

# 96th 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 96th fiscal period</b>	<b>4,417</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>3,936</b>
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<b>Number of voting rights owned</b>	<b>1,354,259</b>
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# **Audit Report by the Accounting Auditor and Board of Statutory Auditors**

**Please refer to pages 56 -57 of the reference  
materials appended to the Notice of  
Convocation.**

# **Items to be Reported**

**1. 96th fiscal period (April 1, 2018 –March 31, 2019) Business Report and Consolidated Financial Statements**

**2. 96th fiscal period (April 1, 2018 –March 31, 2019) Report on Financial Statements**

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



**NV200**  
**VANETTE**



**NV150**  
**AD**



**NV350**  
**CARAVAN**



**ELGRAND**



**CIVILIAN**



**ATLAS F24**



**ARMADA**



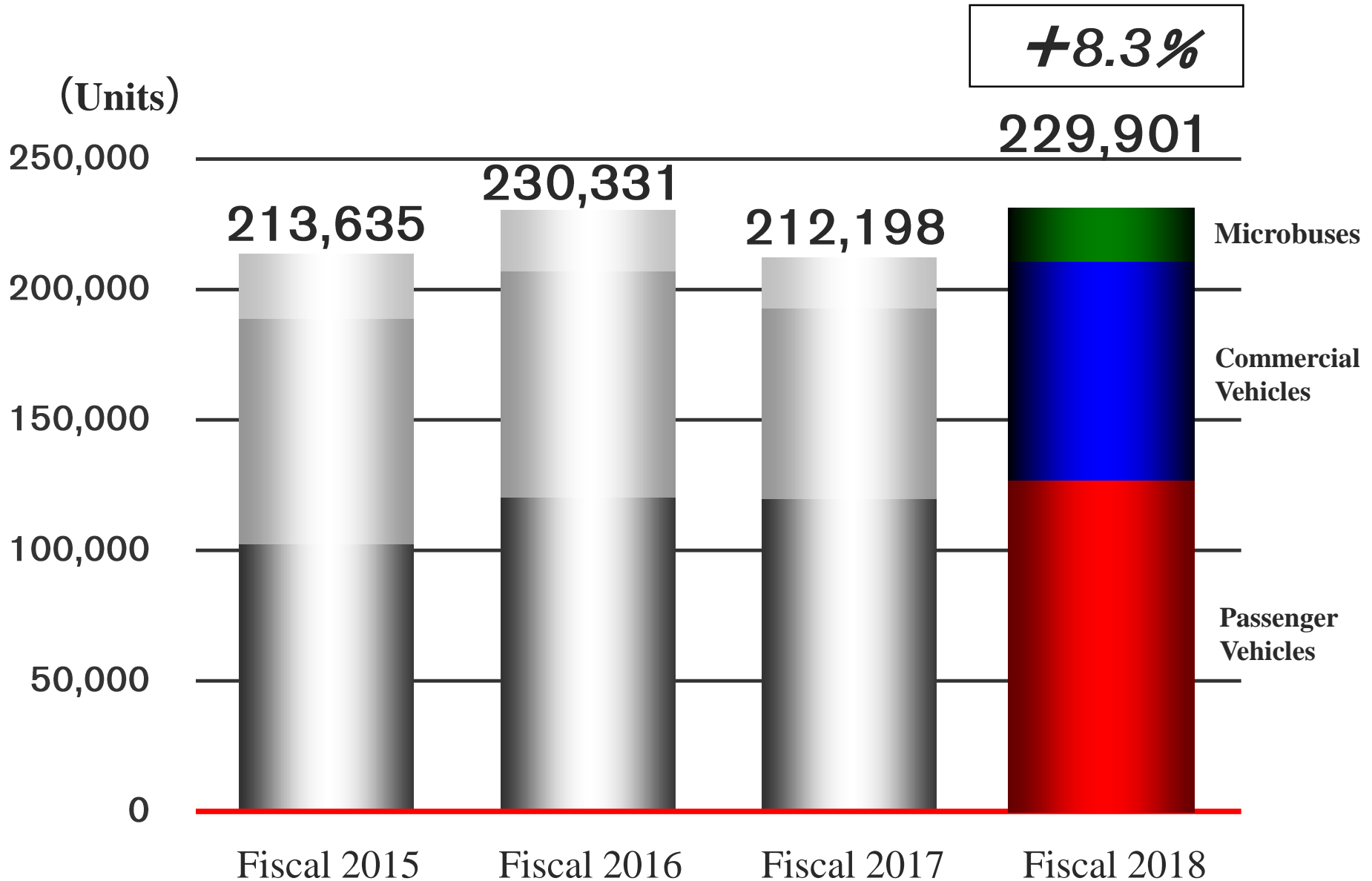
**PATROL**



Infiniti QX80



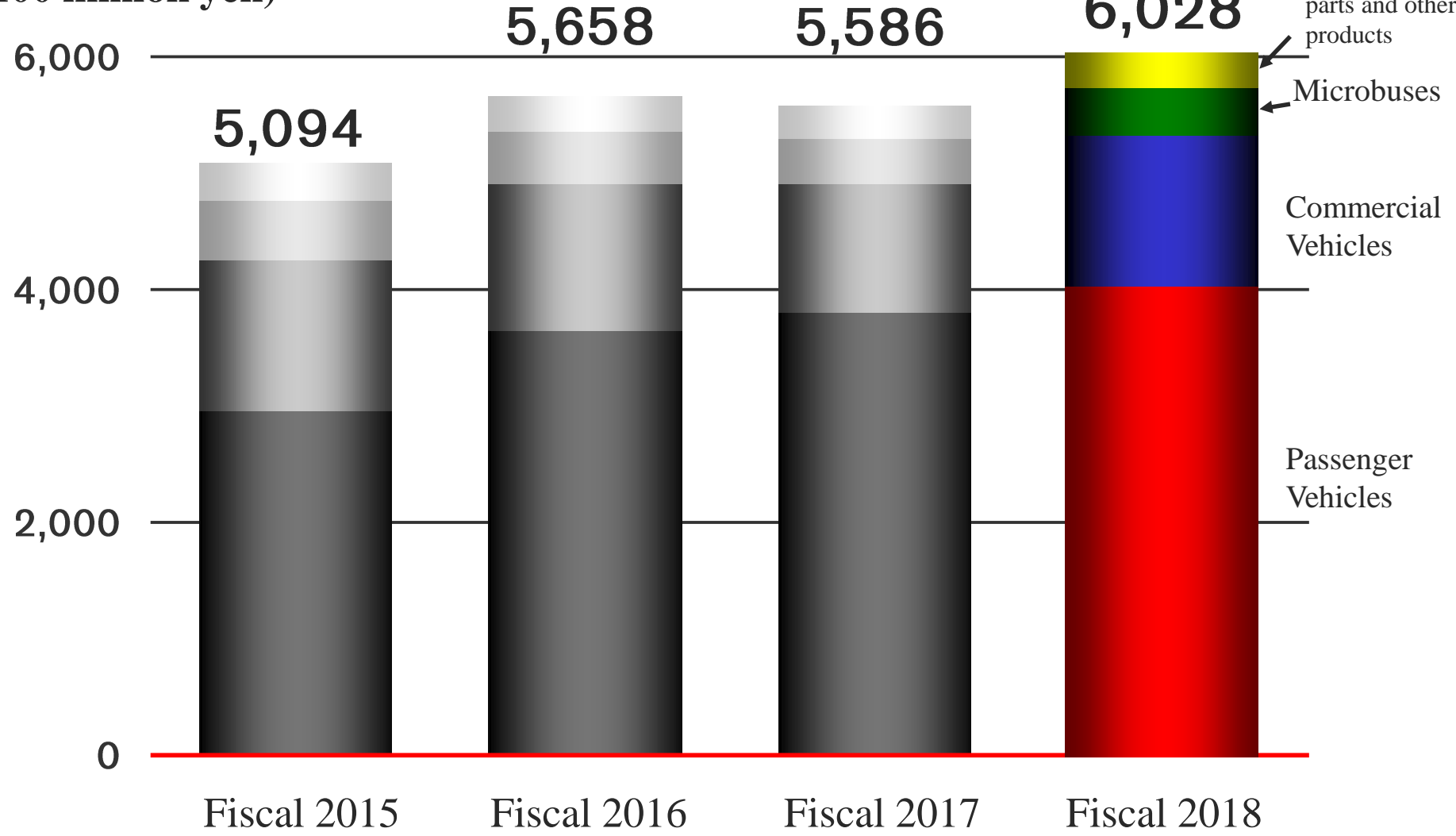
# Vehicle Sales Volume



# Net Sales (Consolidated)

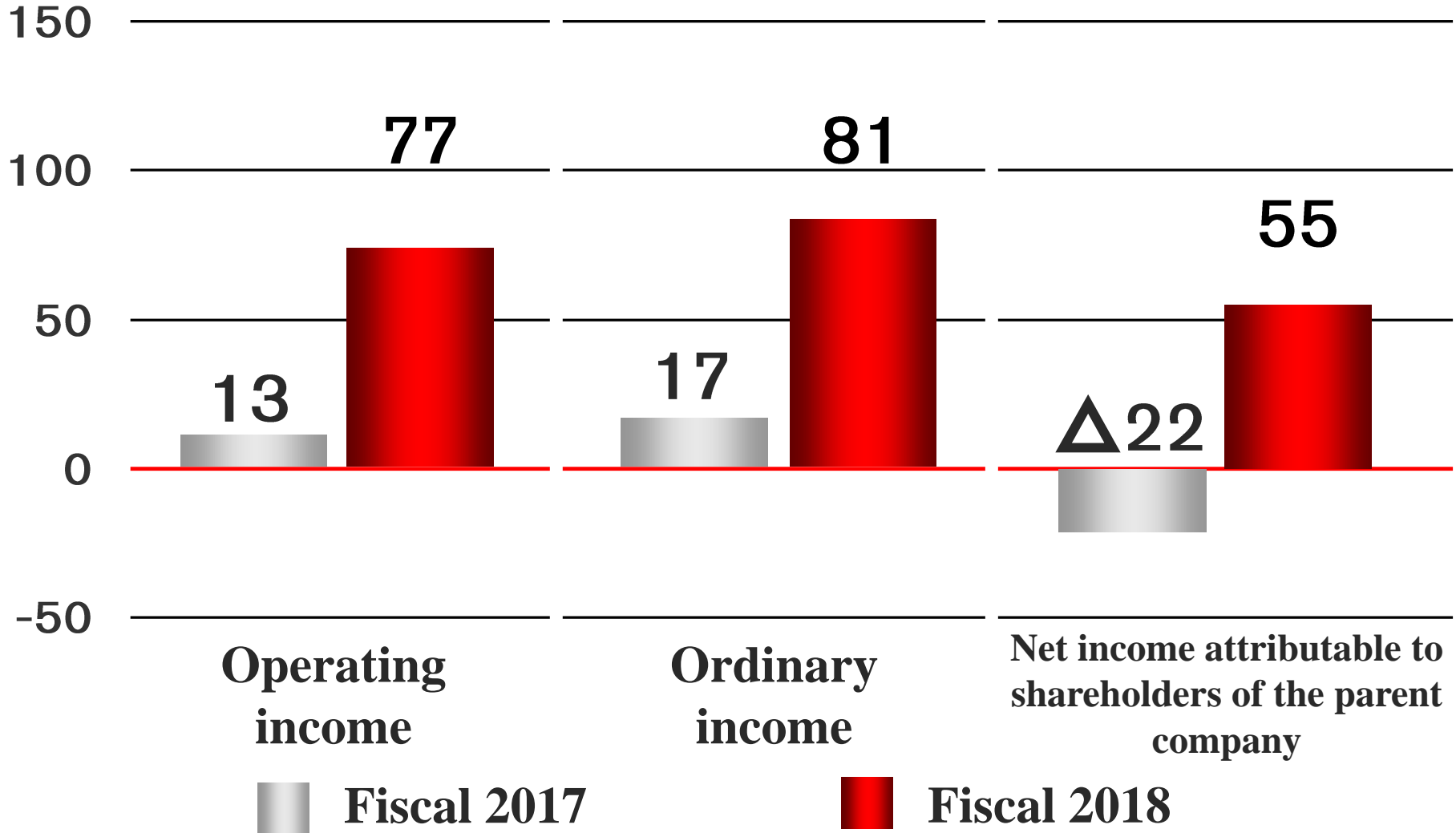
(100 million yen)

