

# 98th 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 98th fiscal period</b>	<b>4,292</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>3,788</b>
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<b>Number of voting rights owned</b>	<b>1,354,270</b>
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**Audit Report by the  
Accounting Auditor and  
Board of Statutory Auditors**

**Please refer to pages 58 - 59 of the  
reference materials appended to the  
Notice of Convocation.**

# **Items to be Reported**

**1. 98th fiscal period (April 1, 2020 –March 31, 2021)**

**Business Report and Consolidated Financial  
Statements**

**2. 98th fiscal period (April 1, 2020 –March 31, 2021)**

**Report on Financial Statements**

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



**NV200**  
VANETTE



**AD**



**ELGRAND**



**CARAVAN**  
NV350



**ARMADA**



**PATROL**



**Infiniti QX80**



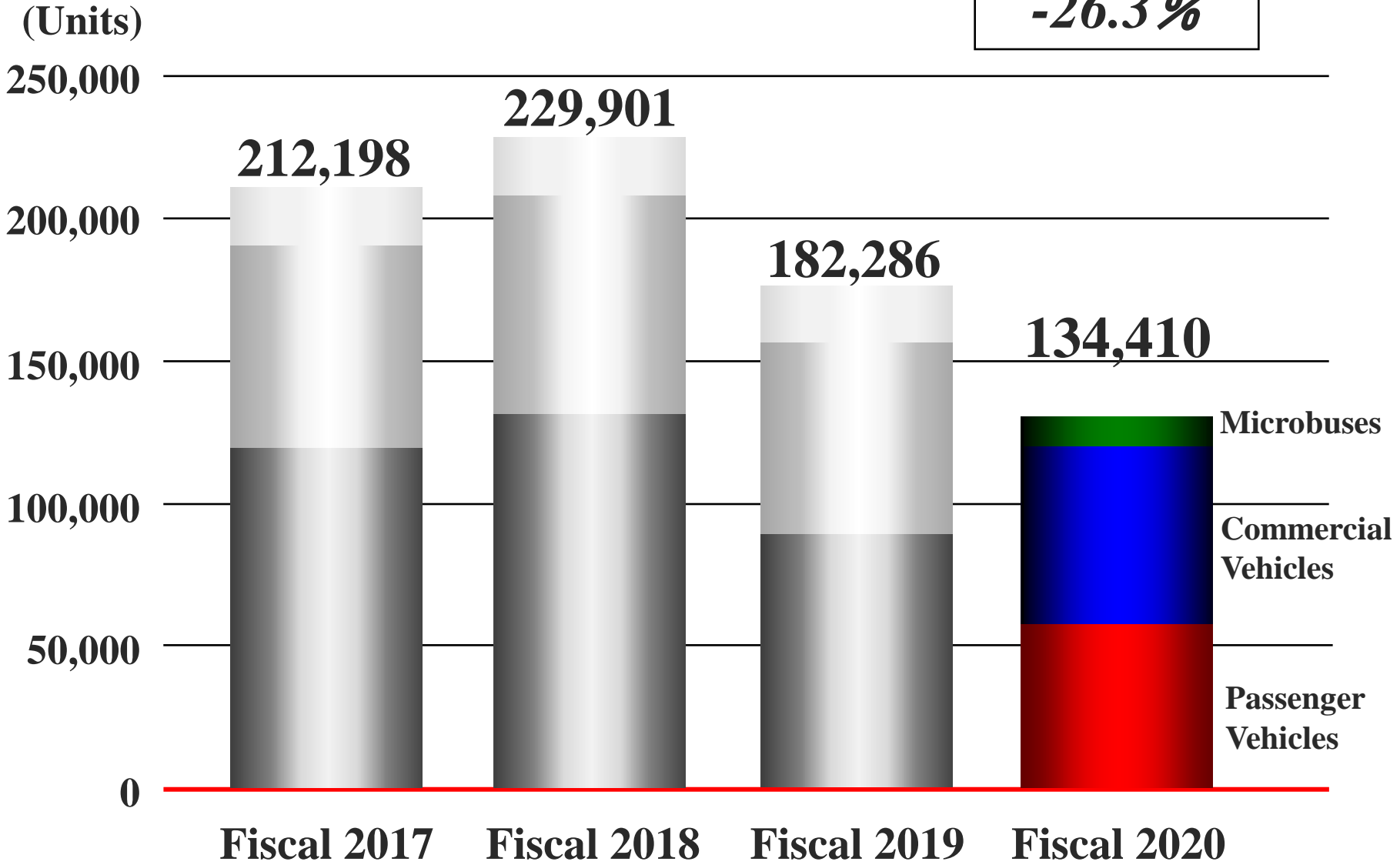
**CIVILIAN**



**ATLAS F24**

# Vehicle Sales Volume

**-26.3%**

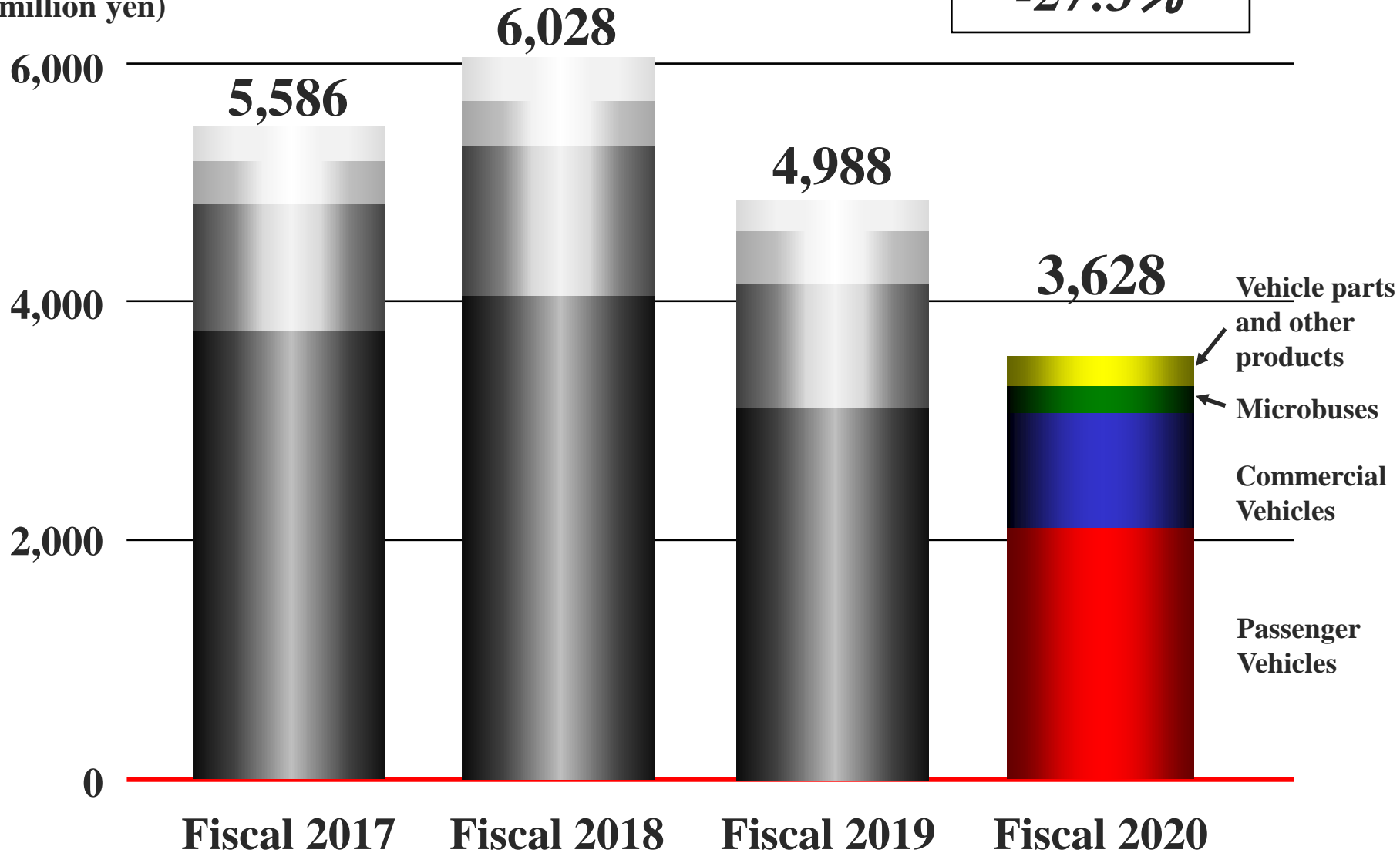




# Net Sales (Consolidated)

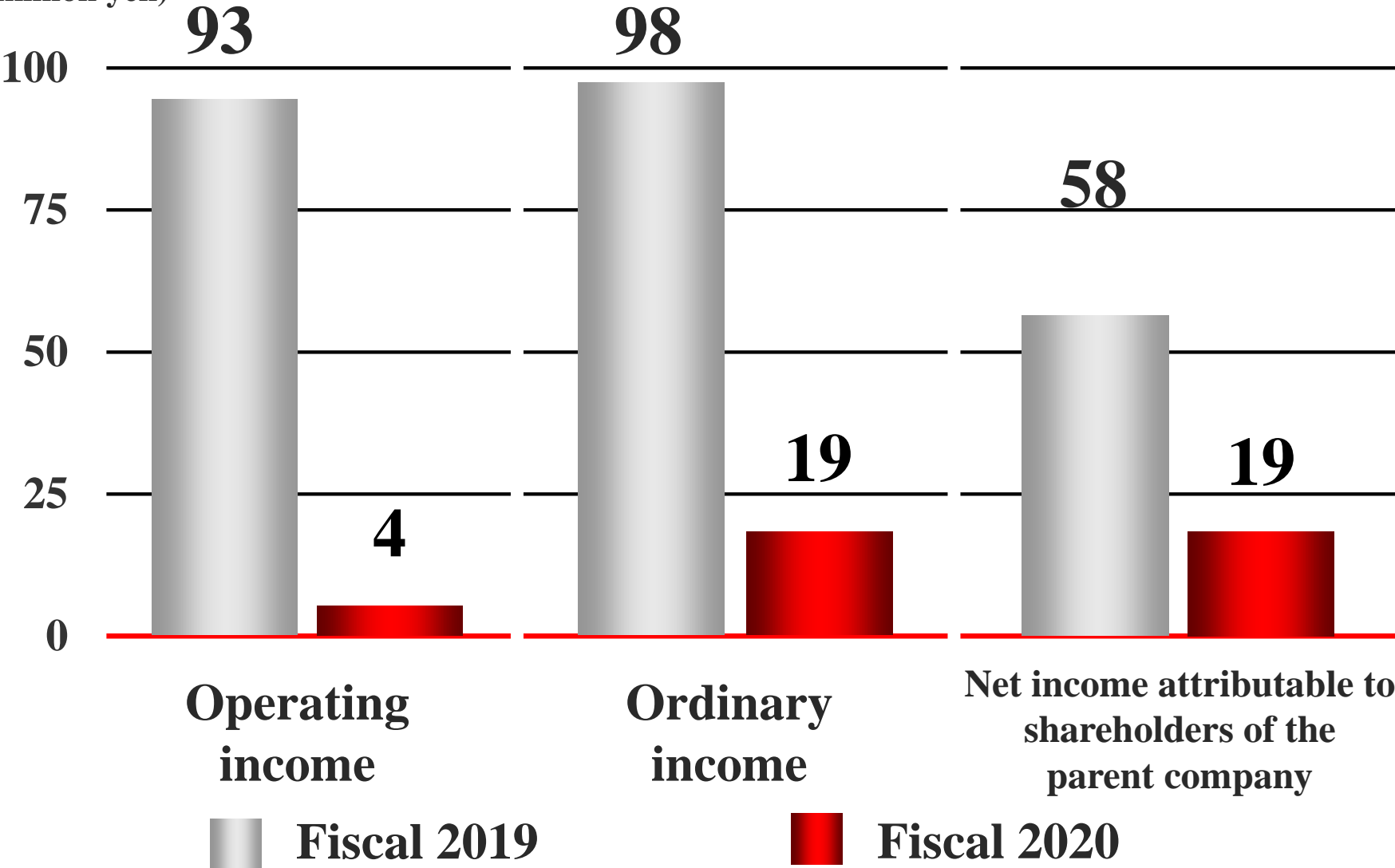
(100 million yen)

