

97th Ordinary General Shareholders Meeting



NISSAN SHATAI CO., LTD.

Report on the Number of Voting Rights

Report on the Number of Voting Rights

Total number of shareholders as at the end of the 97th fiscal period	3,943
Total number of shares issued	157,239,691
Number of shareholders with voting rights	3,466
Number of voting rights owned	1,354,264

**Audit Report by the
Accounting Auditor and
Board of Statutory Auditors**

**Please refer to pages 46 - 47 of the
reference materials appended to the
Notice of Convocation.**

Items to be Reported

1. 97th fiscal period (April 1, 2019 –March 31, 2020)

**Business Report and Consolidated Financial
Statements**

2. 97th fiscal period (April 1, 2019 –March 31, 2020)

Report on Financial Statements

Items Pertaining to the Current State of the Corporate Group



NV200
VANETTE



NV150
AD



ELGRAND



NV350
CARAVAN



ARMADA



PATROL



Infiniti QX80

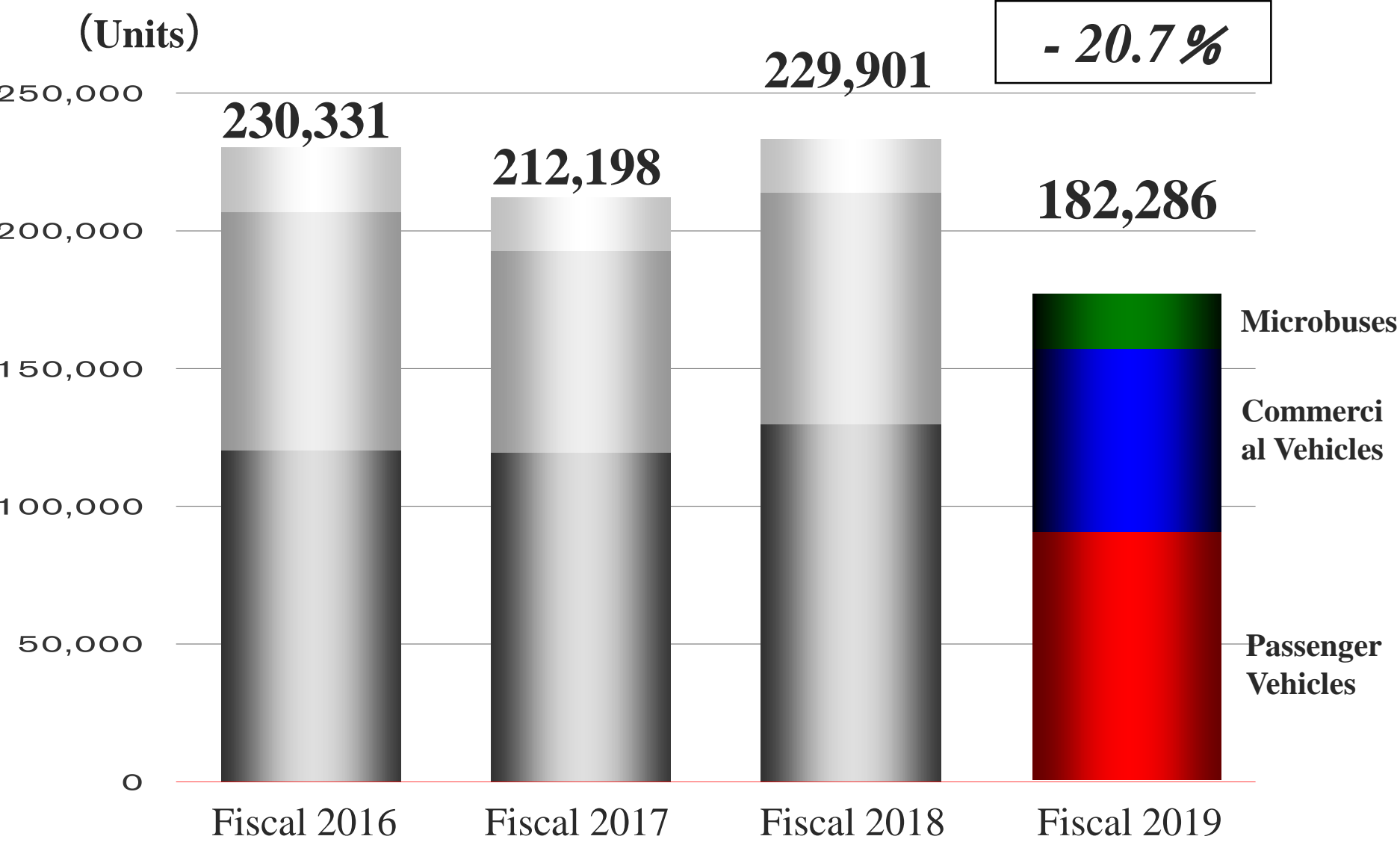


CIVILIAN



ATLAS F24

Vehicle Sales Volume



Net Sales (Consolidated)

(100 million yen)