**+7.9%**



# Comparison of Income/Loss (Consolidated)

(100 million yen)



# **Funding Activities**

# Capital Expenditures

**Total of approximately ¥8.6 billion**

- **New vehicles, boosting our vehicles' appeal through minor changes**
- **Streamlining and enhancing various corporate equipment and facilities**

# **Development of Systems to Ensure Proper Conduct of Business (Internal Control)**

**Please refer to pages 29 -35 of the reference  
materials appended to the Notice of  
Convocation.**

# **Consolidated Financial Statements**

**Please refer to pages 36 -43 of the reference  
materials appended to the Notice of  
Convocation.**

# **Consolidated Balance Sheet**

**As of March 31, 2019**



# Consolidated Balance Sheet (Summary)

(100 million yen)

Item	Amount	YoY Difference	Item	Amount	YoY Difference
<b>Assets</b>	<b>2,685</b>	<b>△45</b>	<b>Liabilities</b>	<b>1,024</b>	<b>△89</b>
<b>Current assets</b>	<b>2,094</b>		<b>Current liabilities</b>	<b>897</b>	
<b>Fixed assets</b>	<b>590</b>		<b>Fixed liabilities</b>	<b>127</b>	
<b>Tangible fixed assets</b>	<b>529</b>		<b>Net assets</b>	<b>1,660</b>	<b>+43</b>
<b>Intangible fixed assets</b>	<b>10</b>		<b>Shareholders' equity</b>	<b>1,671</b>	
<b>Investments and other assets</b>	<b>51</b>		<b>Common stock</b>	<b>79</b>	
			<b>Capital surplus</b>	<b>85</b>	
			<b>Retained earnings</b>	<b>1,733</b>	
			<b>Treasury stock</b>	<b>△226</b>	
			<b>Other accumulated comprehensive income</b>	<b>△11</b>	
<b>Total</b>	<b>2,685</b>		<b>Total</b>	<b>2,685</b>	

※Please refer to page 36 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, 2018**

**To March 31, 2019**

# Consolidated Statement of Income (Summary) (100 million yen)

Item	Amount
Net sales	6,028
Cost of sales	5,879
Gross profit	148
Selling, general, and administrative expenses	71
<b>Operating income</b>	<b>77</b>
Non-operating income	6
Non-operating expenses	2
<b>Ordinary income</b>	<b>81</b>
Special gains	0
Special losses	2
Total income taxes	23
<b>Net losses attributable to shareholders of the parent company</b>	<b>55</b>

※Please refer to page 37 of the reference materials appended to the Notice of Convocation for details.