**-27.3%**



# Comparison of Income/Loss (Consolidated)

(100 million yen)



# **Funding Activities**

# Capital Expenditures

**Total of Approximately ¥6.8 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 25 - 31 of the  
reference materials appended to the  
Notice of Convocation.**

# **Consolidated Financial Statements**

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

**Consolidated  
Balance Sheet  
As of March 31, 2021**

# Consolidated Balance Sheet (Summary)

(100 million yen)

Item	Amount	YoY Difference	Item	Amount	YoY Difference
<b>Assets</b>	<b>2,610</b>	<b>-37</b>	<b>Liabilities</b>	<b>858</b>	<b>-101</b>
Current assets	2,108		Current liabilities	793	
Fixed Assets	502		Fixed liabilities	65	
Tangible fixed assets	457		<b>Net assets</b>	<b>1,751</b>	<b>+ 64</b>
Intangible fixed assets	10		Shareholders' equity	1,713	
Investments and other assets	35		Common stock	79	
			Capital surplus	85	
			Retained earnings	1,775	
			Treasury stock	-226	
			Other accumulated comprehensive income	38	
<b>Total</b>	<b>2,610</b>		<b>Total</b>	<b>2,610</b>	

※ Please refer to page 32 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, 2020  
To March 31, 2021**

# Consolidated Statement of Income (Summary)<sub>(100 million yen)</sub>

Item	Amount
Net sales	3,628
Cost of sales	3,551
Gross profit	76
Selling, general, and administrative expenses	71
Operating income	4
Non-operating income	17
Non-operating expenses	2
Ordinary income	19
Special gains	17
Special losses	14
Total income taxes	3
Net profit attributable to shareholders of the parent company	19

※ Please refer to page 33 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, 2020  
To March 31, 2021**