-17.3%

6,000

5,658

5,586

6,028

4,988

4,000

2,000

0

Fiscal 2016

Fiscal 2017

Fiscal 2018

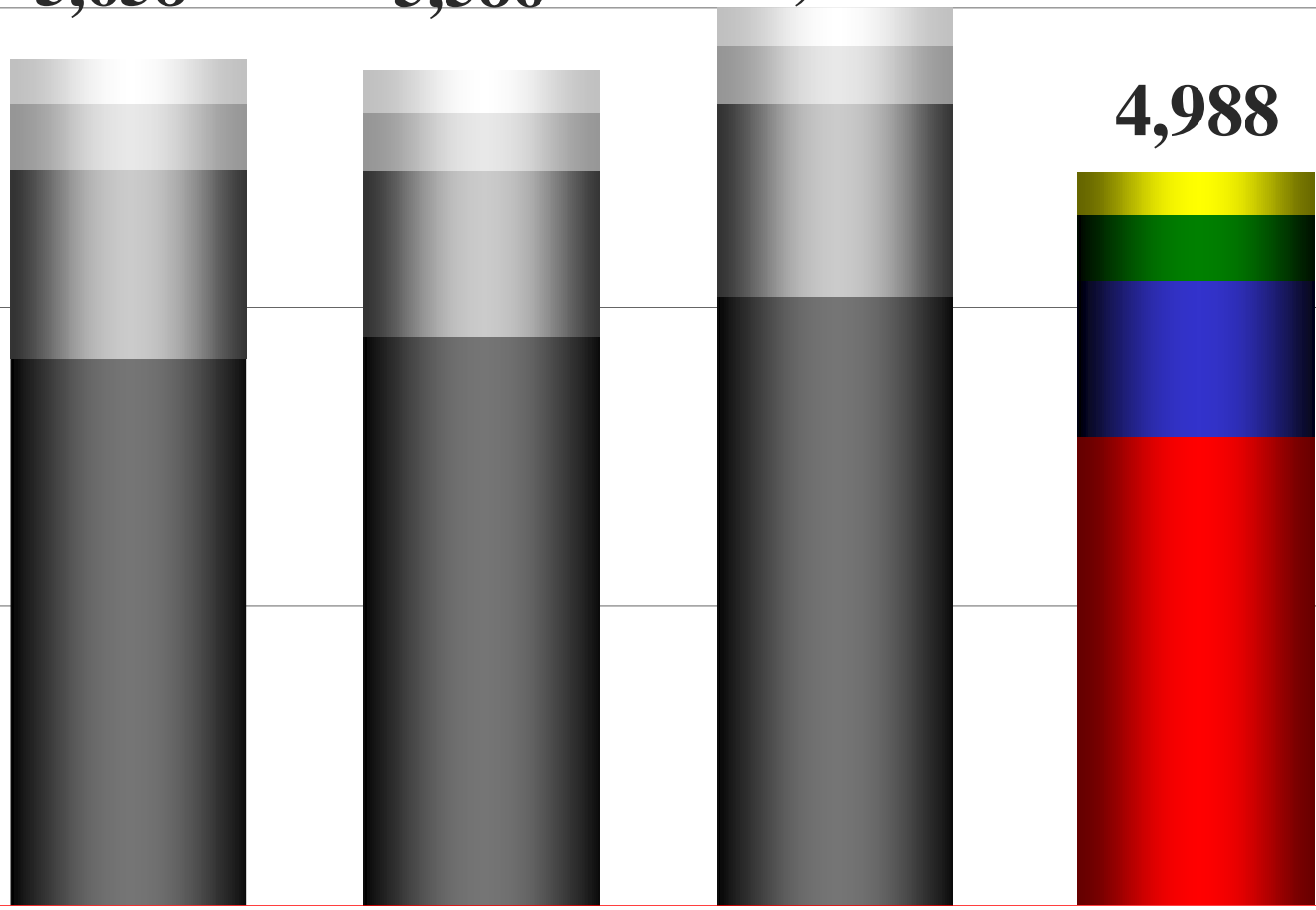
Fiscal 2019

Vehicle parts and other products