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

**From April 1, 2018  
To March 31, 2019**

**Please refer to pages 38 -39 of the reference  
materials appended to the Notice of  
Convocation.**

# **Financial Statements**

**Please refer to pages 44 -53 of the reference materials appended to the Notice of Convocation.**

# Gratitude on 70th Anniversary of NISSAN SHATAI

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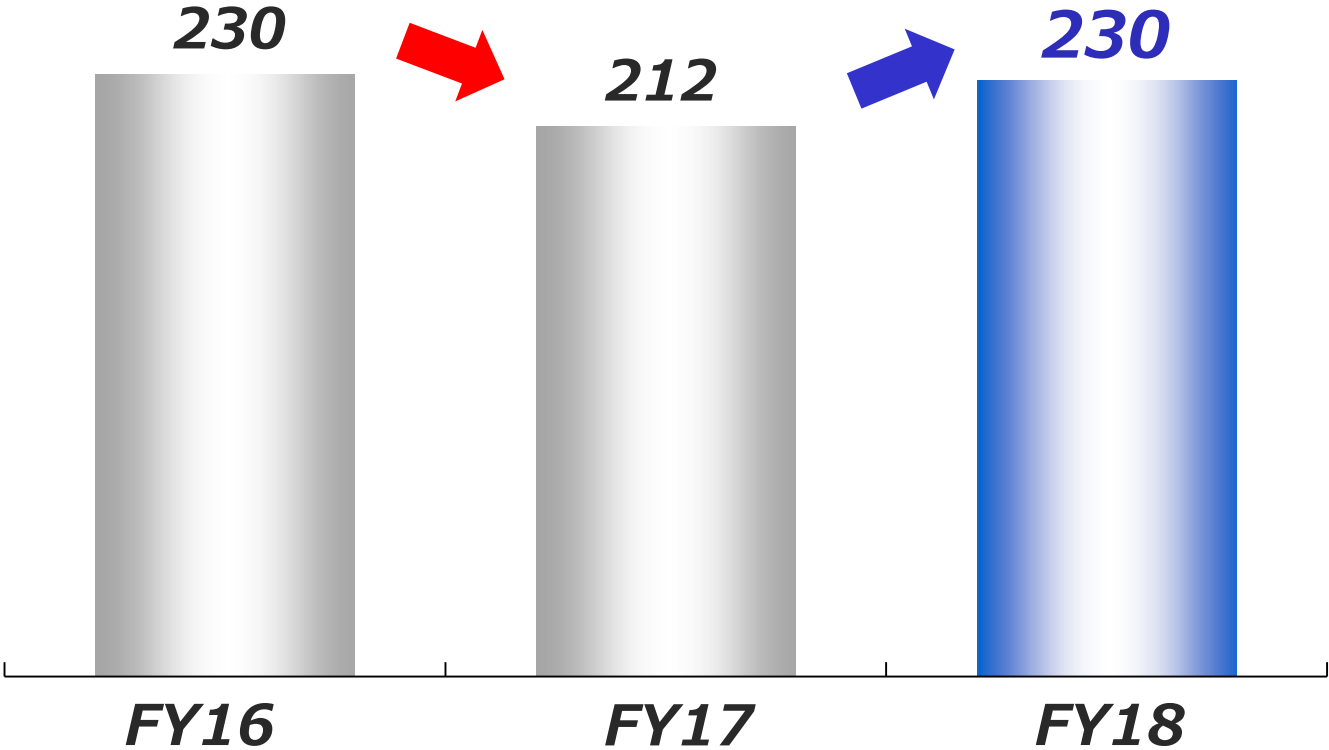
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NISSAN SHATAI CO., LTD.

# **Initiatives to Address Challenges**

# Review of FY2018

## FY18 Production Annual Results (1000 units)





# Review of FY2018

## Production lines

### *Shonan Plant*



**In the second half of FY2018, Shonan Plant changed from a two-team, two-shift production system to a single group production system.**

### *Nissan Shatai Kyushu*

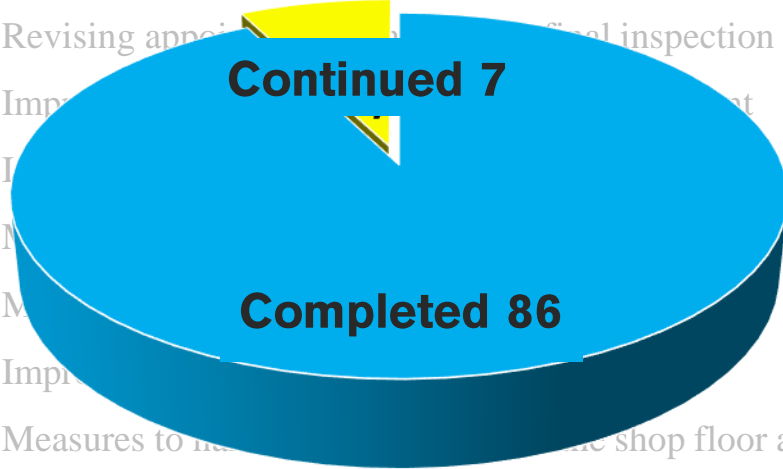


**In June 2019, Nissan Shatai Kyushu also changed from a three-team, three-shift production system to a two-team, two-shift production system.**

# Review of FY2018

## Progress in countermeasures to avoid re-occurrence of final inspection issue (14 items, 93 cases)

- ① Correcting the composition and operation of the final inspection line (two cases remaining) ⇒ To be completed September 2020
- ② Revising appointment of final inspection personnel and correcting education standards
- ③ Improving the composition of final inspection personnel
- ④ Improving the operation of final inspection
- ⑤ Improving the operation of sampling inspections
- ⑥ Measures to improve the shop floor and the managerial layer
- ⑦ Improving the operation of sampling inspections
- ⑧ Measures to improve the shop floor and the managerial layer
- ⑨ Strengthening the organization ⇒ To be completed June 2019
- ⑩ Implementing the above measures and the follow-up structure
- ⑪ Correcting the operation of sampling inspections
- ⑫ Establishing sampling inspection (two cases remaining) ⇒ To be completed March 2020
- ⑬ Additional measures ([items added in February 2019])
- ⑭ Strict compliance (two cases remaining) ⇒ To be completed September 2019



~ main issues carried over ~

- Optimal system response to final inspection lines
- Revising our mission statement

