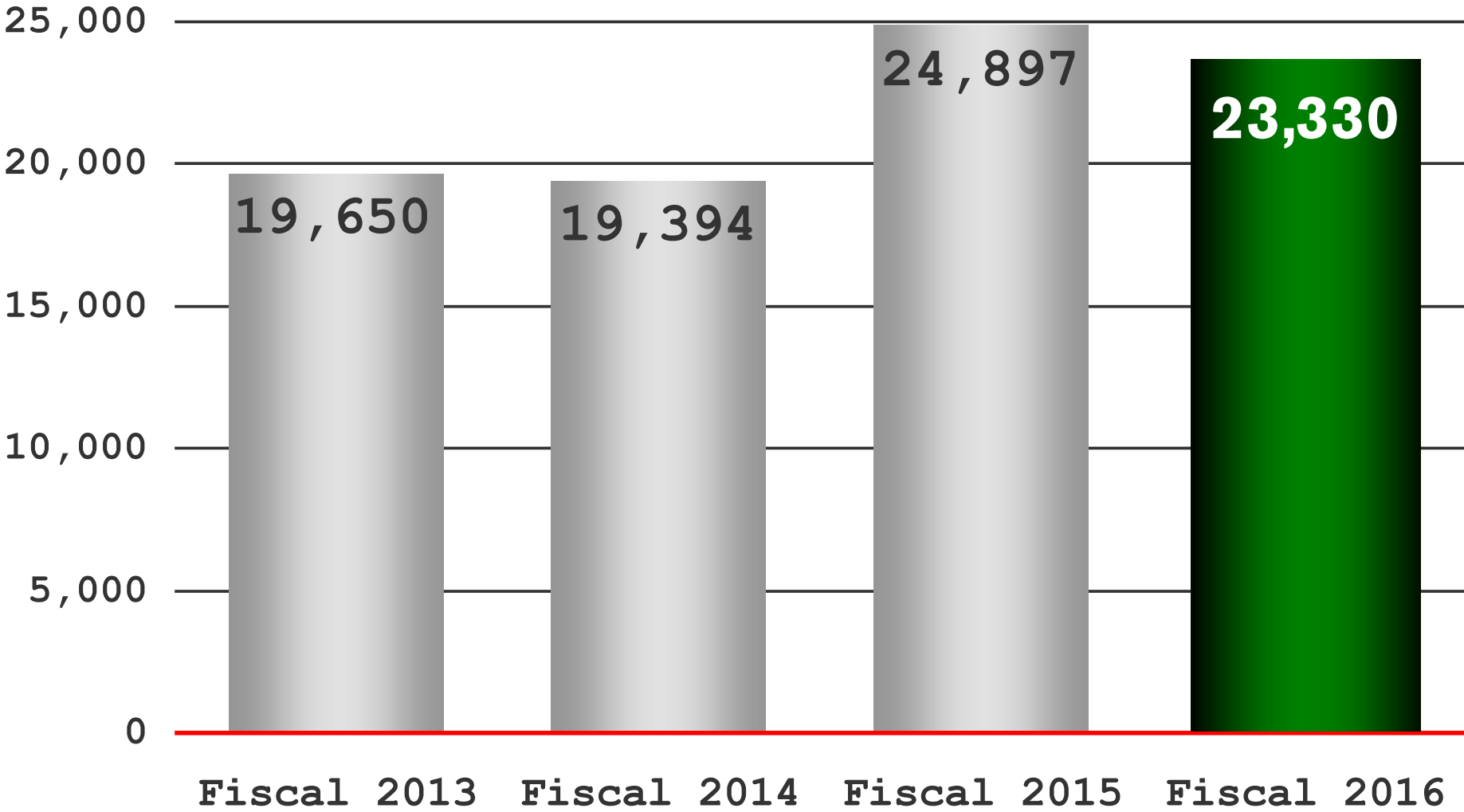


**CIVILIAN**

# Sales Volume for Microbuses

(No. of units)

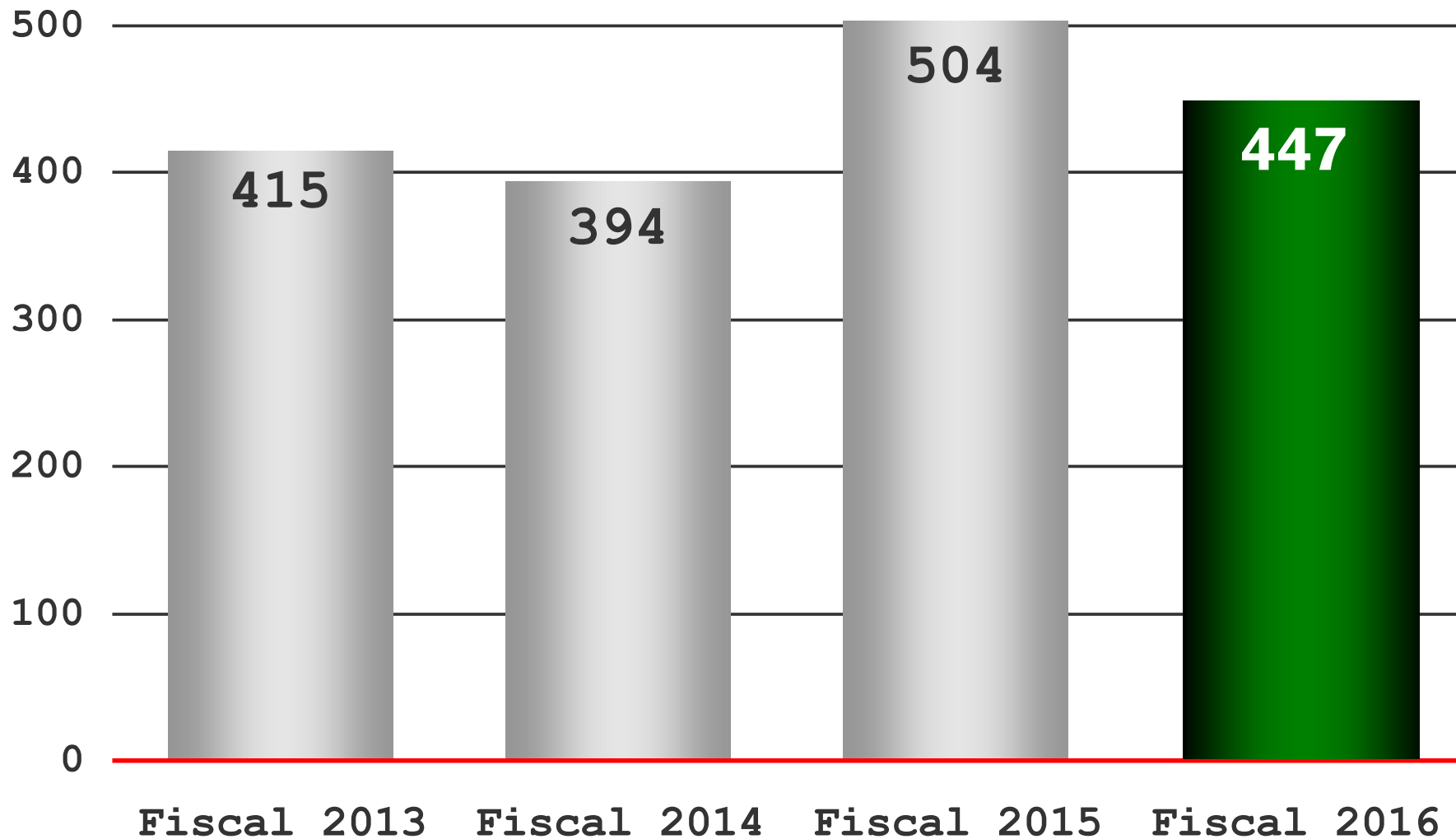
△ **6.3%**



# Net Sales for Microbuses (Consolidated)

△ **11.2%**

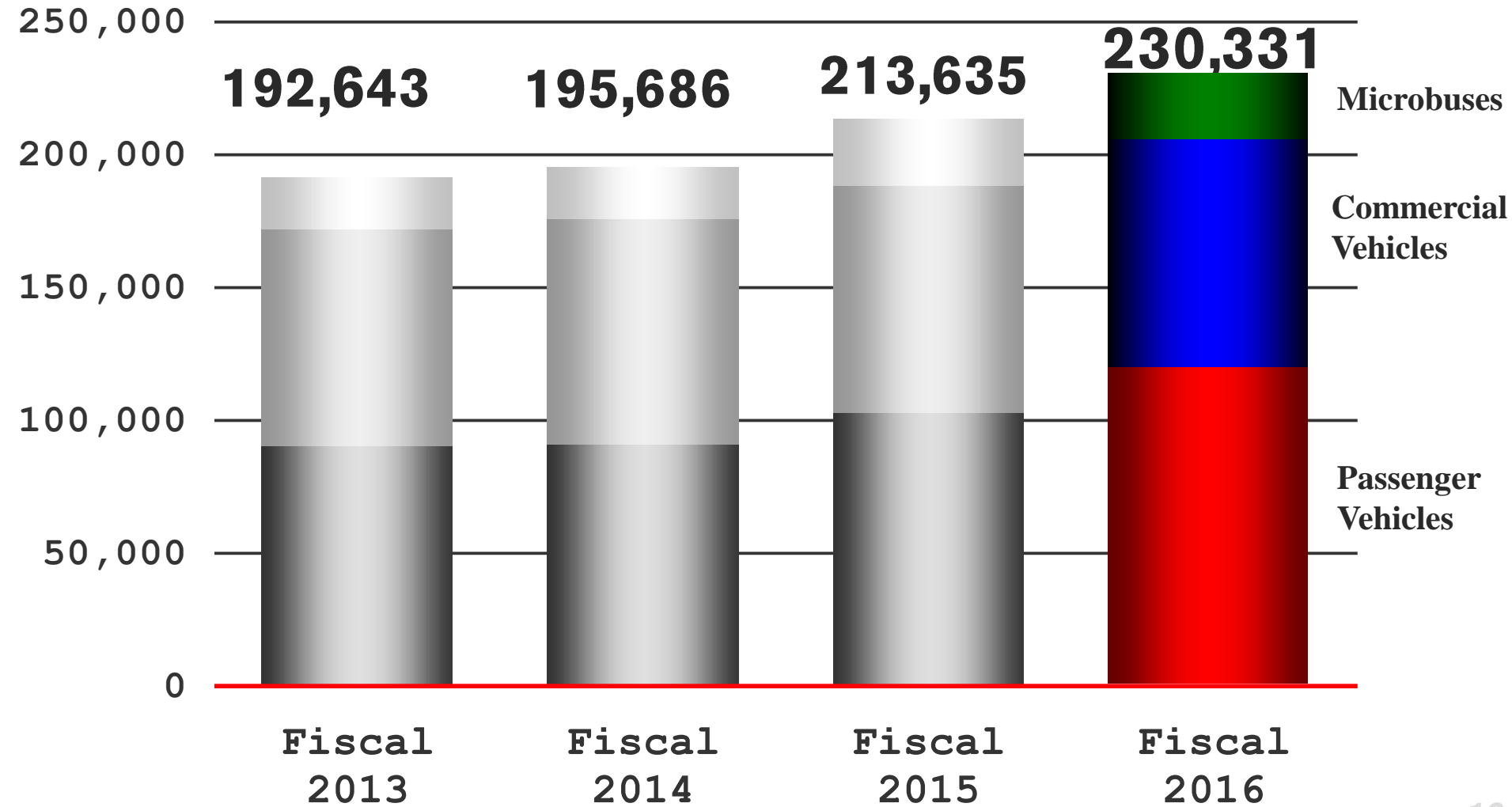
(100 million yen)