Microbuses

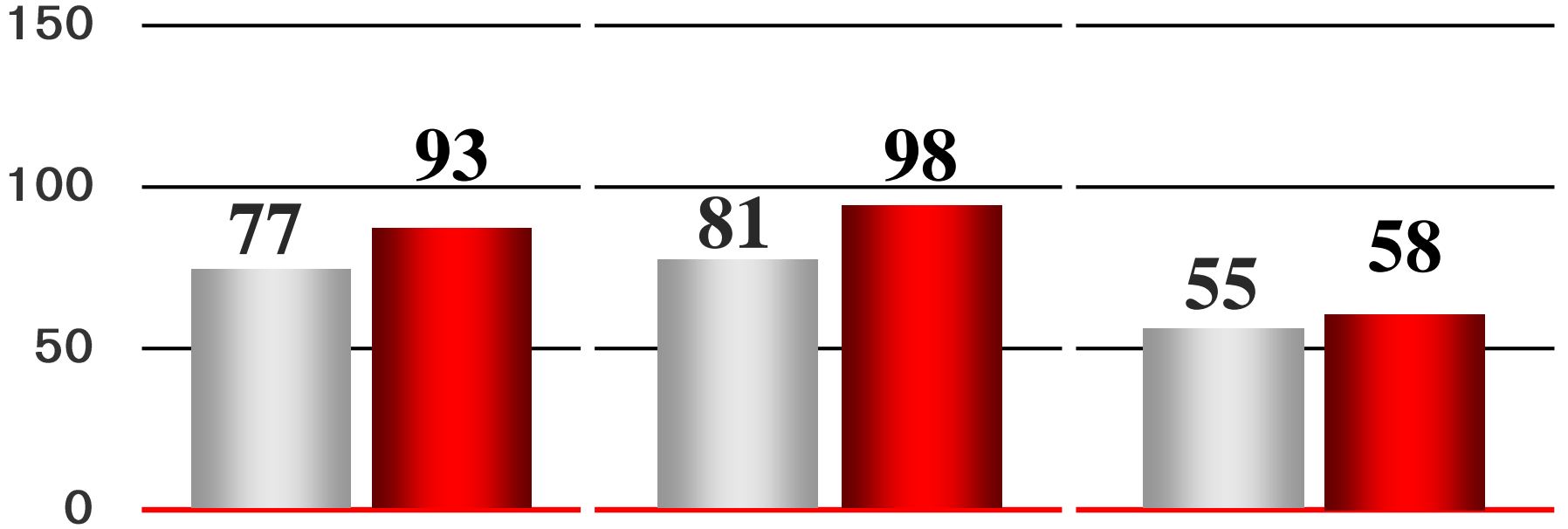
Commercial Vehicles

Passenger Vehicles



Comparison of Income/Loss (Consolidated)

(100 million yen)