**Please refer to pages 34 - 35 of the  
reference materials appended to the  
Notice of Convocation.**

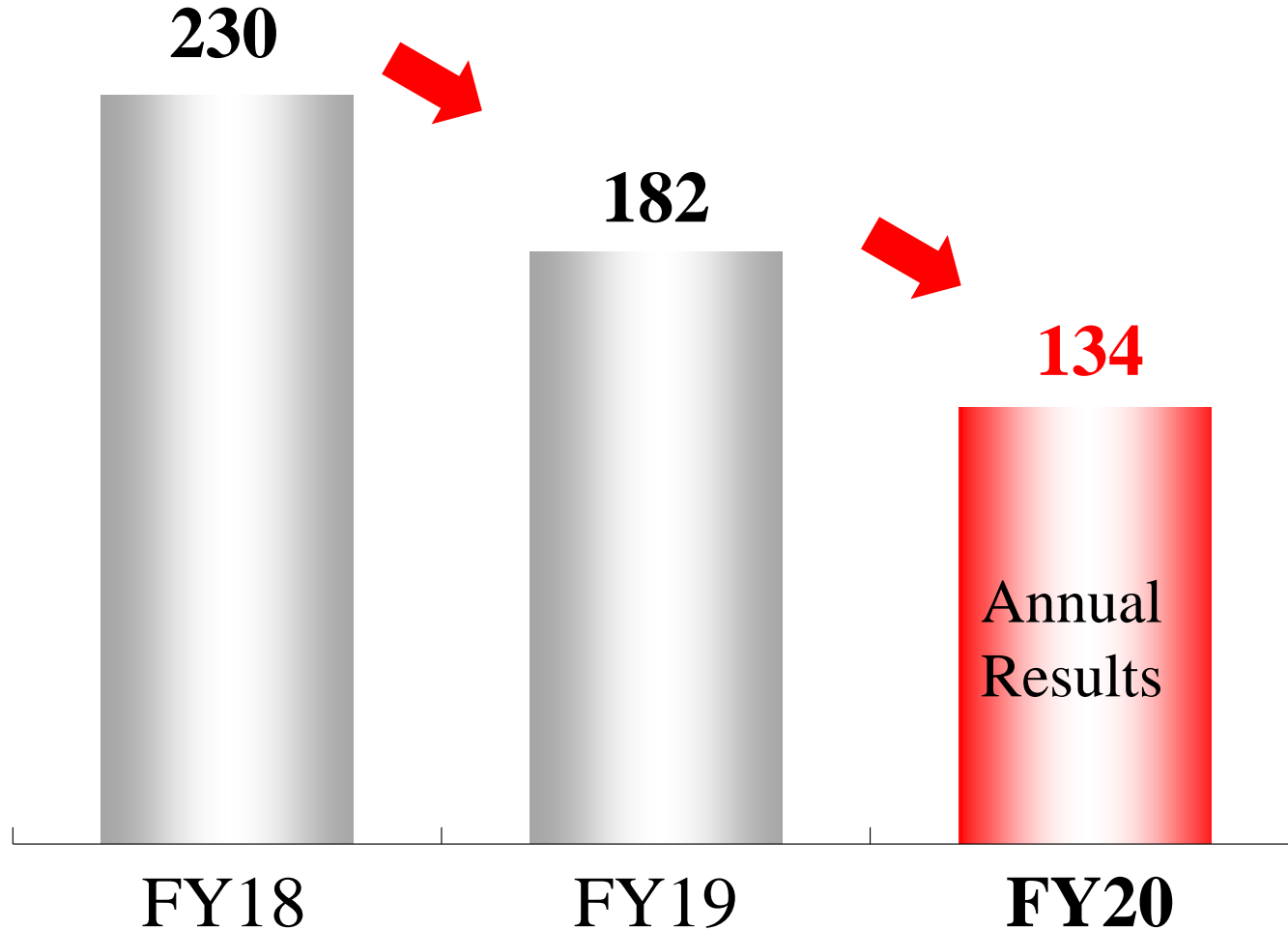
# **Financial Statements**

**Please refer to pages 42 - 53 of the  
reference materials appended to the  
Notice of Convocation.**

# Initiatives to Address Challenges

# Review of FY2020

## Production Annual Results (1,000 units)



# Review of FY2020

## Final Inspections Issue: Efforts to Prevent Reoccurrence

### Holding Compliance Day so memories of this issue do not fade

Content:

- 1) Watching video of an address by executives
- 2) Watching video to prevent memories of the final inspection issue from fading
- 3) Inspection of standard work manuals at facilities
- 4) Declaration of action



# Review of FY2020

## <2020 J.D. Power North America Quality Survey>

Armada wins two awards in top "Large SUV" segment



# ARMADA

## J.D. POWER

**IQS**  
(Quality)

**APEAL**  
(Performance)





# Review of FY2020

## Minor changes to Elgrand for Japan

Updated exterior, added advanced safety equipment



BSW: Warns of vehicles in blind spot  
BSI: Support system to prevent blind spot collisions



RCTA: Warns of vehicles when in reverse

# Review of FY2020

## Added the Caravan **BLACK GEAR**

Specialized interior/exterior, special body color



Orange accents



# Review of FY2020

## Armada 2021 model for North America

Updated exterior, latest IT navigation system, new NISSAN logo



Large monitor (12.3 inch)



Midnight Edition

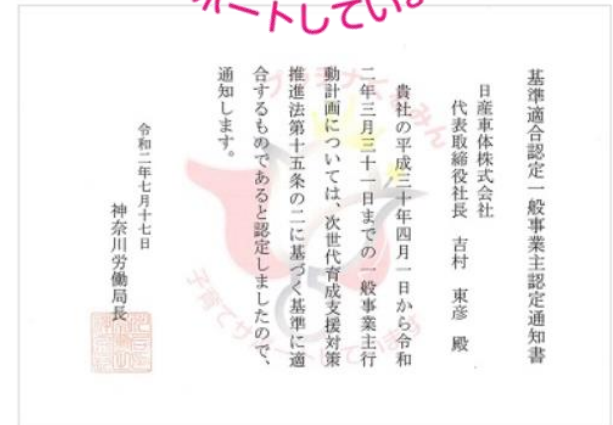


New NISSAN  
Logo

# Review of FY2020

## Certified as a "Platinum Kurumin" company

Received the highest "Platinum Kurumin" certification from the Minister of Health, Labour and Welfare for our activities as a company to support child-rearing



# Review of FY2020

## Formulated the Nissan Shatai Corporate Purpose

### Background



# Review of FY2020

## Formulated the Nissan Shatai Corporate Purpose

Corporate Purpose  
(significance of the company's existence)

**Driving Innovation to Enrich People's Lives**

Mission

**As a trusted company, Nissan Shatai Group  
delivers unique, attractive, and  
high-quality vehicles and services  
to our customers in a timely manner.**

DNA: "Dare to do what others don't"