# Total Sales Volume

(No. of units)

**+7.8%**





# Total Net Sales (Consolidated)

**+11.1%**

**5,658**

Vehicle parts  
and other  
products

Microbuses

Commercial  
Vehicles

Passenger  
Vehicles

(100 million yen)

6,000

4,000

2,000

0

**4,742**

**4,753**

**5,094**

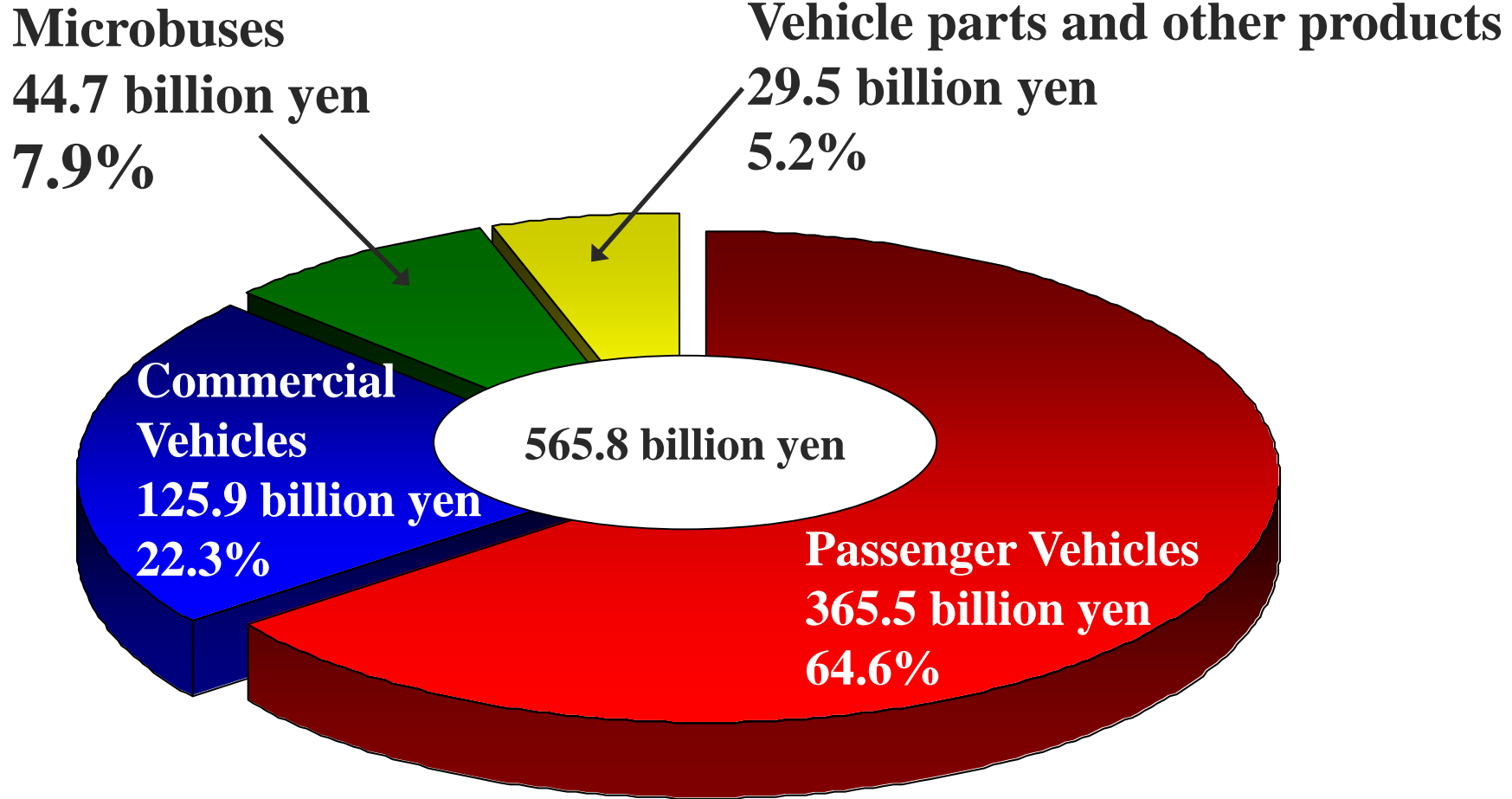
Fiscal  
2013

Fiscal  
2014

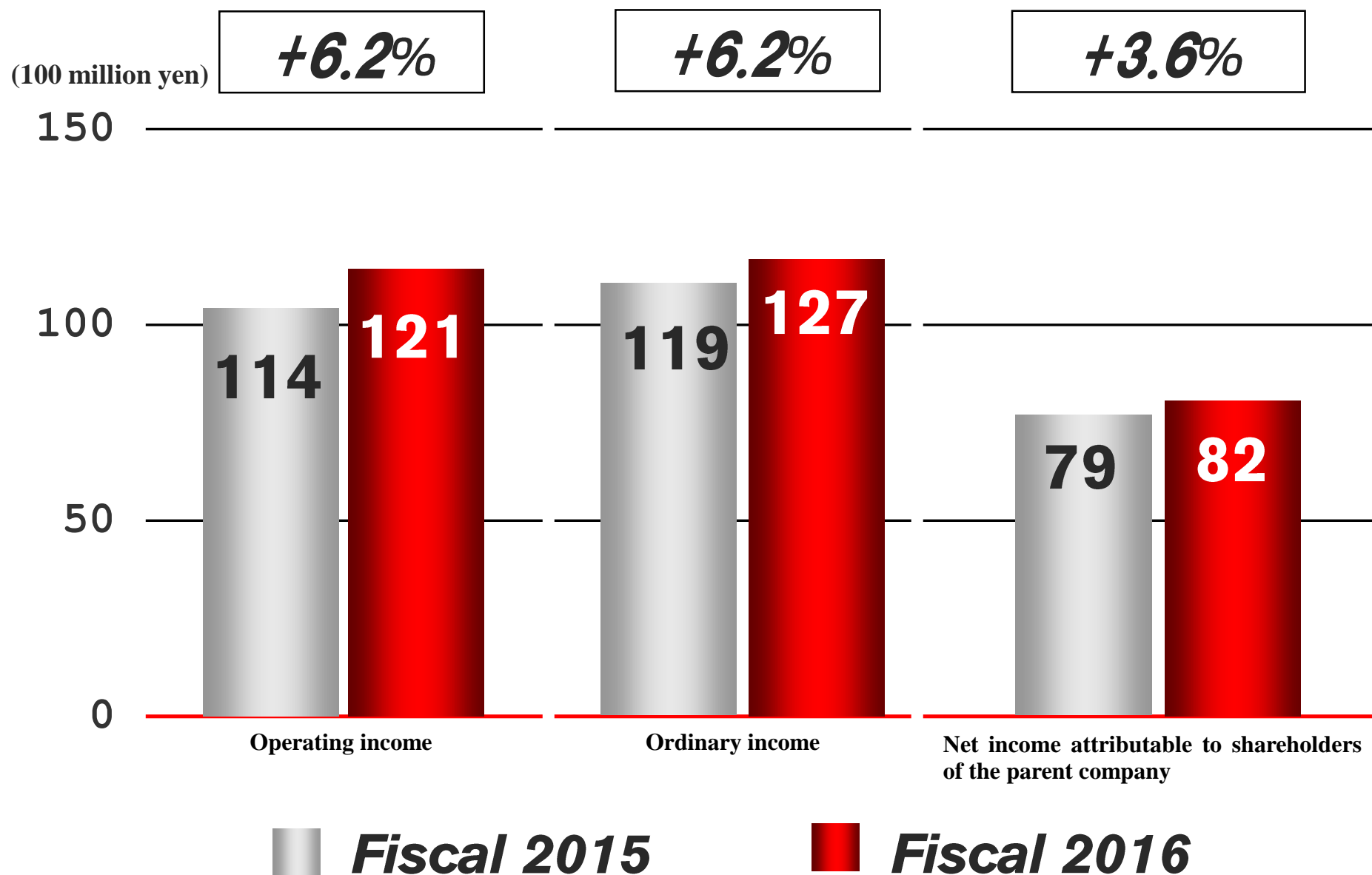
Fiscal  
2015

Fiscal  
2016

# Proportion of Net Sales by Product Category (Consolidated)



# Comparison of Income/Loss (Consolidated)



# Funding Activities

## Capital Expenditures

**Total of approximately**  
**9.7 billion yen**

- **Enhancing product appeal through minor changes**
- **Streamlining and improving facilities**

