

NISSAN SHATAI  
NISSAN SHATAI KYUSHU

Corporate Report  
2021



**We at Nissan Shatai, as a trusted company, Nissan Shatai Group responding to provide unique and delivering attractive, high-quality vehicles and services to our customers in timely manner.**

President

In recent years companies have been required even more to continuously realize environmental measures and social contributions, etc., and a company's corporate purpose, which is the significance of the company's existence, has become even more important. Against this background, to our existing vision of "Enriching People's Lives" we have added "Continue to Drive Innovation", which means that we will continue to create new value, and we set this as Nissan Shatai's Corporate Purpose (significance of the company's existence). Based on this Corporate Purpose, our strength is the consistent monozukuri system that we have built up, from development to production as well as to quality control, and, together with continuing to take on new challenges in creating unique, high-quality, and attractive products centered on LCV (Light Commercial Vehicles) and frame vehicles, we will do our utmost efforts to continue being a company trusted by our customers.

Nissan Shatai began as a car body manufacturer for train cars and automobiles in 1949. In 1951, it became a member of the Nissan Group and has since then expanded steadily in the Shonan area in Kanagawa, as well as Uji City in Kyoto. In 2000, the company consolidated the production of its mass-produced vehicles in the Shonan area. Following that, it established Nissan Shatai Kyushu as a new company in 2007 with the aim of establishing a business foundation that can be sustained into the future. The new plant in Kyushu commenced operations in January 2010.

Nissan Shatai has two production bases - Shonan Plant and Nissan Shatai Kyushu. Shonan Plant produces four models including light commercial vehicles (LCV) such as the AD and the NV200 Vanette as well as the frame vehicle Patrol Y61, etc. while Nissan Shatai Kyushu produces five models including the Elgrand minivan, the Armada full-size SUV (Sport Utility Vehicle) and the Caravan LCV, etc.

Nissan Shatai owns proprietary expertise in the development and production of LCV and frame-vehicles and is responsible for their global development and production for the Nissan Group. The production of the LCV NV200 Vanette involved Shonan acting as the "mother plant" to support production facilities in China, Spain, Indonesia, and other international locations through providing necessary expertise and support.

We established a new medium-term management plan which covers the six-year period from fiscal 2017 to 2022. With "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" as our fundamental direction, we will enhance our competitiveness by setting as the main pillars, "More competitive vehicles," "More competitive plants" and "More competitive technologies and skills."

Namely, we are working as setting the following three points as our priority goals: "Producing highly appealing vehicles to increase production and sales," "Operating plants with the best quality that can earn the trust of customers," and "Establishing global technology bases for LCV and frame-vehicle manufacturing."

This fiscal year, for our efforts for "More Competitive Vehicles," we are working on a mobile office car, which is a specially equipped vehicle, and on an ambulance based on the Caravan to which we made minor changes last year, etc.

Furthermore, we are expanding sales through sales support activities and product specifications proposals.

Next, for our efforts for "More Competitive Plants," we will continue to focus on quality, through the utilization of quality survey results, enhancement of the quality of endurance over time, etc., and we will minimize loss costs, optimize both fixed and variable costs, and improve overall equipment effectiveness. We will flexibly respond to demands from the global market and will aim to strengthen the competitiveness of factory quality, cost, and speed.

Finally, for our efforts for "More Competitive Technologies and Skills," we are making the LCVs even more appealing and in addition we are continuing the buildup of new technology items in anticipation of the technologies required for next model vehicles and for when electrification progresses going forward.

We will continue to take full advantage of the integrated manufacturing operations extending from development to production that is our greatest strength.

We will also take measures to establish manufacturing operations that can adapt with flexibility to market trends and to build a stronger corporate foundation that can support all operations and is centered on workforce diversity.

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June 2022



Nissan Shatai Kyushu



# We will Constantly be a Source of Products and Services with True Value for Society as We Reinforce the Three Competitive Strengths

## NISSAN MOTOR CO., LTD.

### Corporate purpose

**NISSAN: Driving innovation to enrich people's lives**

### LONG-TERM VISION Nissan Ambition 2030

Nissan Motor unveiled a long-term vision for empowering mobility. The vision guides how Nissan will deliver superior value by empowering journeys and society through exciting, electrified vehicles and technological innovations.