# Review of FY2018

## More Competitive Vehicles



**NV200 VANETTE**

Quick Comfort Seat Heater added for comfortable winter driving

All grades saturated with advanced safety devices



**ELGRAND**

Even more easy to use with first model change in 20 years

Emergency brake



Collision avoidance assistance for accelerator-brake errors



**PARAMEDIC**

# Efforts for FY2019

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

### **[Fundamental Direction]**

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 Mid-Term Goals]**

**More Competitive Vehicles**

Producing highly appealing vehicles to increase production and sales

**More Competitive Plants**

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

**More Competitive Technologies and Skills**

Establishing global technology bases for LCV and frame-vehicle manufacturing

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

# Efforts for FY2019

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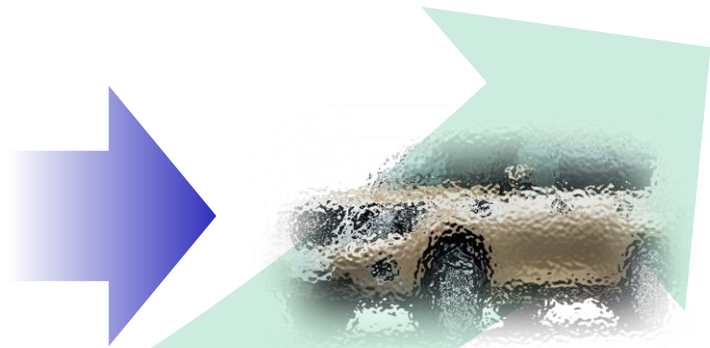
**Acting as a foundation to support all of our activities**

# Efforts in FY 2019    More Competitive Vehicles

## This year's new model events



**Y62 Patrol**

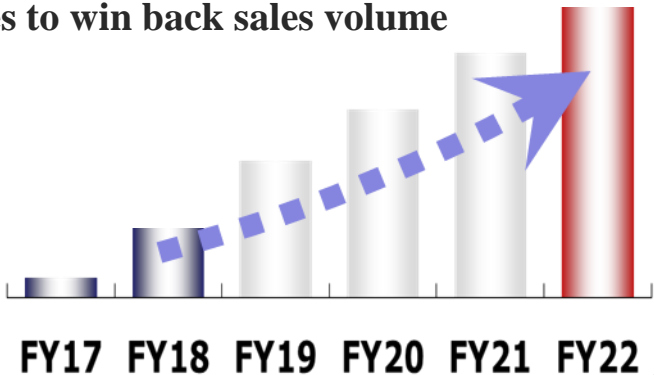


**Launch large-scale minor changes for the Middle East**

**Win back sales volume in Middle East sales**

# Efforts in FY 2019 More Competitive Vehicles

Activities to win back sales volume



Expand activities geographically

**Middle East and North Africa**  
• Resume activities in Saudi Arabia  
• Expand activities in Morocco

**Latin America**  
Conduct survey in cooperation with Nissan Trading

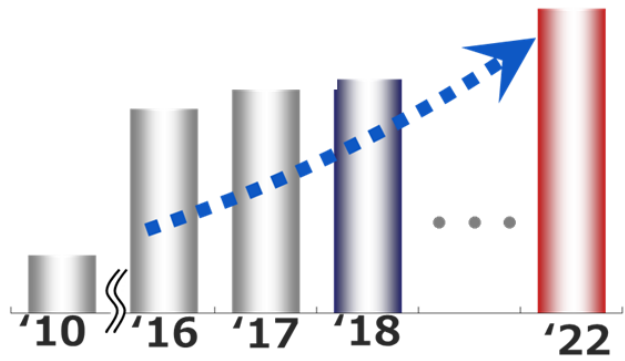
**Africa**  
Expand activities in Sub-Saharan Africa

**Southeast Asia and Oceania**  
Expend activities in Thailand, Malaysia, New Guinea



# Efforts in FY 2019 More Competitive Vehicles

Expansion of conversion sales



Consider adding more dedicated colors and two-tone painting to specifications



NISSAN SHATAI CO., LTD.



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**NISSAN SHATAI CO., LTD.**

# Efforts in FY 2019 More Competitive Plants

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

Designated by prestigious North American magazine *Consumer Reports* as “Recommended”



**RECOMMENDED**



**ARMADA**

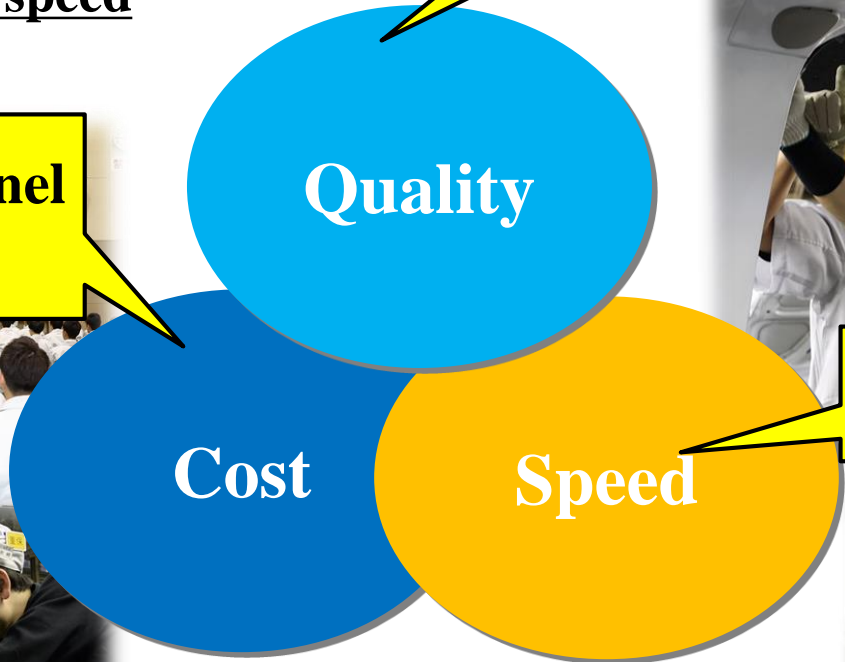
NISSAN SHATAI CO., LTD.