# **Development of Systems to Ensure Proper Conduct of Business**

**(Internal Control)**

**Please refer to pages 18 — 23 of the  
reference materials  
appended to the Notice of Convocation.**

# **Consolidated Financial Statements**

**Please refer to pages 24 — 31 of the  
reference materials  
appended to the Notice of Convocation.**

# **Consolidated Balance Sheet**

**As of March 31, 2017**



# Consolidated Balance Sheet (Summary)

(100 million yen)

Item	Amount	YoY Difference	Item	Amount	YoY Difference
<b>Assets</b>	<b>2,944</b>	<b>+319</b>	<b>Liabilities</b>	<b>1,150</b>	<b>+225</b>
<b>Current assets</b>	<b>2,369</b>		<b>Current liabilities</b>	<b>1,005</b>	
<b>Fixed assets</b>	<b>574</b>		<b>Fixed liabilities</b>	<b>145</b>	
<b>Tangible fixed assets</b>	<b>530</b>		<b>Net assets</b>	<b>1,793</b>	<b>+94</b>
<b>Intangible fixed assets</b>	<b>10</b>		<b>Shareholders' equity</b>	<b>1,818</b>	
<b>Investments and other assets</b>	<b>33</b>		<b>Common stock</b>	<b>79</b>	
			<b>Capital surplus</b>	<b>85</b>	
			<b>Retained earnings</b>	<b>1,738</b>	
			<b>Treasury stock</b>	<b>△83</b>	
			<b>Other accumulated comprehensive income</b>	<b>△24</b>	
<b>Total</b>	<b>2,944</b>		<b>Total</b>	<b>2,944</b>	

\*Please refer to page 24 of the reference materials appended to the Notice of Convocation for details.

The amounts shown are rounded down to the nearest 100 million yen.

# **Consolidated Statement of Income**

**From April 1, 2016  
To March 31, 2017**

# Consolidated Statement of Income (Summary)

(100 million yen)

Item	Amount
Net sales	5,658
Cost of sales	5,463
Gross profit	194
Selling, general, and administrative expenses	72
Operating income	121
Non-operating incoming	7
Non-operating expenses	1
Ordinary income	127
Special gains	0
Special losses	13
Total income taxes	31
Net income attributable to shareholders of the parent company	82

\*Please refer to page 25 of the reference materials appended to the Notice of Convocation for details.

The amounts shown are rounded down to the nearest 100 million yen.

# **Consolidated Statement of Changes in Shareholders' Equity, etc.**

**From April 1, 2016  
To March 31, 2017**

Please refer to pages 26 — 27 of the reference materials  
appended to the Notice of Convocation.

# Financial Statements

Please refer to pages 32 — 41 of the reference materials  
appended to the Notice of Convocation.

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# **Initiatives to Address Major Challenges**

# 1. Major Achievements in FY2011-2016 Medium-Term Management Plan

## 2011-2016 Medium-Term Management Plan

### Fundamental Policy

While treating LCV and MPV as the nucleus of the plan, increase company wide competitiveness and create customers worldwide

### Company Wide Medium Term Targets

1. Make this plant the global benchmark for overall capabilities in quality, cost, and time  
(Nissan Shatai Kyushu)

1. Create flexible manufacturing facility for high-mix, low-volume production  
(Shonan Plant)

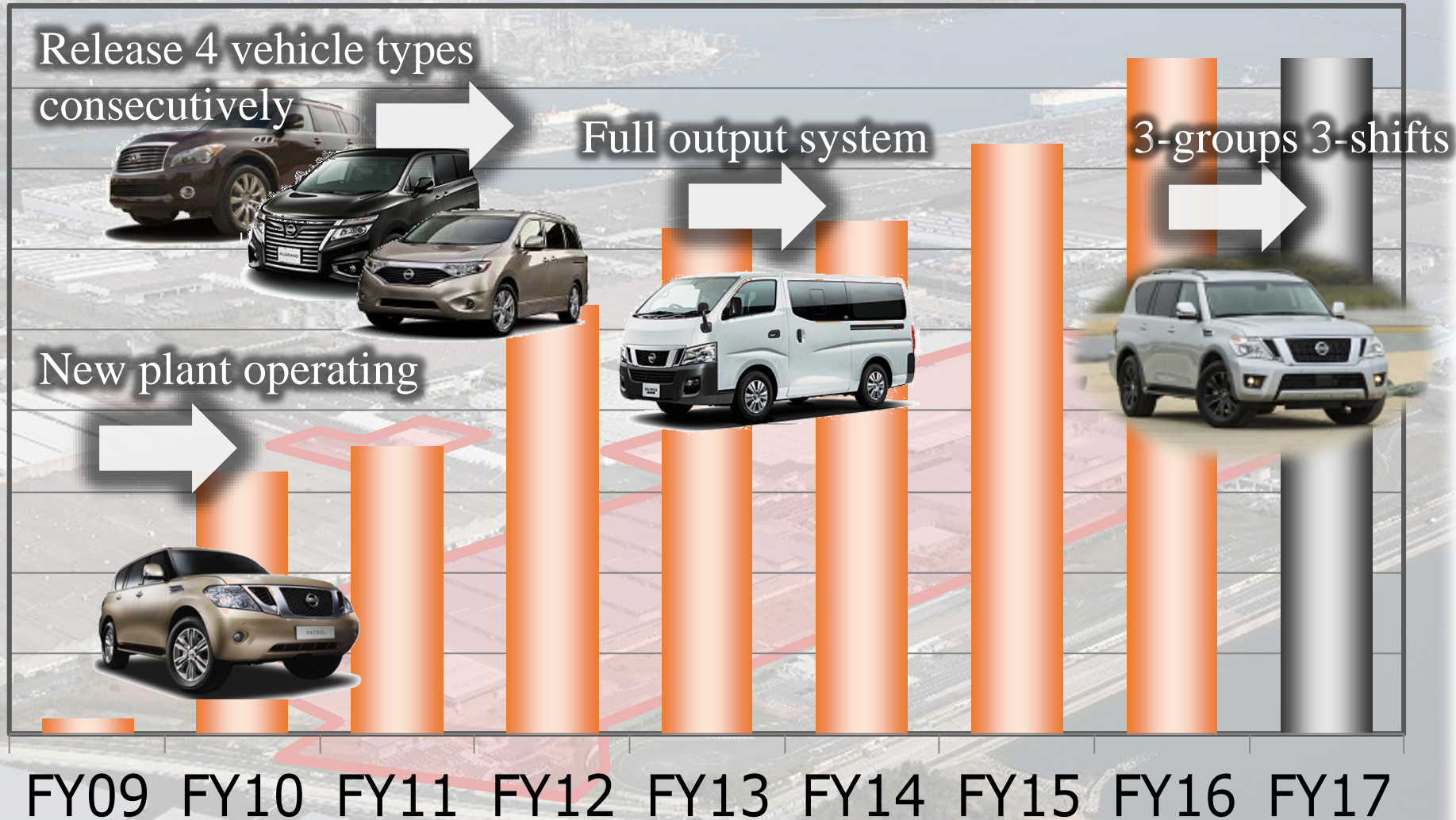
3. Strengthen global LCV business capability

4. Actively expand production and sales

Acting as a foundation to support all of our activities.

# 1. Major Achievements in FY2011-2016 Medium-Term Management Plan

**1. Make this plant the global benchmark for overall capabilities in quality, cost, and time (Nissan Shatai Kyushu)**





# 1. Major Achievements in FY2011-2016 Medium-Term Management Plan

## 1. Make this plant the global benchmark for overall capabilities in quality, cost, and time (Nissan Shatai Kyushu)

### Acquired Infiniti plant certification



### Continue to be recognized as top class by U.S. JDP-IQS



### In spite of large currency fluctuations, achieved profit targets



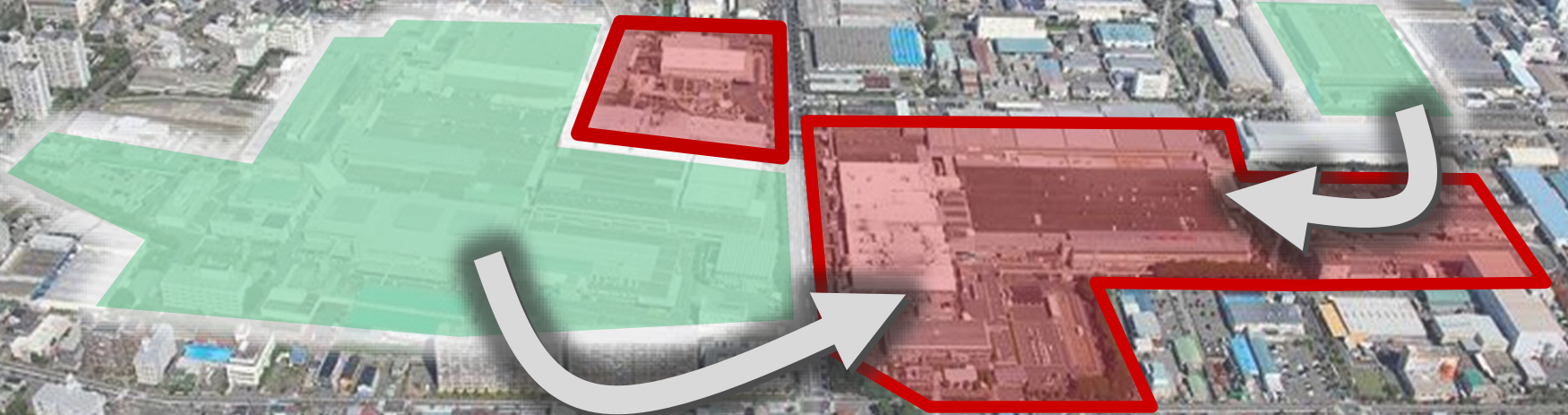
### Using 3-group 3-shift system to ensure production