**Operating
income**

**Ordinary
income**

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

 **Fiscal 2018**

 **Fiscal 2019**

Funding Activities

Capital Expenditures

Total of Approximately ¥8.4 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 17 - 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, 2020**

Consolidated Balance Sheet (Summary)

(100 million yen)

Item	Amount	YoY Difference	Item	Amount	YoY Difference
Assets	2,647	△38	Liabilities	959	△65
Current assets	2,077		Current liabilities	808	
Fixed Assets	569		Fixed liabilities	151	
Tangible fixed assets	499		Net assets	1,687	+27
Intangible fixed assets	10		Shareholders' equity	1,711	
Investments and other assets	59		Common stock	79	
			Capital surplus	85	
			Retained earnings	1,774	
			Treasury stock	△226	
			Other accumulated comprehensive income	△24	
Total	2,647		Total	2,647	

※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, 2019
To March 31, 2020**

Consolidated Statement of Income (Summary)

(100 million yen)

Item	Amount
Net sales	4,988
Cost of sales	4,821
Gross profit	166
Selling, general, and administrative expenses	73
Operating income	93
Non-operating income	7
Non-operating expenses	2
Ordinary income	98
Special gains	0
Special losses	12
Total income taxes	27
Net profit attributable to shareholders of the parent company	58