# Efforts in FY 2019 More Competitive Plants

Shonan Plant and Nissan Shatai Kyushu: Initiatives to enhance quality, cost, and speed

- Top quality in U.S.A.
- *Kaizen* movement for focal points in quality issues

- Optimal personnel deployment plan



- Comprehensive improvement of facility and equipment efficiency



More competitive plants through comprehensive improvement of facility and equipment efficiency

# Efforts for FY2019

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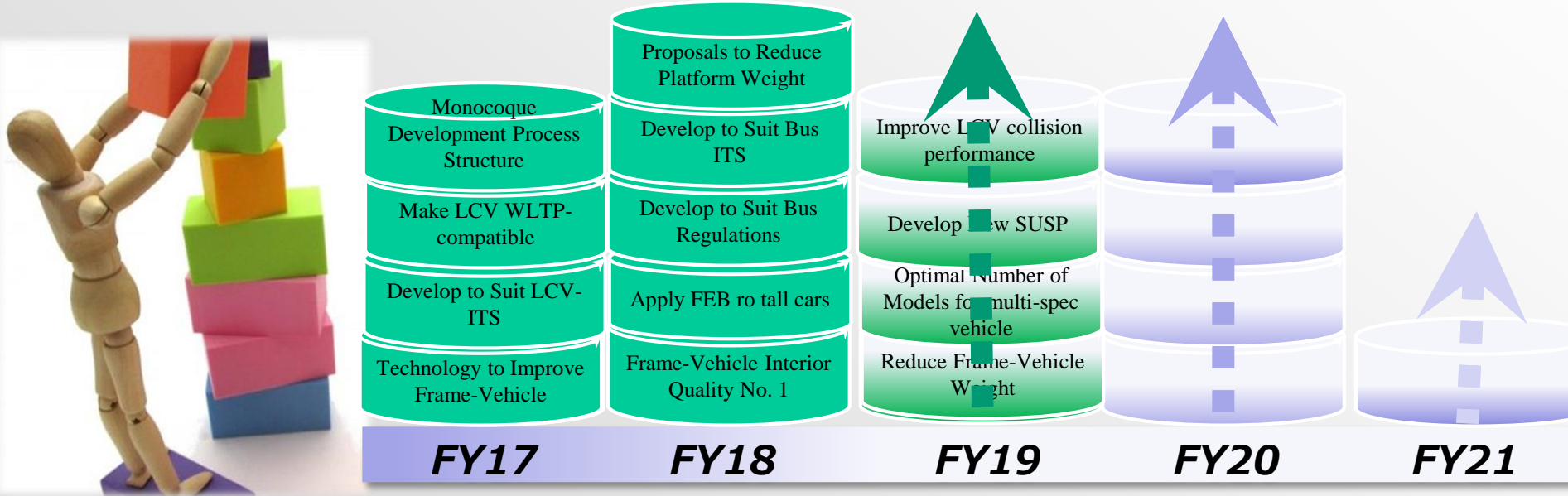
**Acting as a foundation to support all of our activities**

**NISSAN SHATAI CO., LTD.**

# Efforts in FY 2019 More Competitive Technologies and Skills

## Primary Efforts in FY19 Related to Technologies

- ✓ Develop Weight-Saving Technologies for Frame-Vehicles
- ✓ Propose Optimal Model Number for Monocoque Cab-Over Vehicles
- ✓ Develop New Suspension
- ✓ Improve collision performance of LCVs



Promote technology accumulation by adding more advanced ITS

# Efforts for FY2019

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## Promotion of Diversity

“Realizing workplaces in which it is easy to work for all”

### Reduced work schedule system

- Reduction in working hours
- Night work/overtime work (childcare/nursing)



### Holiday system

Family support leave (childcare, nursing)



### Childcare support

- Telecommuting
- Babysitter support service
- Opened daycare center (Shonan)
- Daycare center expense subsidy (NS-K)

### Holiday system

- Maternal protection leave
- Childcare leave (for men as well)



Creating an environment where available systems are easy to use

# Efforts for FY2019 The Foundation Supporting all of Our Activities

## Opened Day-Care Center for kids Operated by Nissan Shatai



April 1, 2019, Opening ceremonies for Kids Caravan

NISSAN SHATAI CO., LTD.



## Promotion of Diversity

“Realizing workplaces in which it is easy to work for all”

Raise usage rate

### Reduced work schedule system

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# **Initiatives to Address Challenges**