1. Major Achievements in FY2011-2016 Medium-Term Management Plan

**2. Create flexible manufacturing facility for high-mix, low-volume production (Shonan Plant)**

# Shonan Plant Reorganization



# 1. Major Achievements in FY2011-2016 Medium-Term Management Plan

## 2. Create flexible manufacturing facility for high-mix, low-volume production (Shonan Plant)

### Strengthening cost competitiveness

Production costs



FY11 FY12 FY13 FY14 FY15 FY16

### Continue to achieve top in market for initial quality plant ranking



### Realizing the next generation of NV150 AD



### Establishing flexible manufacturing system (Dealing with diverse needs in a flexible manner)



# 1. Major Achievements in FY2011-2016 Medium-Term Management Plan

## 3. Strengthen platform for global LCV rollout



Global rollout of NV200



Developing new taxis



Development of new PV series car



Building new plants overseas



Nissan's first LCV aimed at U.S.



Overseas production transfer tasks

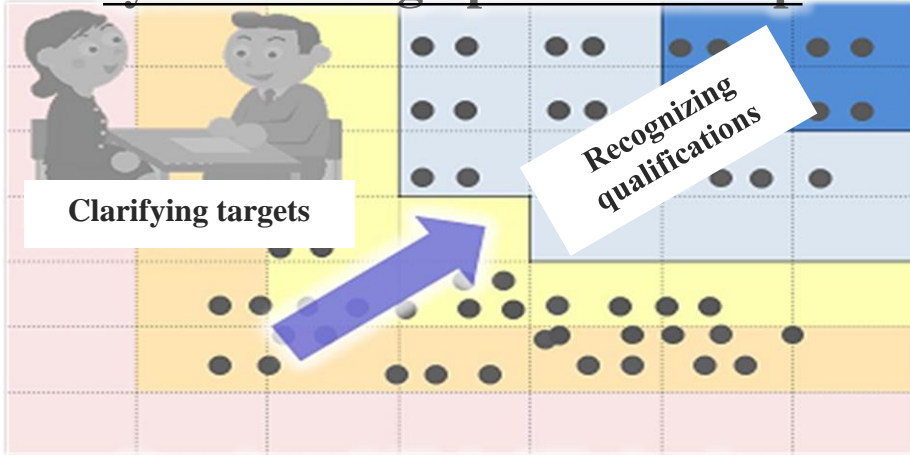


NP300 Navara creation through to global rollout

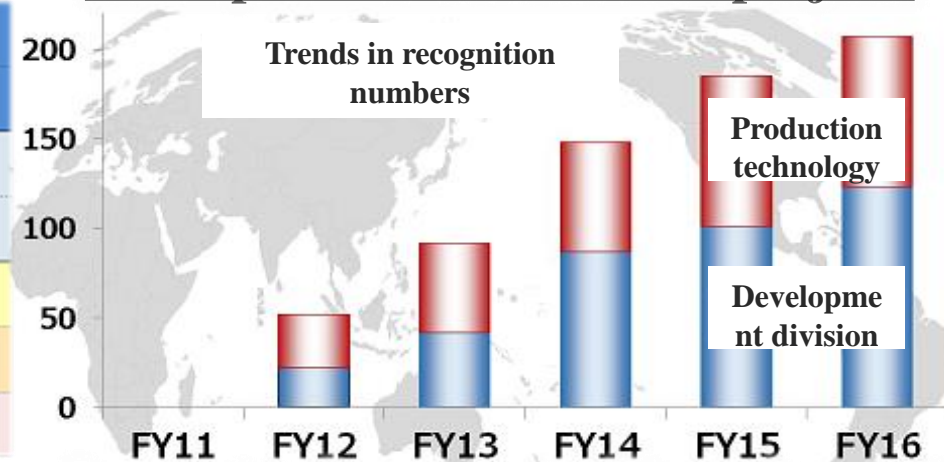
# 1. Major Achievements in FY2011-2016 Medium-Term Management Plan

## 3. Strengthen platform for global LCV rollout

### Introduction of qualification recognition system through personnel map



### Establishing a system that allows for accomplishment of overseas projects



### Opening of Global Technology Information Center



### Support to improve quality and cost at overseas locations



# 1. Major Achievements in FY2011-2016 Medium-Term Management Plan

## 4. Actively expand production and sales

Direct dialog with customers

Market  
Survey

Product  
Planning

Speedy  
commercial-  
ialization

Sales  
Support

Dealing with diverse needs of LCVs



# 1. Major Achievements in FY2011-2016 Medium-Term Management Plan

## 4. Actively expand production and sales

Direct dialog with customers

Market Survey

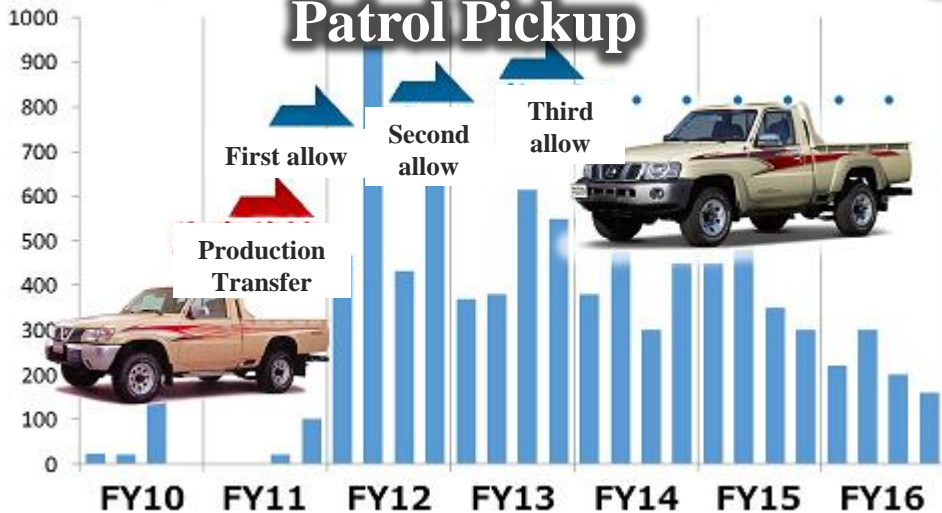
Product Planning

Speedy commercialization

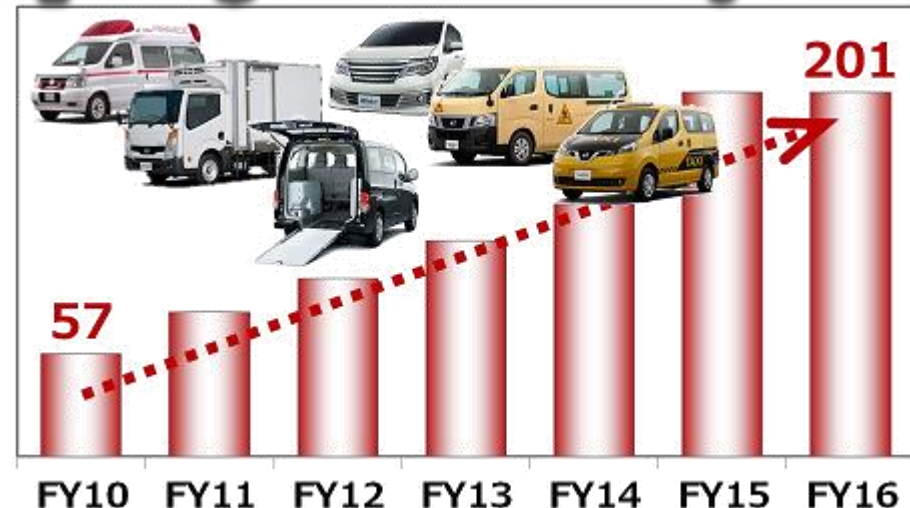
Sales Support

Dealing with diverse needs of LCVs

Improving product strength of Patrol Pickup



Expanding conversion sales by 4 times



# 1. Major Achievements in FY2011-2016 Medium-Term Management Plan

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Acting as a foundation to support all of our activities.