### TRANSFORMATION PLAN / NISSAN NEXT

Nissan Motor Co., Ltd. today unveiled a four-year plan to achieve sustainable growth, financial stability and profitability by the end of fiscal-year 2023. The scalable plan, involving cost-rationalization and business optimization, will shift the company's strategy from its past focus on inflated expansion.

### Sustainability



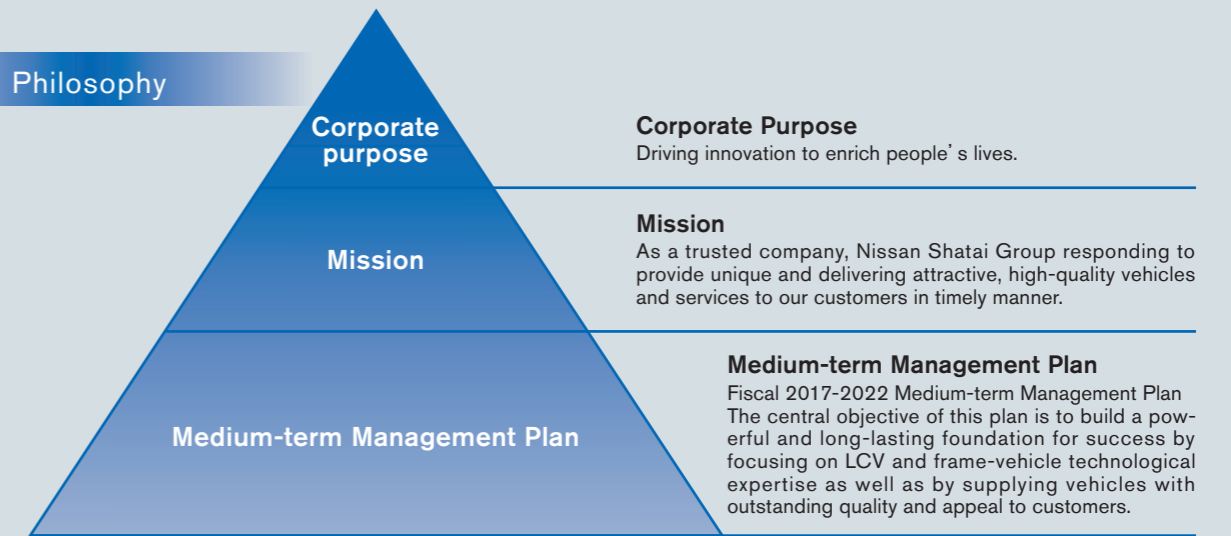
Nissan has formulated a sustainability strategy, called Nissan Sustainability 2022, as part of the midterm plan, Nissan M.O.V.E. to 2022. Nissan Sustainability 2022 also outlines Nissan's initiatives toward contributing to the sustainability of society as well as its own sustainable growth as a company.

## Nissan Shatai

### Japanese manufacturing skills are our core strength

Nissan Shatai performs an important role in the Nissan Group as a manufacturer of finished automobiles, primarily light commercial vehicles and frame vehicles. All companies in the automobile industry are taking actions involving the environment, the shift from vehicle ownership to sharing, rapid technological progress, and many other issues. The automobile industry is expected to continue to grow as it becomes even necessary in every country and region of the world. Based on the Nissan Group's vision, Nissan Shatai is responding to this business climate by refining its distinctive core technologies and developing and manufacturing innovative vehicles. Manufacturing skills are the foundation for all our activities and we are dedicated to using this strength to continue to create value for society.