# 96th Ordinary General Shareholders Meeting



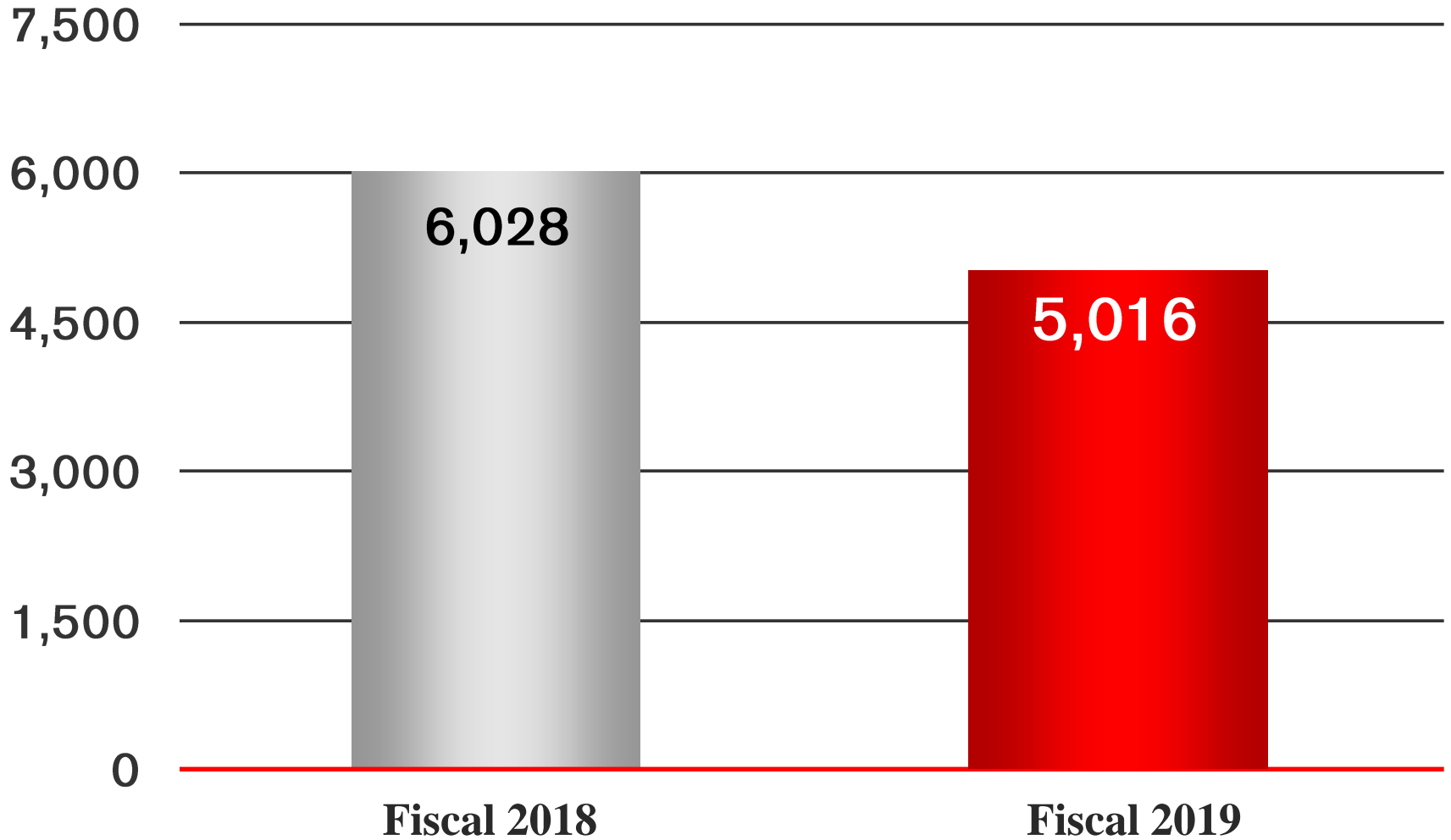
**NISSAN SHATAI CO., LTD.**

# **Business Outlook for Fiscal 2019**

**(Consolidated)**

## Net Sales

(100 million yen)



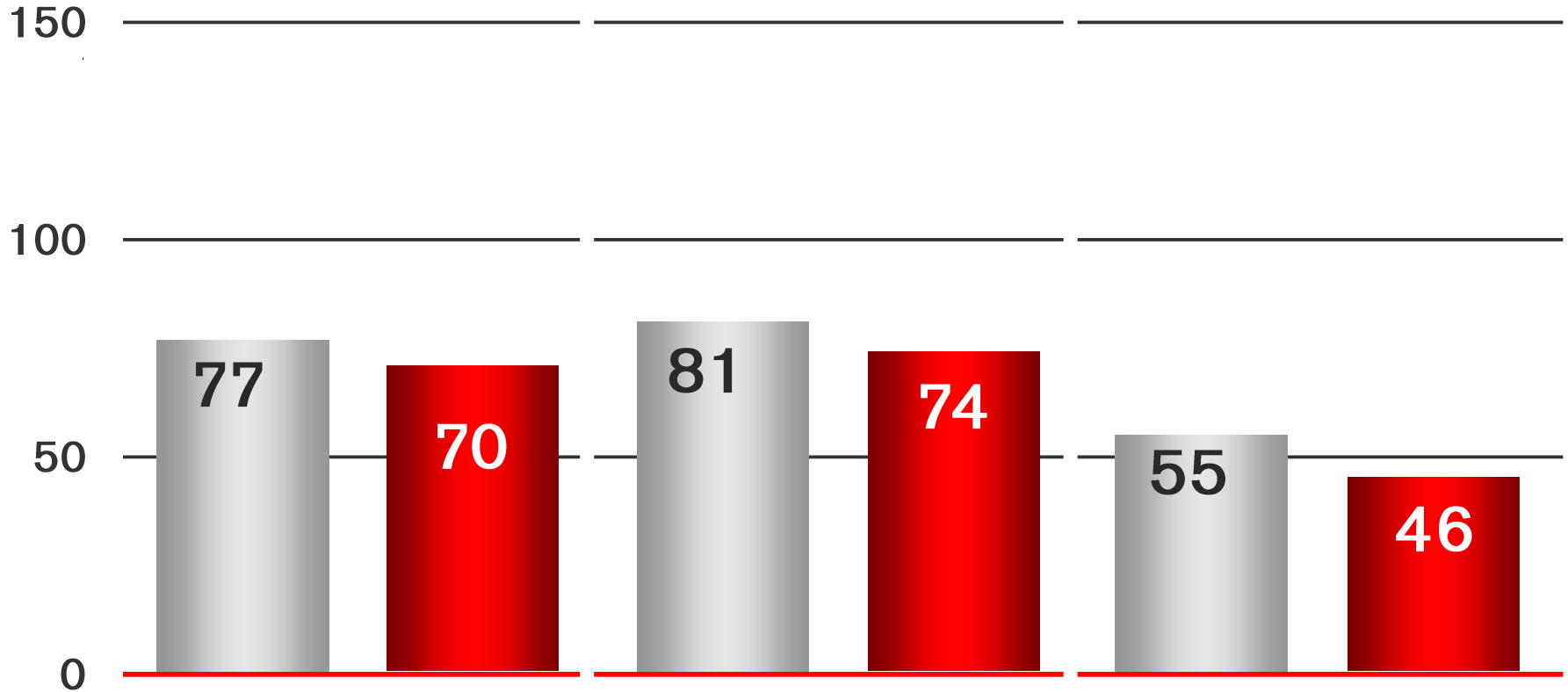
# (Consolidated)