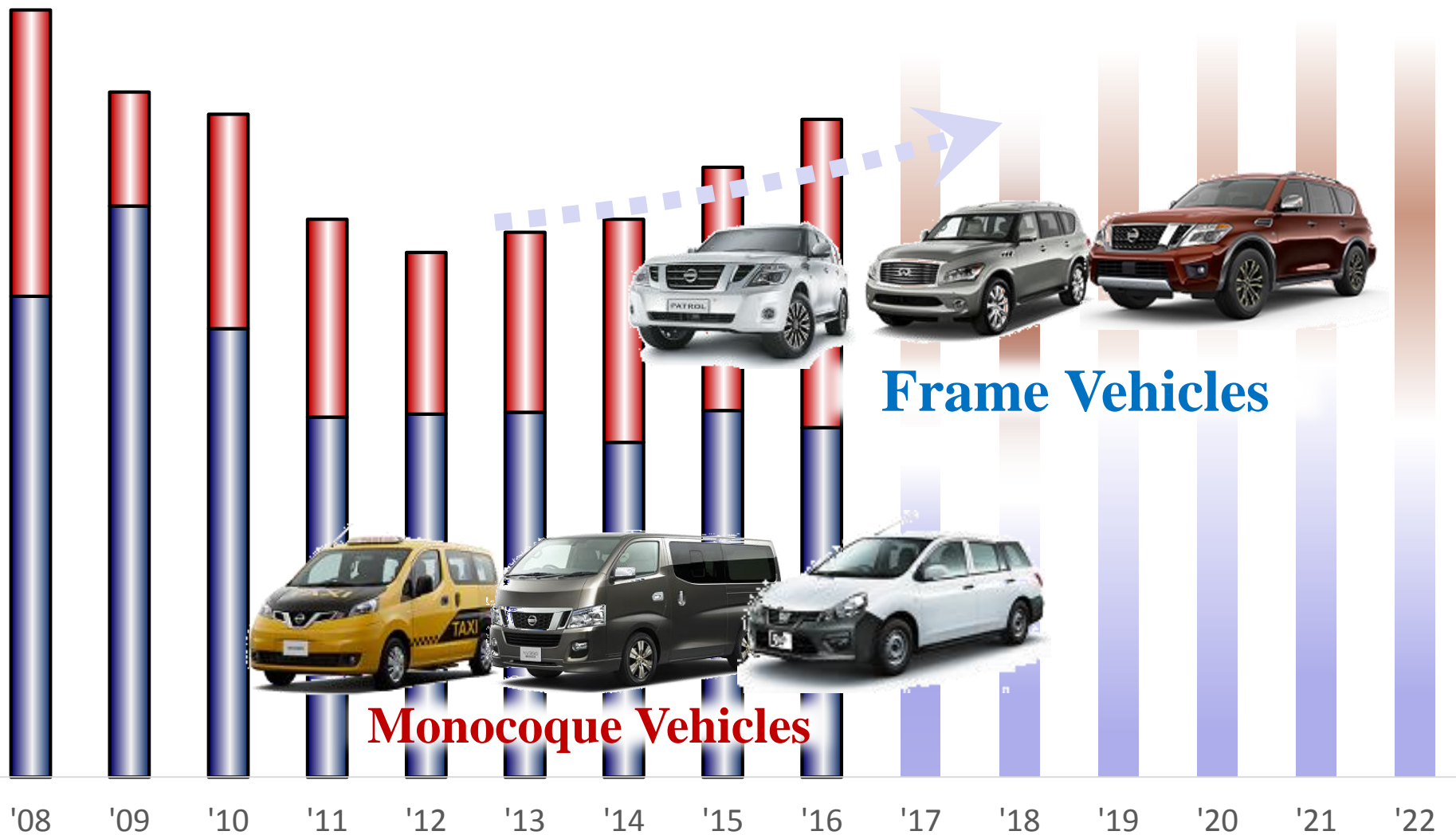
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# **Surrounding Environment and Necessity**

## 2. Surrounding Environment and Challenges

(Thousand units)

### Transition of Nissan Shatai Production Volume



## 2. Surrounding Environment and Challenges

Technological innovations related to safety, the environment and convenience continue to accelerate



**Autonomous drive**

**Electrically powered**

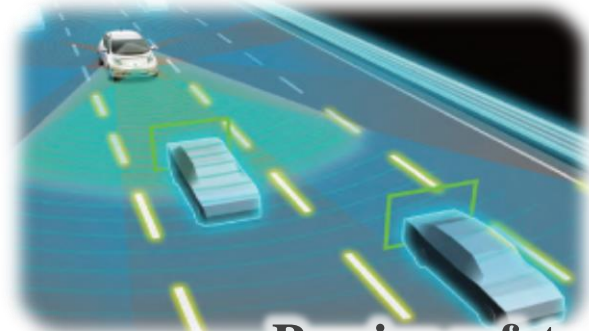
**Electrically controlled systems**



**Weight reductions**

**Fuel efficiency**

**Collision avoidance**



**Passive safety**

**Intelligent mobility**

**ITS**

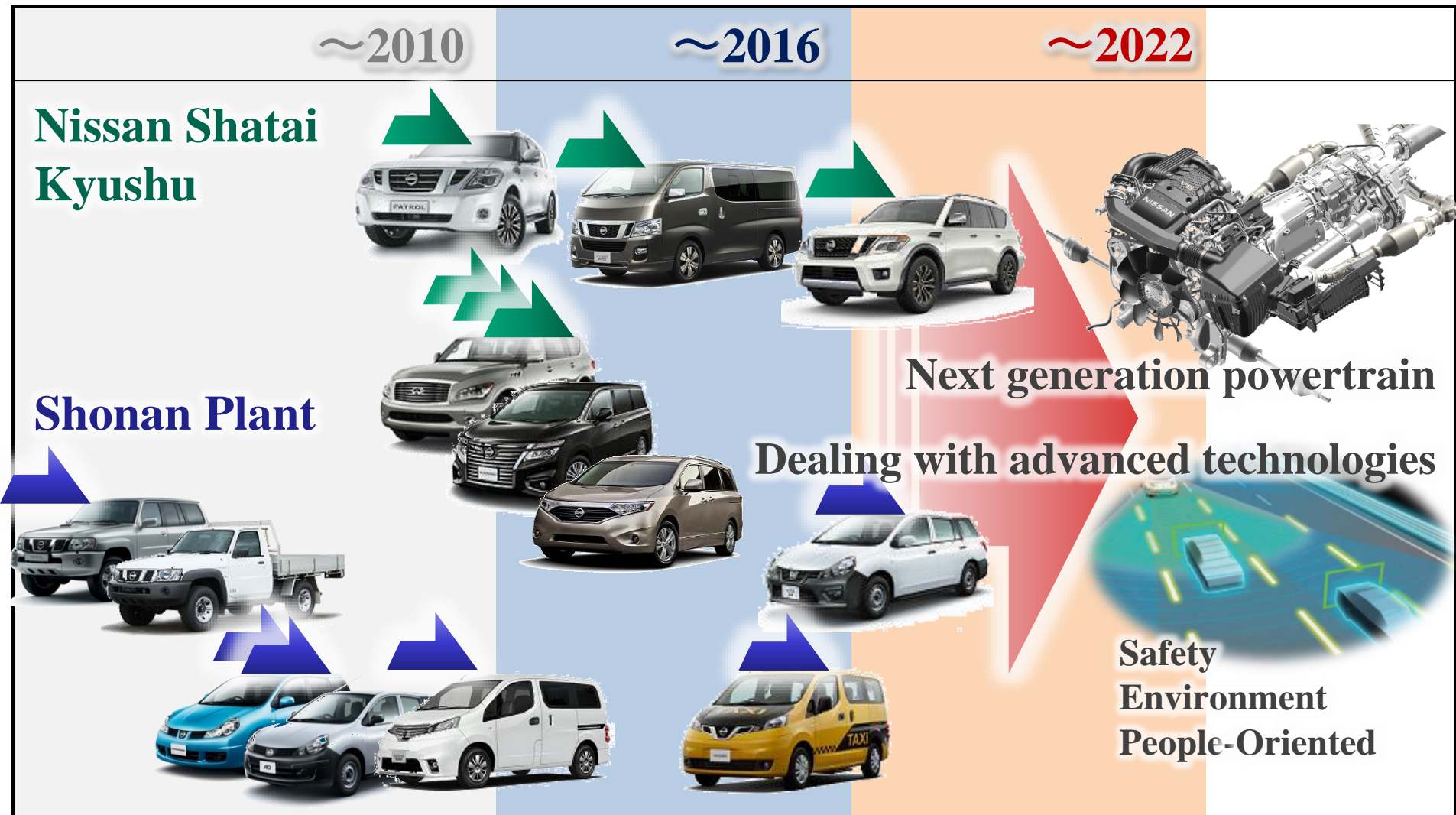
Installing next-generation technologies is an urgent task



NISSAN SHATAI CO., LTD.

## 2. Surrounding Environment and Challenges

Many of our vehicles will have a long life cycle



## 2. Surrounding Environment and Challenges

As Renault and Nissan alliance continues to expand, roles need to be made clear



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# **New Medium-Term Management Plan**

# 3. 2017-2022 Medium-Term Management Plan

## **2017 - 2022 Medium-Term Management Plan**

### **[Fundamental Policy]**

Build a powerful and long-lasting foundation for success by focusing on LCV and frame-vehicle technological expertise as well as supplying vehicles with outstanding quality and appeal to customers.