·Passionate ·Innovative ·Challenger ·Mobility

# Efforts for FY2021

## 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 FY2021 **More Competitive Vehicles**

## Improved fuel efficiency and cleaner exhaust gas for each LCV vehicle

Global warming



Air pollution

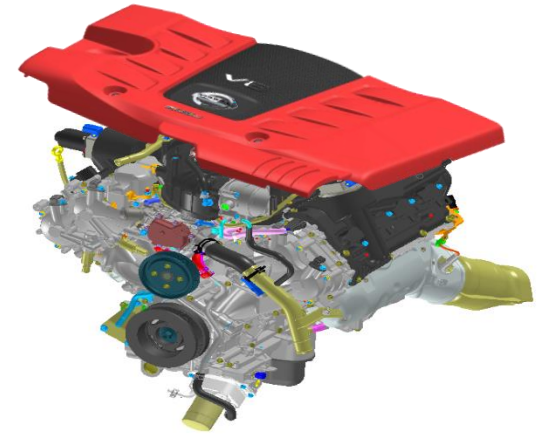




# Efforts for FY2021    More Competitive Vehicles

## Patrol NISMO 2021 model for the Middle East

Updated engine, interior, and exterior



NISMO tuned  
VK56VD engine



# Efforts for FY2021 More Competitive Vehicles

**Autoworks Kyoto:**

**Strengthen special equipment business**



**Ending production of  
Civilian and Atlas**

**Offline ceremony for the final cars**



**CIVILIAN**  
シビリアン



**ATLAS**  
アトラスF24



# Efforts for FY2021

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Efforts for FY2021

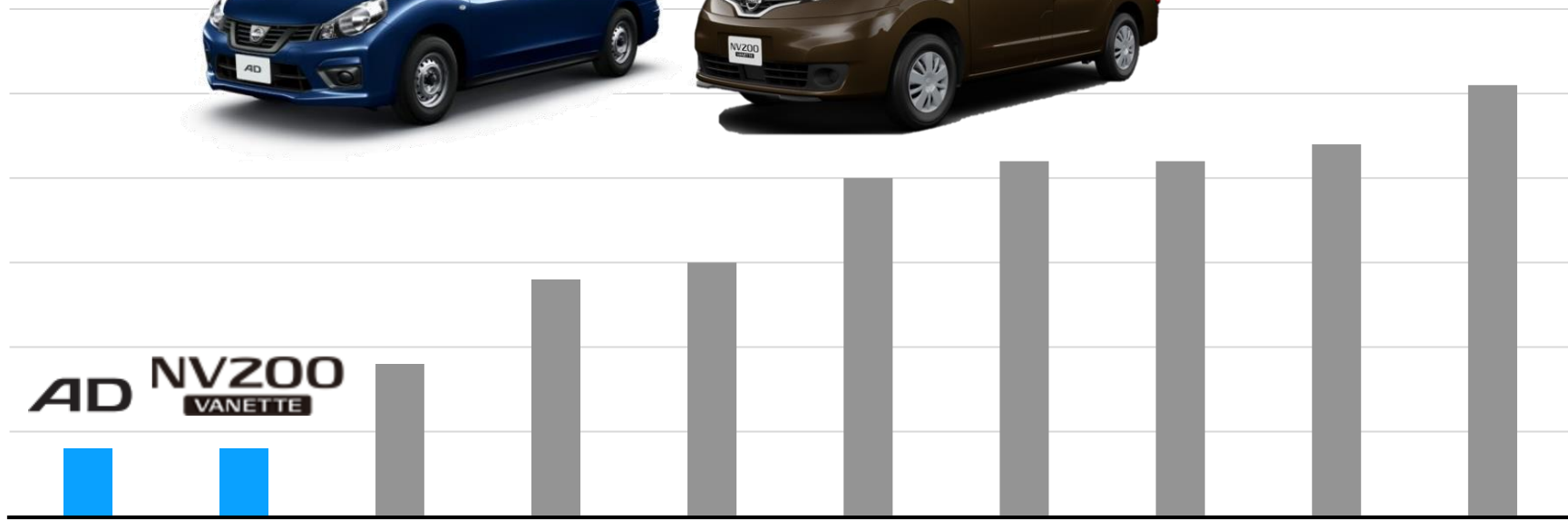
More Competitive Plants

# Maintained top level quality in Nissan group

<FY20 Initial Quality Ranking for Domestic Market>



Good  
↓



# Efforts for FY2021 **More Competitive Plants**

## Continue working to strengthen plant competitiveness

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

**Quality**

- **Comprehensive improvement of facility and equipment efficiency through preventative maintenance**

**Cost**

**Speed**

- **Reduction of loss costs**
- **Optimization of fixed costs**
- **Optimization of variable costs**

Shonan Plant & Nissan Shatai Kyushu

# Efforts for FY2021

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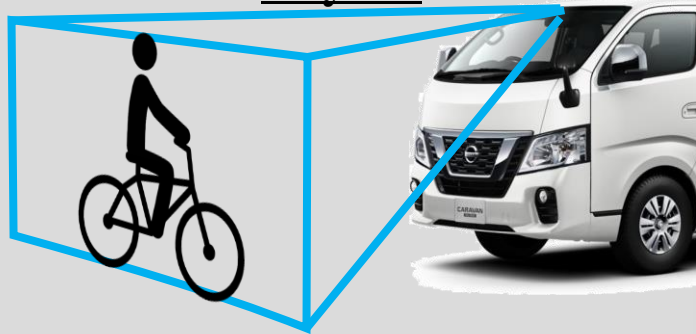
Establishing global technology bases for LCV and frame-vehicle manufacturing

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

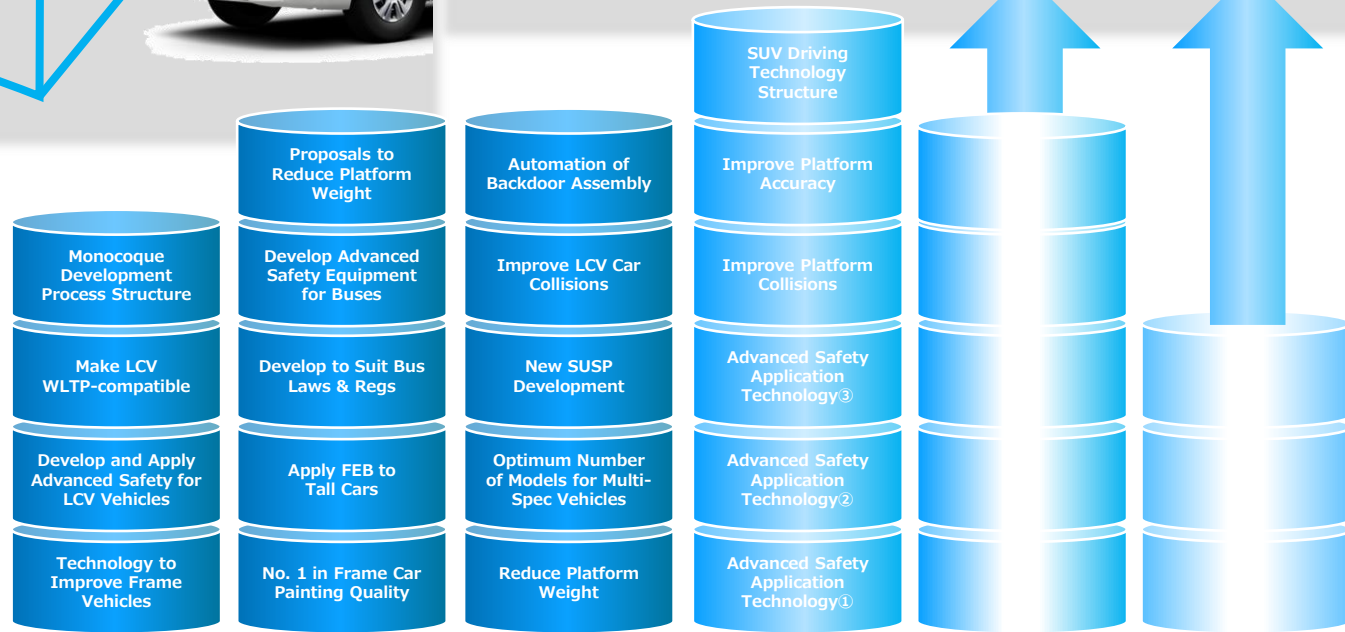
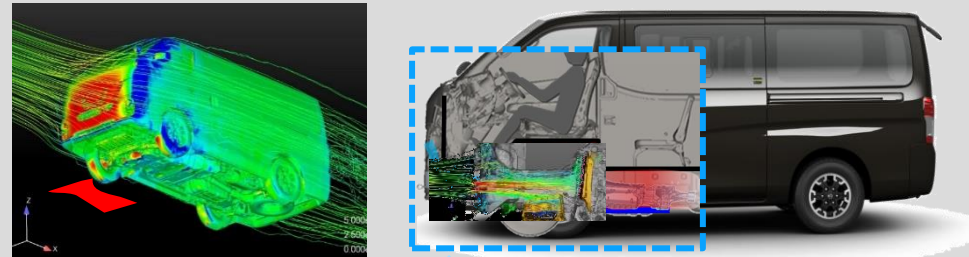
# Efforts for FY2021 More Competitive Technologies and Skills