(100 million yen)

**Operating income**

**Ordinary income**

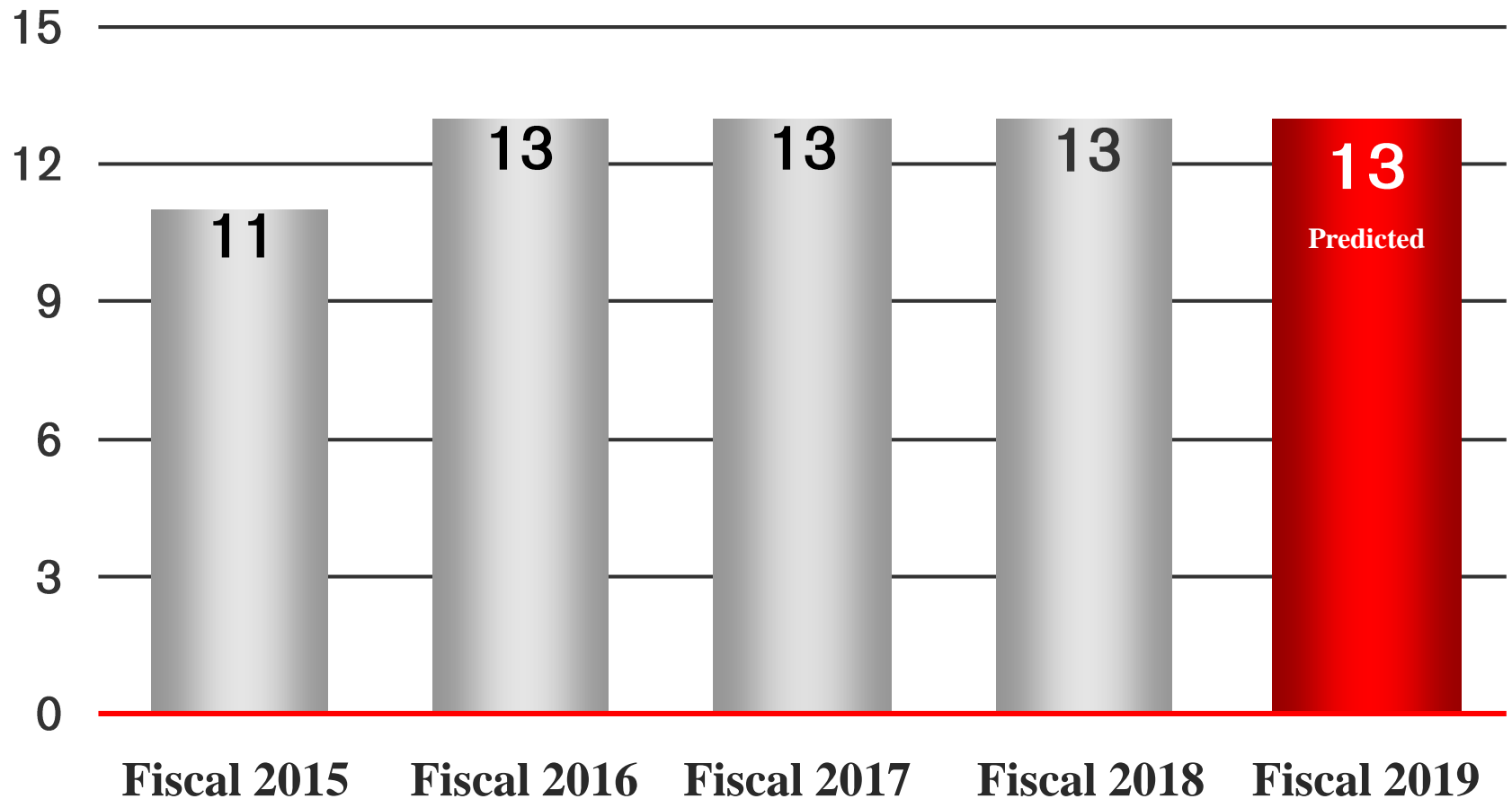
**Net income attributable to shareholders of the parent company**



**Fiscal 2018 Fiscal 2019 Fiscal 2018 Fiscal 2019 Fiscal 2018 Fiscal 2019**

# Annual dividend trends per-share

(Yen)





# 96th Ordinary General Shareholders Meeting



**NISSAN SHATAI CO., LTD.**