※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, 2019
To March 31, 2020**

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

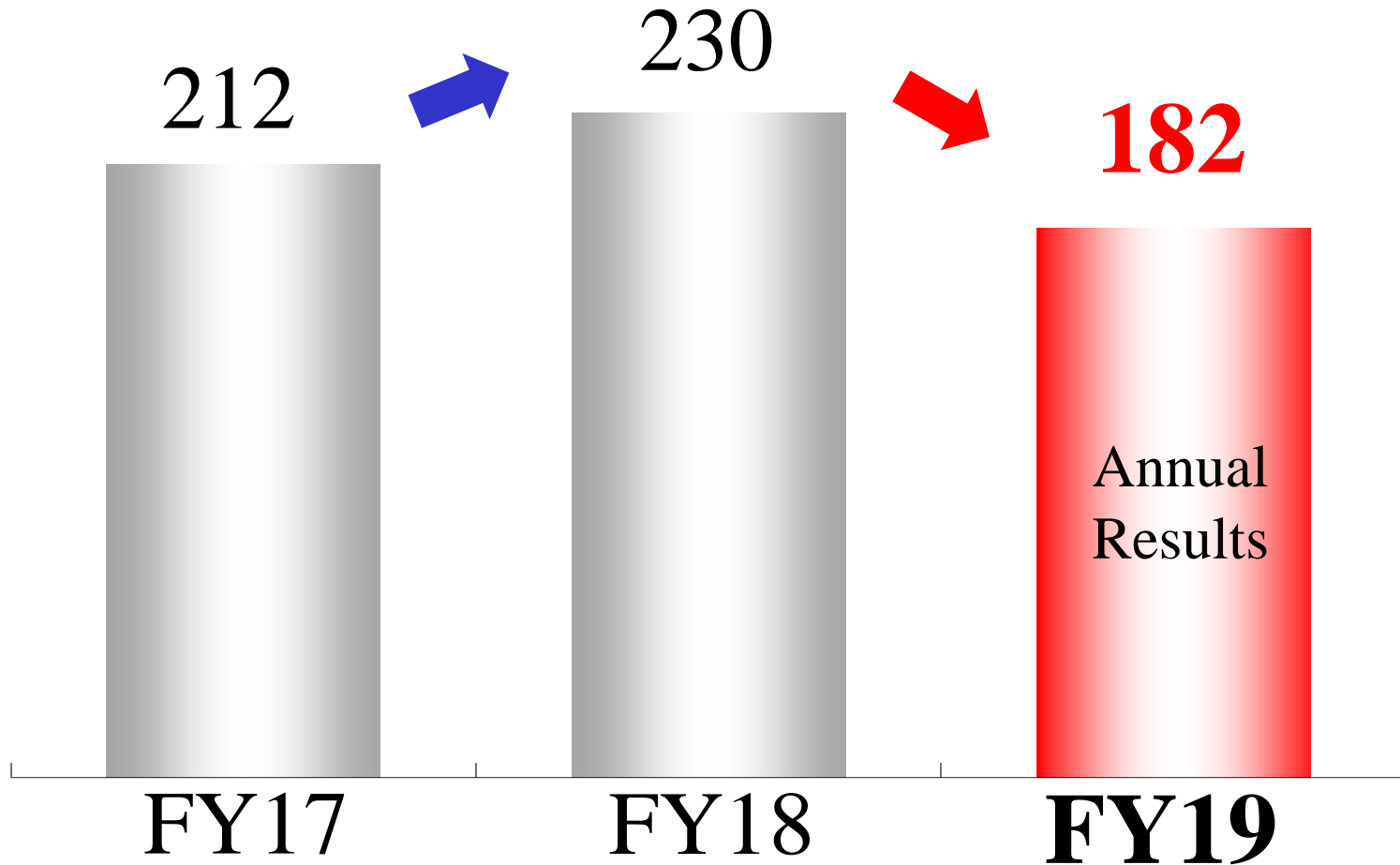
Financial Statements

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

Initiatives to Address Challenges

Review of FY2019

FY19 Production Annual Results (1000 units)



Review of FY2019

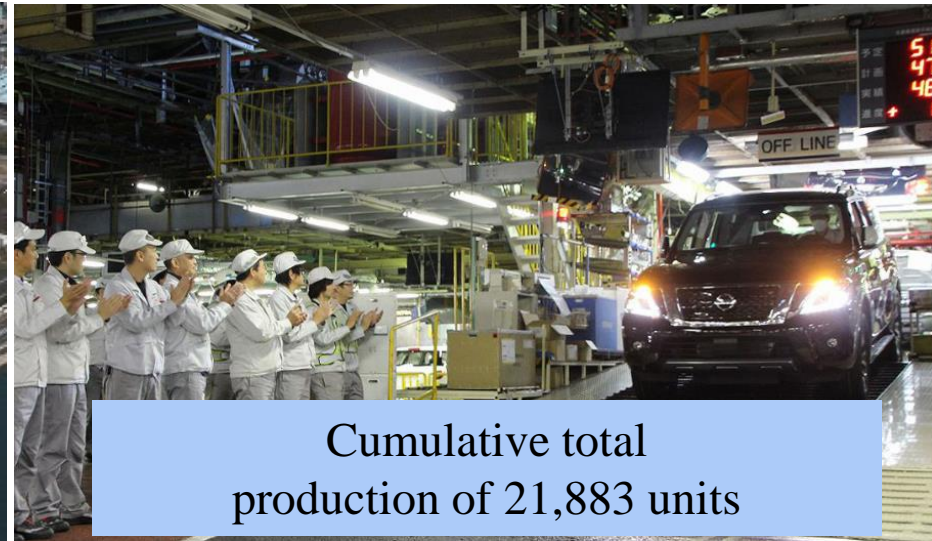
Production Lines

Nissan Shatai Kyushu



A two-team, two-shift production system (since June 2019)

Shonan



Cumulative total production of 21,883 units

Ceased supplemental Armada production (until January 2020)

Shift to execution phase completed for all 93 items of 14 categories to prevent reoccurrences

**Completed construction of the optimal final inspection lines
(electronic recording system started)**



Tablet devices



Large monitors

FY2019 New Models

Minor changes to Patrol (for the Middle East)

Changed outer appearance and adopted a new navigation system



Dual screens (8 inch and 7 inch)

FY2019 New Models

Minor change to NV 200 (domestic)

Adopted collision damage reduction brakes that detect pedestrians
⇒ All domestic Nissan Shatai vehicles are eligible for the "support car subsidy"

HBA (high beam assist)



FEB (front emergency break)



TSR (traffic sign recognition)

車両進入禁止標識



一時停止標識



最高速度標識



LDW (lane departure warning)