## Work on technologies for even more advanced automated safety and complying with new regulations, etc.

### Automatic braking system for bicycles



### Undercover for exterior noise regulation



# Efforts for FY2021

## 2017-2022 Medium-term Management Plan

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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



## Further promotion of diversity

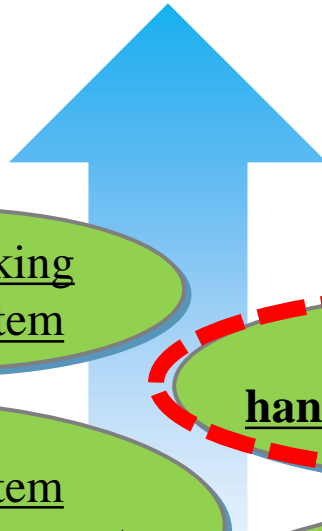
Realizing a workplace where everyone can work comfortably



Short working  
houre system

Teleworking system  
Childcare and nursing support

On-premise  
day care center



Employment for  
handicapped individuals

Leave system  
Family support leave  
(childcare, nursing)

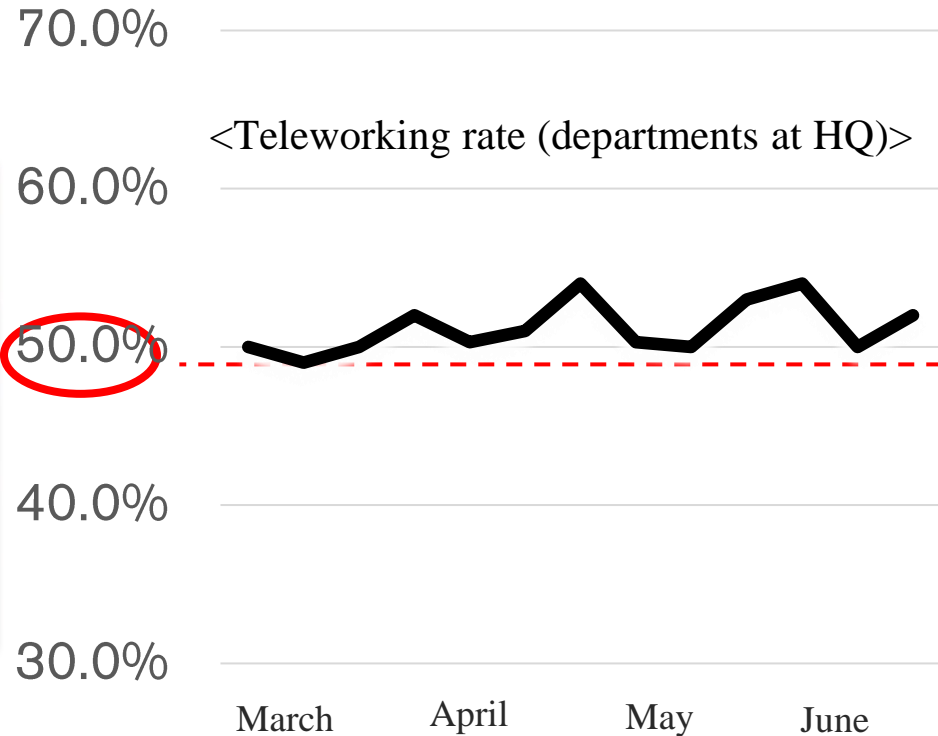
Long leave system  
Maternity leave  
Childcare leave (for men as well)

Launching "Sunshine"  
light work team this  
fiscal year



### Expand and continue teleworking

- Continue achieving a 50% teleworking rate
- Continue efforts even after the COVID-19 outbreak is settled, leading to work-style *kaizen*