### **Company Wide Medium Term Targets**

<b>More competitive vehicles</b>	Use highly appealing vehicles to increase production and sales
<b>More competitive plants</b>	Operate plants with the best quality that can earn the trust of customers
<b>More competitive technologies and skills</b>	Establish global technology bases for LCV and frame-vehicle manufacturing

**Foundation to support all of our activities.**

# 3. 2017-2022 Medium-Term Management Plan

## 2017 - 2022 Medium-Term Management Plan

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# 3. 2017-2022 Medium-Term Management Plan

## 2017 - 2022 Medium-Term Management Plan

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**More competitive vehicles**

Use highly appealing vehicles to increase production and sales

**More competitive plants**

Operate plants with the best quality that can earn the trust of customers

**More competitive technologies and skills**

Establish global technology bases for LCV and frame-vehicle manufacturing

**Foundation to support all of our activities.**

### 3. 2017-2022 Medium-Term Management Plan

#### 1. More competitive vehicles:

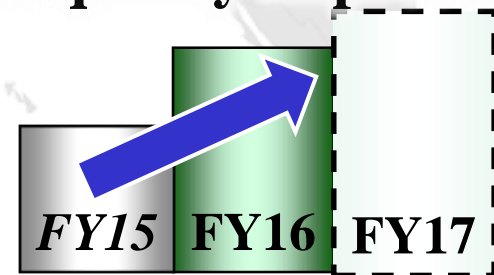
**Increase sales and production through creating appealing products**

What we're aiming for by 2022:

- Increase in production volume/  
expansion of specialized business



- Maintain and improve production numbers through ensuring appealing performance and quality improvements



### 3. 2017-2022 Medium-Term Management Plan

#### 1. More competitive vehicles:

Increase sales and production through creating appealing products

#### NV350 Caravan Minor Changes



# 3. 2017-2022 Medium-Term Management Plan

## 2017 - 2022 Medium-Term Management Plan

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**Foundation to support all of our activities.**

### 3. 2017-2022 Medium-Term Management Plan

**2. More competitive plants: Ensure our plants focus on quality above all, and are trusted by our customers**

**What we're aiming for by 2022:**



**Quality is the basis of Quality, Cost, and Time (QCT)**

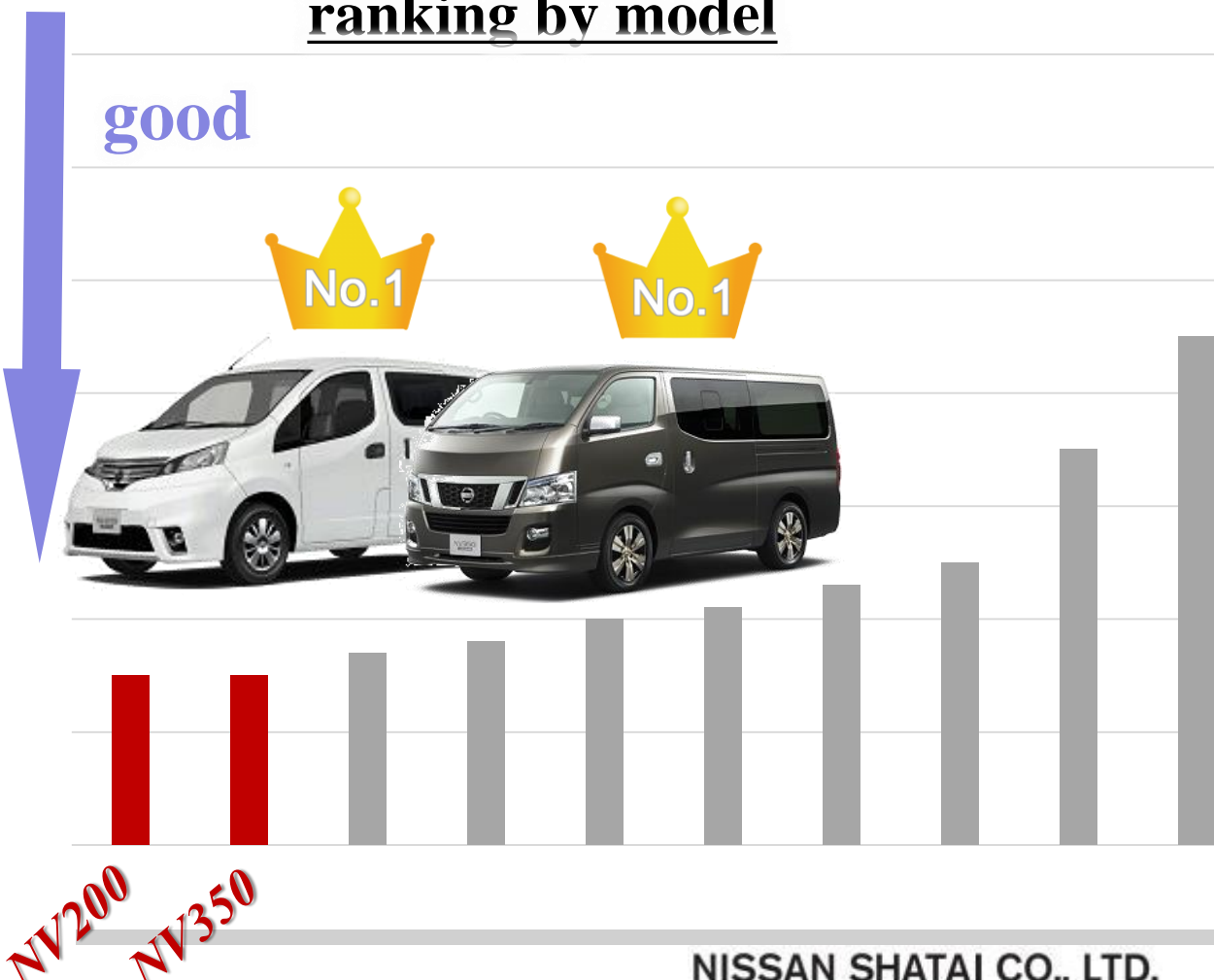
**Aiming for quality production to be the No. 1 goal throughout the company.**



### 3. 2017-2022 Medium-Term Management Plan

**2. More competitive plants: Ensure our plants focus on quality above all, and are trusted by our customers**

FY16 domestic market initial quality ranking by model



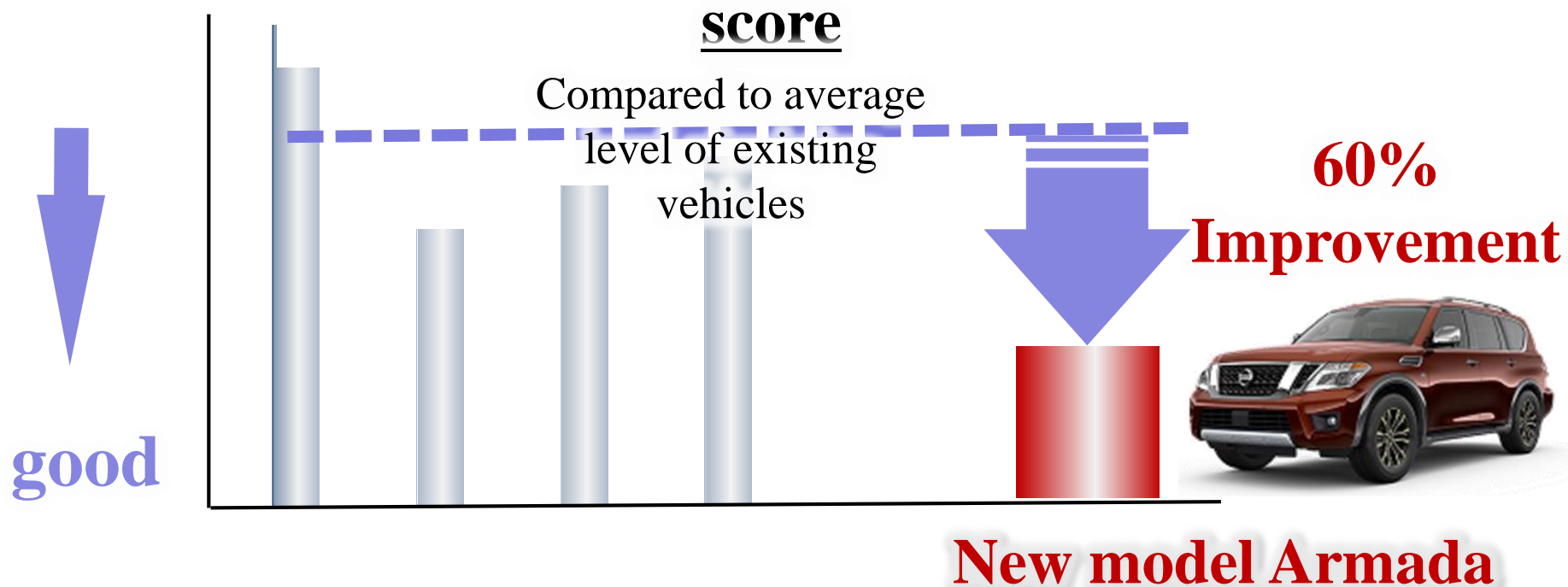
### 3. 2017-2022 Medium-Term Management Plan

**2. More competitive plants: Ensure our plants focus on quality above all, and are trusted by our customers**

#### **New model Armada**

Achieving a level of quality in new vehicles that **meets** our customers expectations