Efforts for FY2020

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 FY2020

More Competitive Vehicles

This year's new model events



**Launch vehicles
with minor changes**

Aim to regain sales volume as economic activity resumes

Efforts for FY2020

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Efforts for FY2020 More Competitive Plants

Maintain top level in
Nissan Group Japanese Market Initial Quality Assessments



	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19
1位								
2位					ノート			
3位			キューブ	ノート	キューブ		ノート	

Efforts for FY2020 More Competitive Plants

Shonan Plant and
Nissan Shatai Kyushu

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



Quality

- Comprehensive improvement of facility and equipment efficiency

Cost

Speed

- Optimization of fixed costs
- Optimal personnel deployment plan



Continue working to strengthen plant competitiveness

Efforts for FY2020

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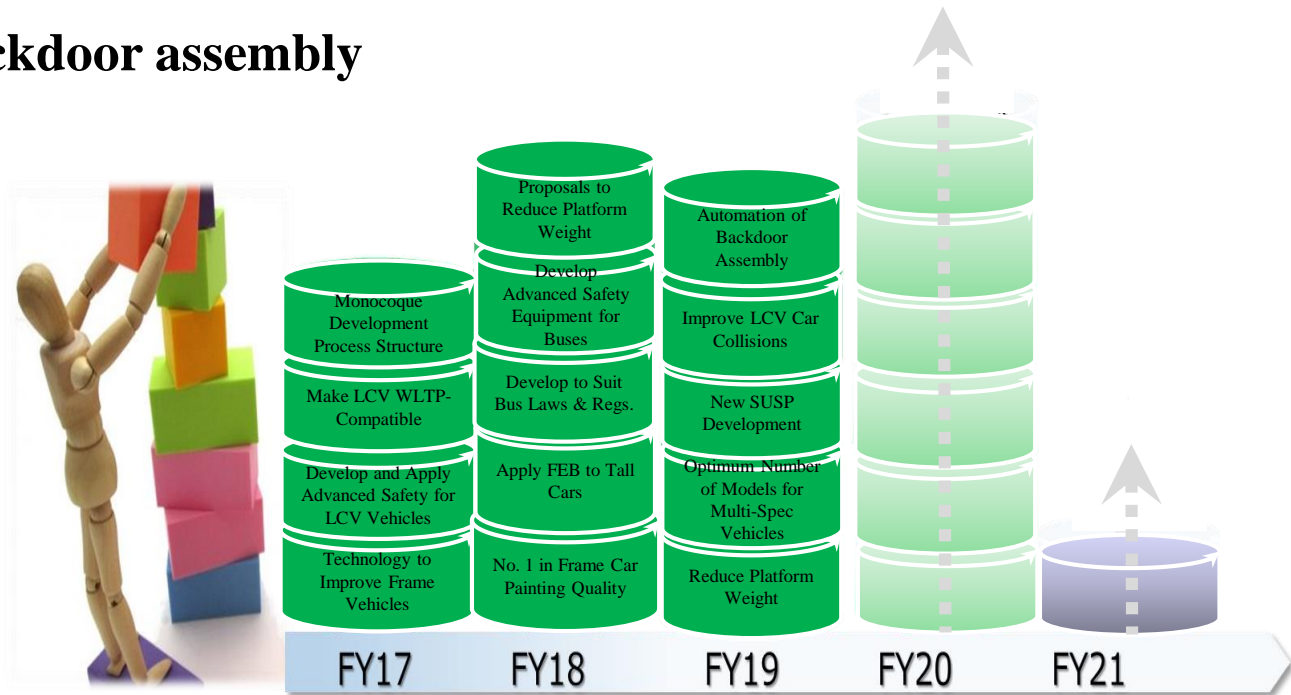
Efforts for FY2020

More Competitive Technologies and Skills

Improve off-road driving performance

Development of new frame structure

Automation of backdoor assembly



Works towards further applying advanced safety technology, improve SUV driving performance, etc.