# Efforts for FY2021 **Acting as a Foundation to Support All of our Activities**

## Efforts for online factory tours and dispatch classes



**Transmitting online from  
the Shonan Plant**



**Online class for  
elementary school students**



**Dispatch class**

# Initiatives to Address Challenges

# 98th Ordinary General Shareholders Meeting



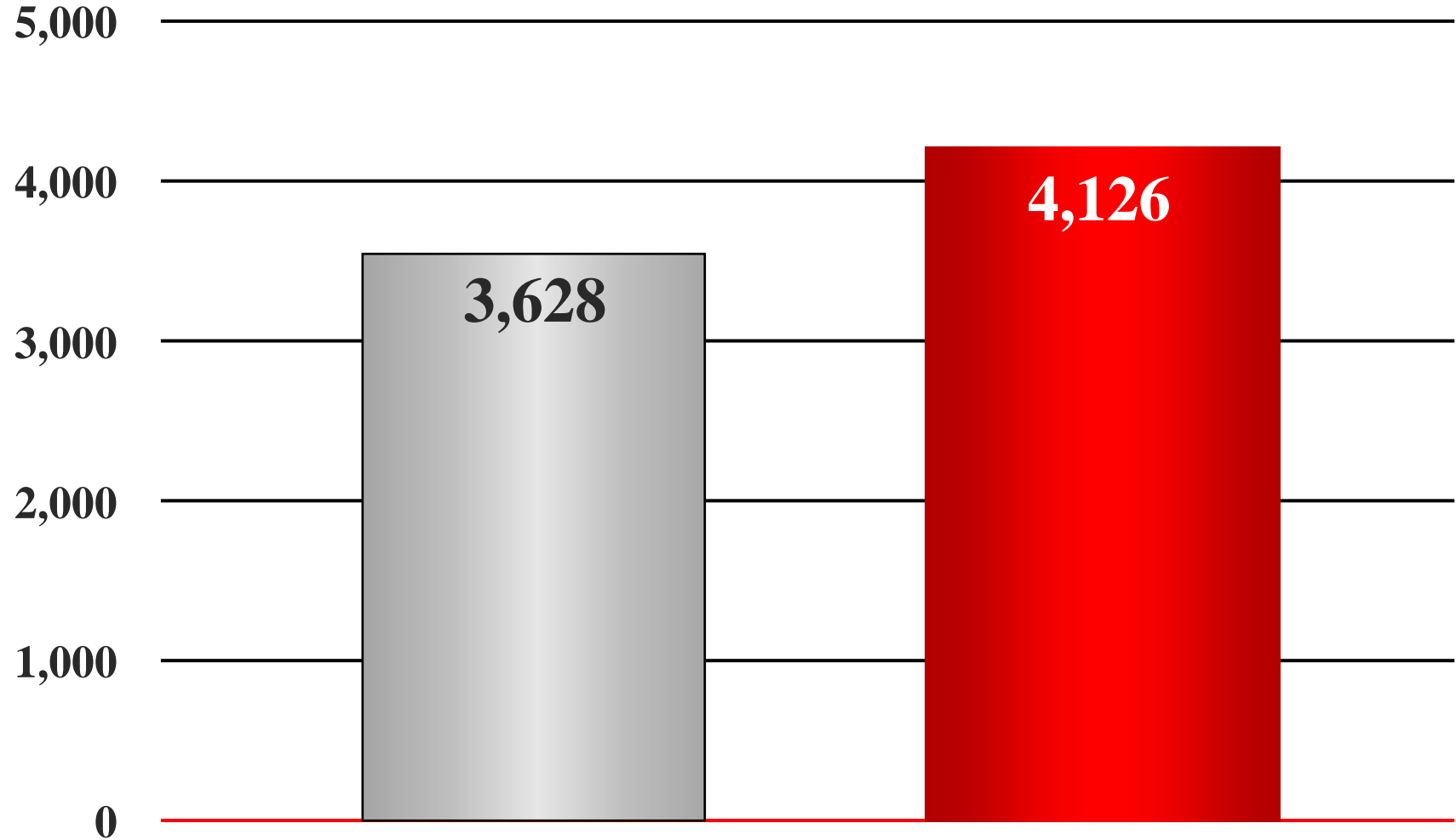
**NISSAN SHATAI CO., LTD.**

# **Business Outlook for Fiscal 2021**

**(Consolidated)**

# Total Net Sales

(100 million yen)