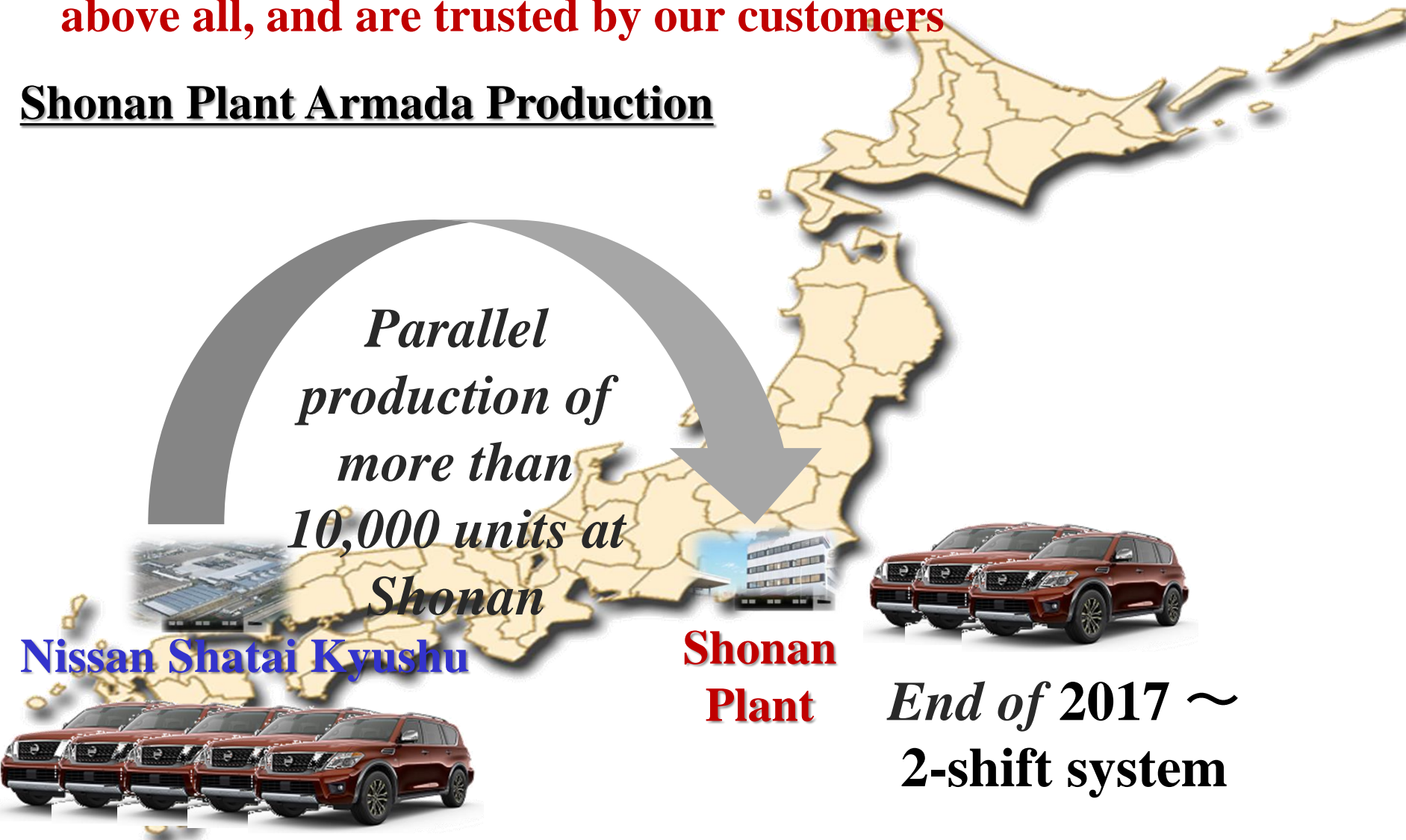
#### Domestic market initial quality



### 3. 2017-2022 Medium-Term Management Plan

**2. More competitive plants: Ensure our plants focus on quality above all, and are trusted by our customers**

#### Shonan Plant Armada Production





3. 2017-2022 Medium-Term Management Plan

**2. More competitive plants: Ensure our plants focus on quality above all, and are trusted by our customers**

**2017 JD Power-IQS**

**Large Premium SUV Segment No. 1**



**Infiniti QX80**



# 3. 2017-2022 Medium-Term Management Plan

## 2017 - 2022 Medium-Term Management Plan

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**Foundation to support all of our activities.**

# 3. 2017-2022 Medium-Term Management Plan

**3. Technology/Skill Competitiveness: Realization of LCV/frame vehicle global manufacturing technological base in Renault and Nissan**

What we're aiming for by 2022:

LCV



Frame Vehicles

**LCV/frame vehicle global manufacturing technological base in Renault and Nissan**

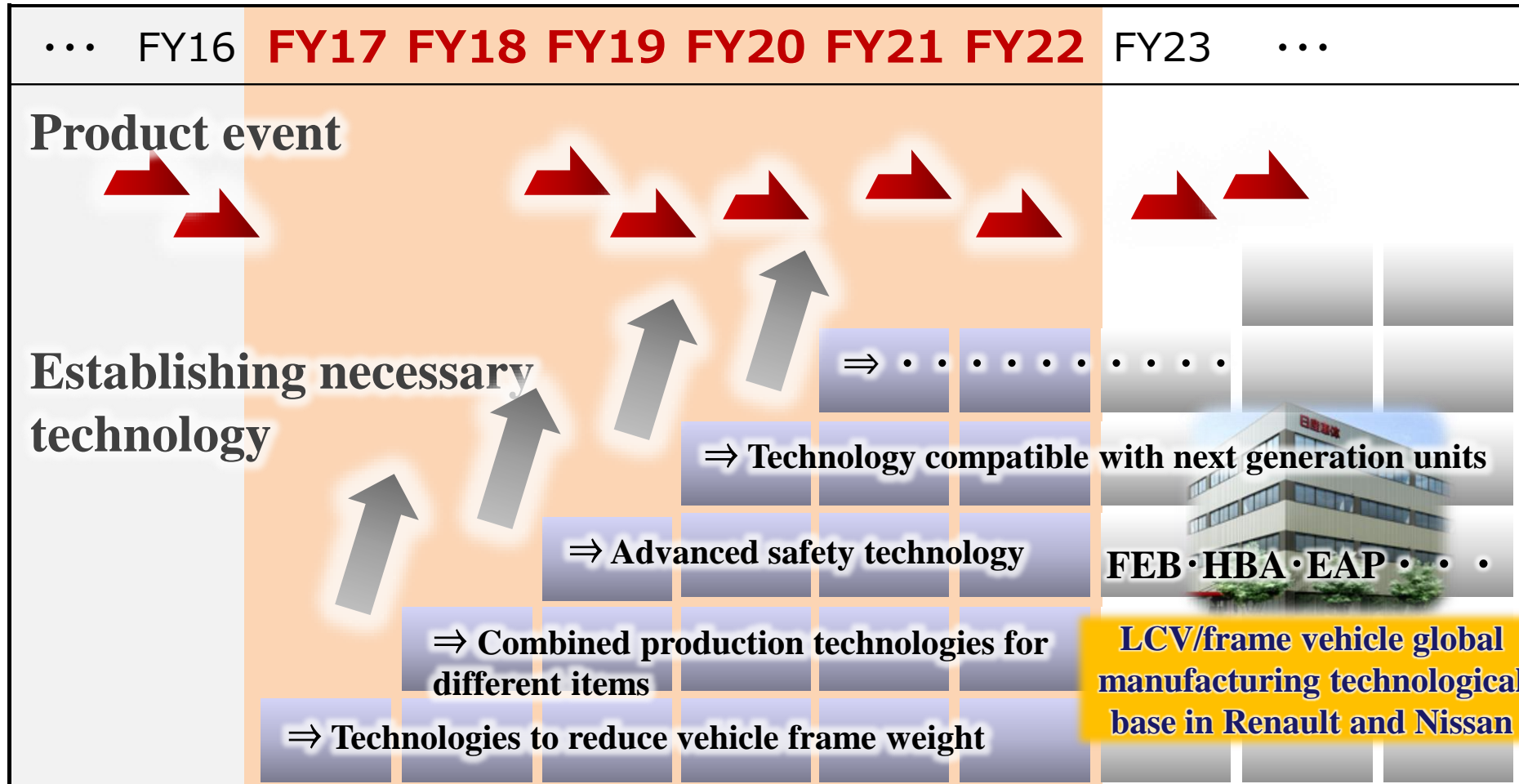


# 3. 2017-2022 Medium-Term Management Plan

## 3. Technology/Skill Competitiveness

**Realization of LCV/frame vehicle global manufacturing technological base in Renault and Nissan**

**What we're aiming for by 2022:**



# 3. 2017-2022 Medium-Term Management Plan

## 2017 - 2022 Medium-Term Management Plan

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**Foundation to support all of our activities.**

### 3. 2017-2022 Medium-Term Management Plan

**Acting as a foundation to support all of our activities**

*Promoting diversity*



*Creating a workplace that allows  
for full engagement with work  
while raising children and caring*



*Workplace*



*New Employees  
in NS-K*

# 3. 2017-2022 Medium-Term Management Plan

## 2017 - 2022 Medium-Term Management Plan

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**Foundation to support all of our activities.**

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# **Initiatives to Address Major Challenges**