Efforts for FY2020

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Acting as a foundation to support all of our activities

The Foundation Supporting all of Our Activities

Promotion of Diversity

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

Raise usage rate



Reduced work schedule system

Teleworking system

Childcare and nursing support

On-premise day care center

Holiday system

Family support leave (childcare, nursing)

Holiday system

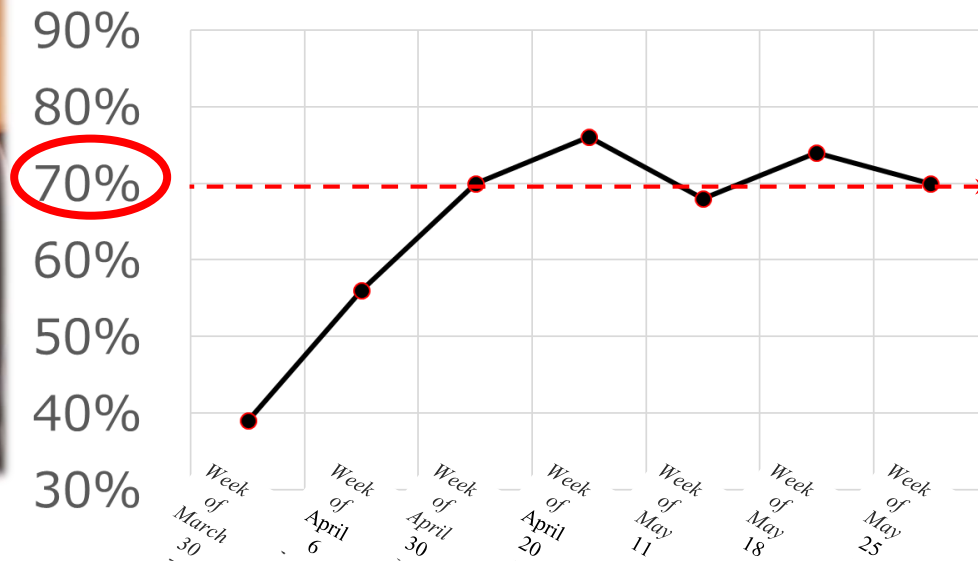
- Maternal protection leave
- Childcare leave (for men as well)

Creating an environment where available systems are easy to use

Expand and continue teleworking



<Teleworking rate (departments at HQ)>



- Continue achieving a 70% teleworking rate
- Continue efforts even after the COVID-19 outbreak is settled, leading to work-style *kaizen*

Support Activities Related to COVID-19 (1)

Conducted the following activities to support medical and health care facilities

- 1) Provided face shields made in-house (Kanagawa Pref: 1000; Hiratsuka City: 490)
- 2) Made face shield parts using 3D printers (660/week with Nissan companies)
- 3) Donated dust masks (1,365 masks via Japan Auto Body Industries Association)
- 4) Provided NV350 equipped for transport of mildly-ill people



Donating face shields to Hiratsuka City

Production facility

Using 3D printers



Vehicle equipped for
transport of mildly-ill people
(NV350)

Support Activities Related to COVID-19 (2)

**Conducted the following activities
to support medical and health care facilities**

5) Produced "Gowns" for medical staff and health care workers (Kanagawa Pref: 2500; Fukuoka Pref: 5000)



Gowns for Health Care Workers



Sheet Cutting



Thermal Fastening

Office Measures to Prevent the Spread of COVID-19

Comply with the National and Japan Business Federation's Guidelines on Prevention Infection

- 1) Temperature checks (every morning)
- 2) Mask wearing *In-house product, aim for self sufficiency
- 3) Hand washing (7 times/day or more)
- 4) Sterilization and disinfection
- 5) Ventilation
- 6) Expansion of telework (HQ departments)
- 7) Avoidance of the '3 Cs' (via remote meetings, staggered work times, etc.)
- 8) Installation of droplet infection prevention partitions



8) Droplet Prevention Partitions



Initiatives to Address Challenges

97th Ordinary General Shareholders Meeting



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