**Fiscal 2020**

**Fiscal 2021**

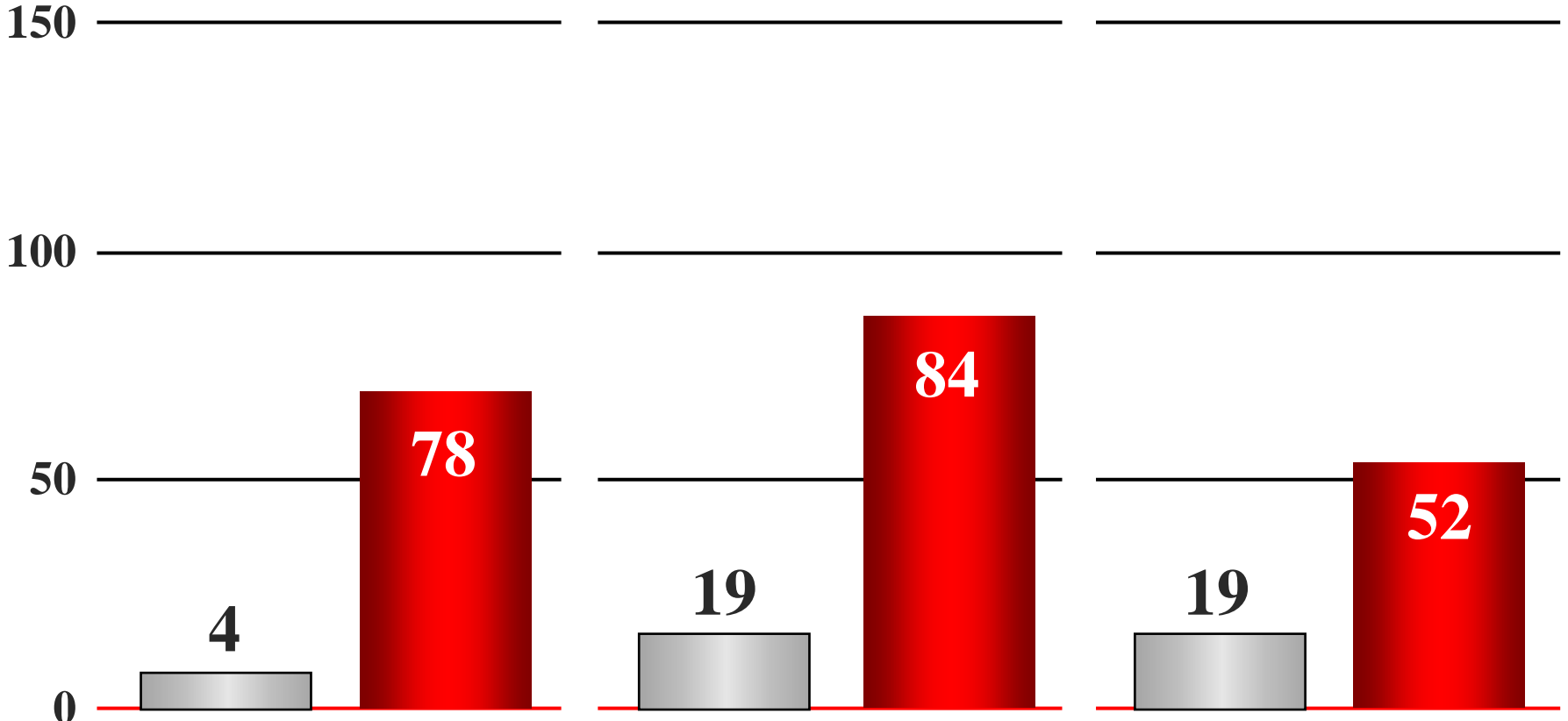
**(Consolidated)**

**Operating  
Income**

**Ordinary  
Income**

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

(100 million yen)



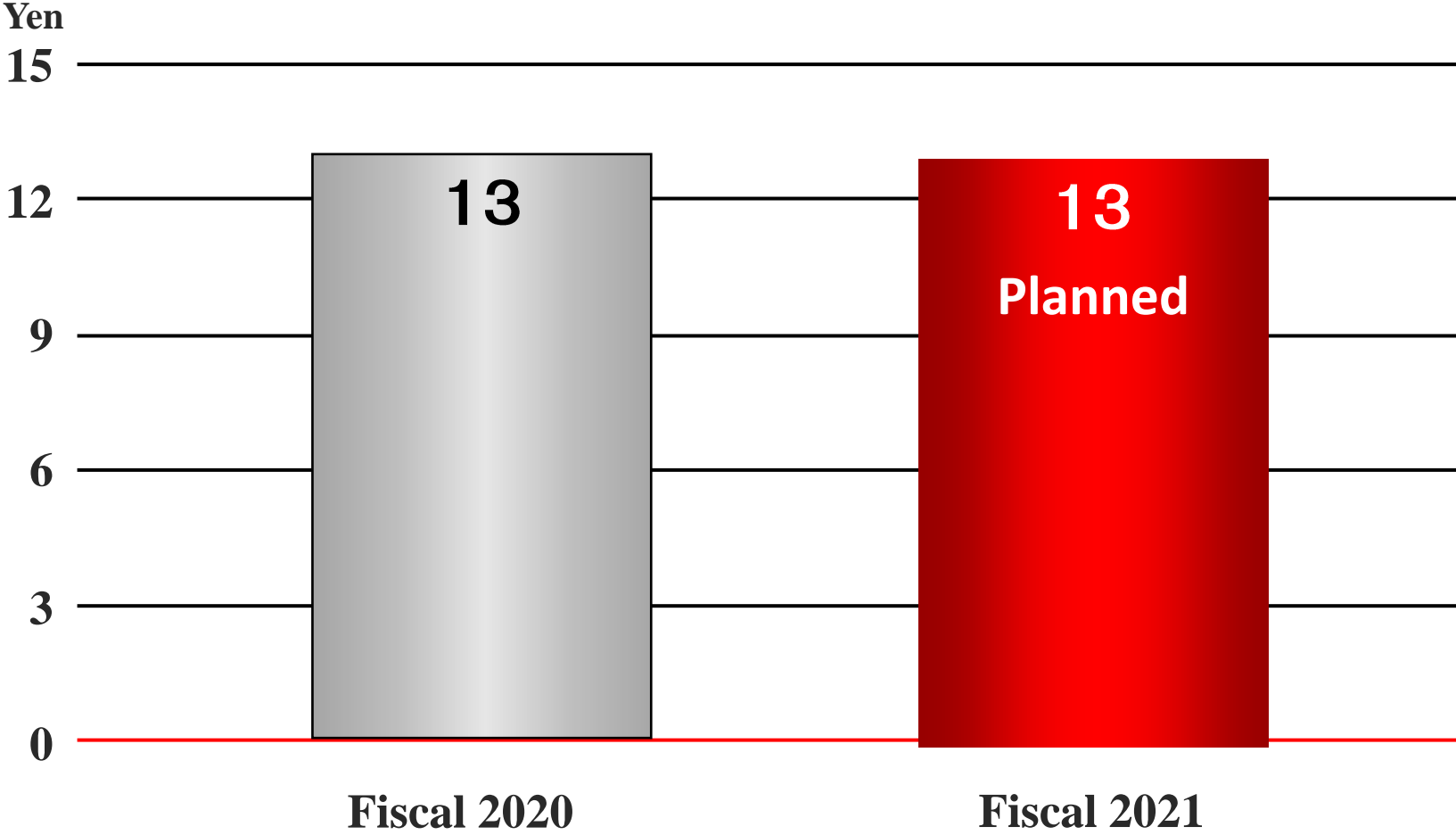
**Fiscal 2020 Fiscal 2021**

**Fiscal 2020 Fiscal 2021**

**Fiscal 2020 Fiscal 2021**



# Changes in Annual Dividend per Share



# 98th Ordinary General Shareholders Meeting



**NISSAN SHATAI CO., LTD.**