# 94th Ordinary General Shareholders Meeting



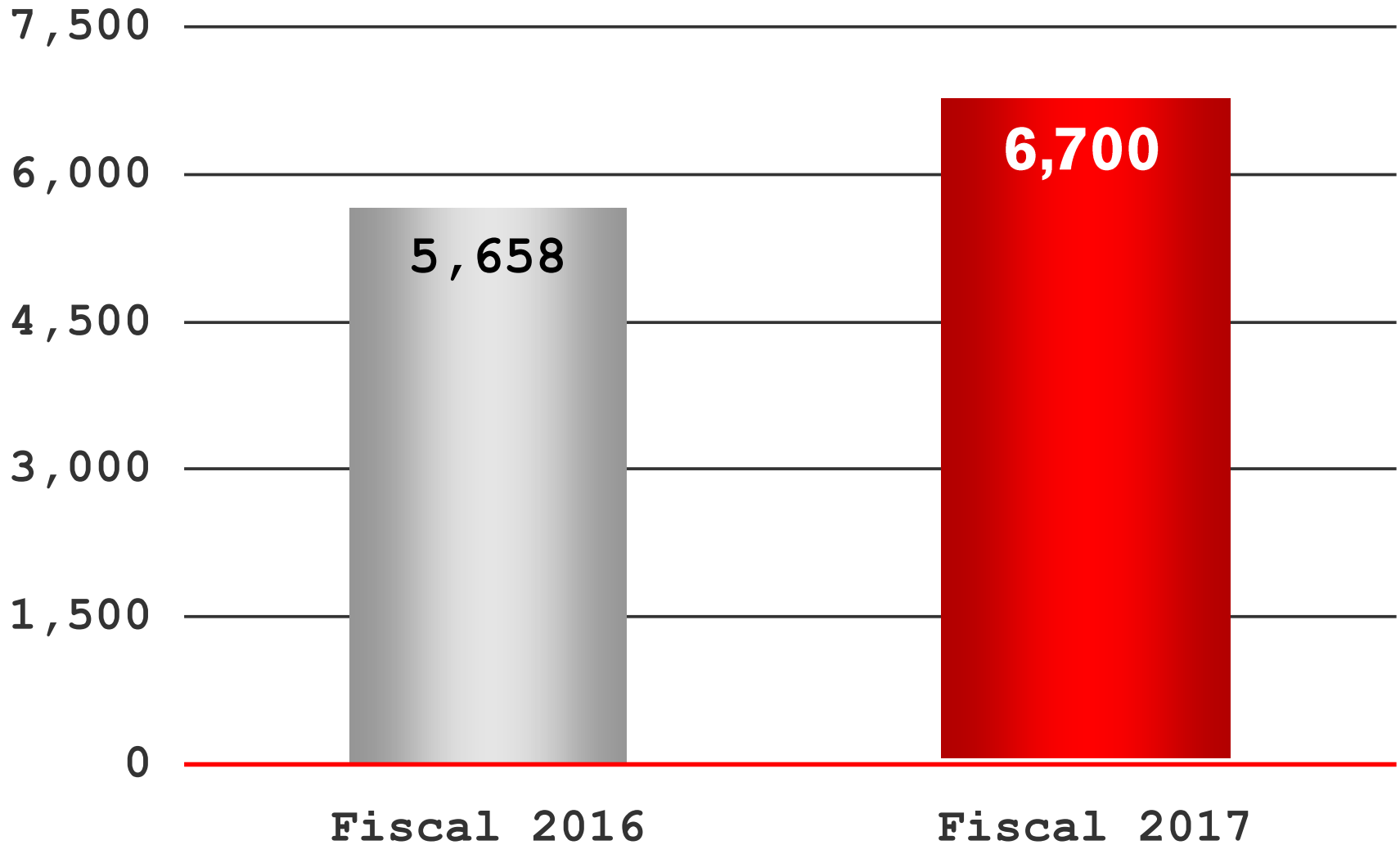
**NISSAN SHATAI CO., LTD.**

# *Business Outlook for Fiscal 2017*

**(Consolidated)**

## Net sales

(100 million yen)



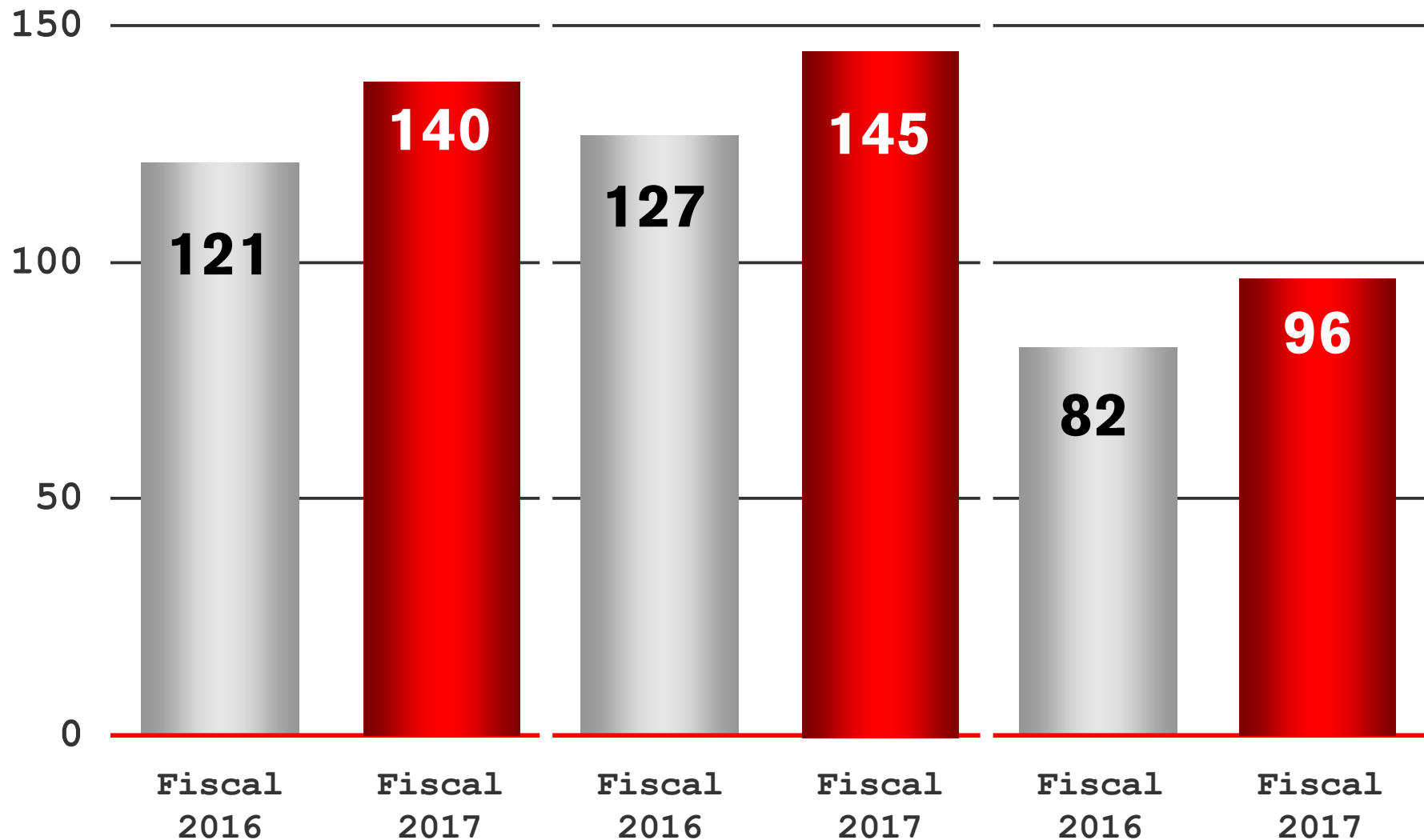
# (Consolidated)

## Operating income

## Ordinary income

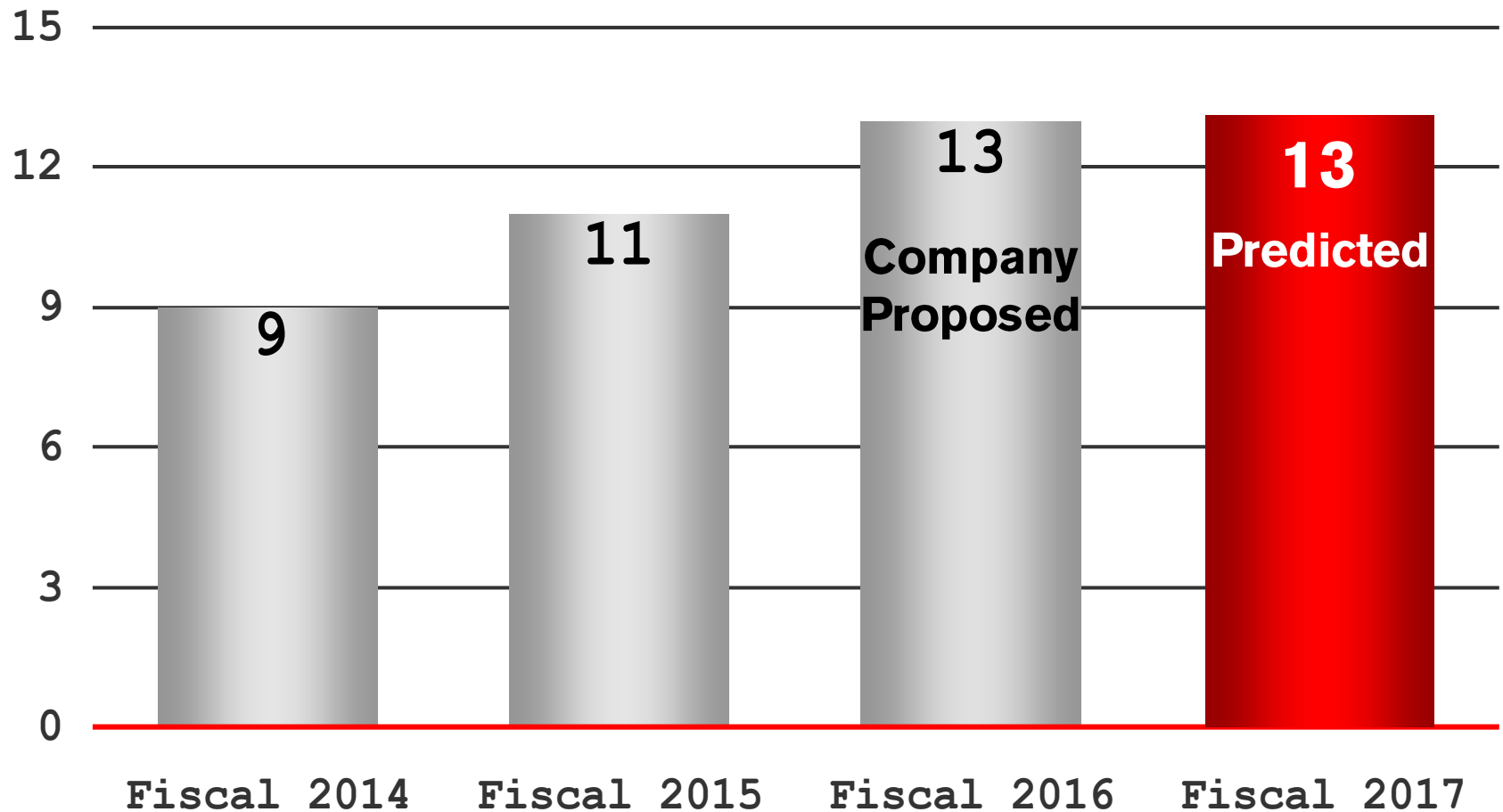
## Net profit attributable to shareholders of the parent company

(100 million yen)



# Annual dividend trends per-share

(yen)



# 94th Ordinary General Shareholders Meeting



**NISSAN SHATAI CO., LTD.**