### Philosophy

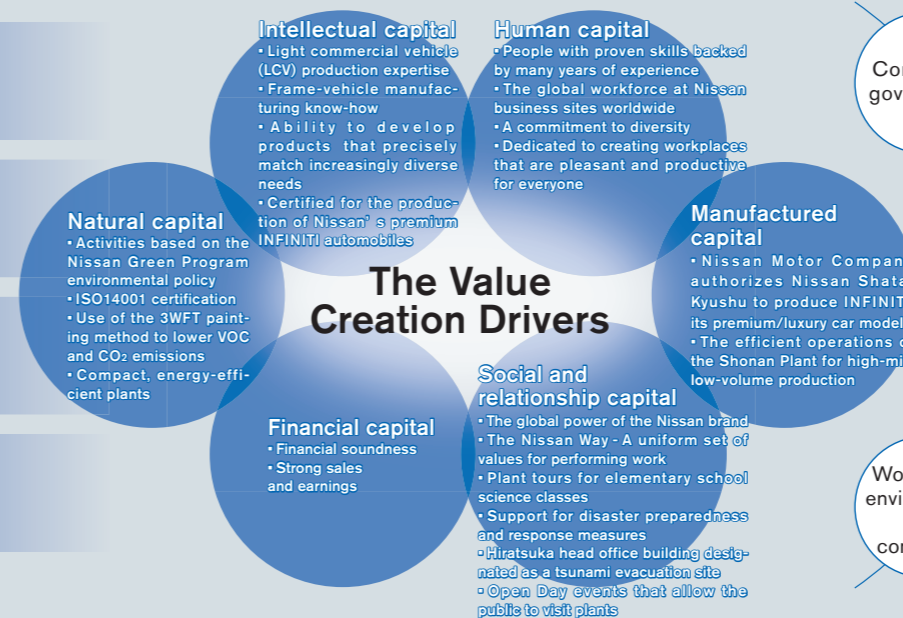


### Major issues

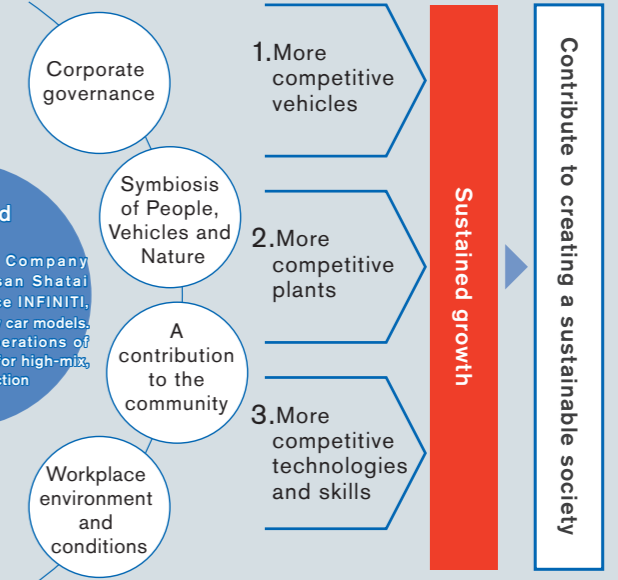
- Environmental sustainability crisis**
- Increasing complexity of social issues**
- Diversification of consumer value perception**
- Rising speed of technological progress**

Enormous changes are taking place in Nissan Shatai's business climate. Global warming and energy issues, human rights and social inequality, increasingly diverse value systems, and technological progress are just a few of the forces behind these changes. The automobile industry is at the forefront of change and has a significant influence on society. As a member of an industry with such enormous responsibilities, the Nissan Shatai Group is dedicated to helping solve social issues by taking full advantage of its resources.

### Capital of Nissan Shatai



### Strengthening Management Foundation



Nissan Shatai is committed to the establishment of a sustainable foundation for business operations for the long-term creation of value. The goal is a business model that allows the Nissan Shatai Group to exist in harmony and prosper in tandem with society. To accomplish this goal, we will constantly be a source of products and services with true value for society as we reinforce the three competitive strengths that underpin our sustained growth.

## Continuing to Create Appealing Vehicles through Direct Dialog with Our Customers

Nissan Shatai is continuing to strengthen the appeal of its vehicles through integrating its development and production in order to ensure that we can always provide appealing vehicles for our customers. Along with our mass-produced vehicles, we are also developing and producing a variety of specially equipped vehicles to ensure that we can quickly respond to our customers' diverse needs.

Our commercial-use Caravans feature a wide variety of variations. Since their introduction, we've continued to strengthen the line's appeal through adding leading-edge features, improving fuel efficiency, and increasing designs/grades etc. This has led to a line of vehicles that have an excellent reputation in both the domestic and overseas markets.

Sales of our Patrol: Y61, Y62 and Patrol Pickups continue to increase in the Middle East gulf countries, Africa, and in ASEAN nations. Through directly communicating with local customers and sales companies, we are continuing to discover new needs.

In addition, the creation of the NV200 Vanette 4WD model for regions with low temperatures and high snowfall. This has led to a definite increase in sales numbers.

Our unwavering commitment to vehicle quality has led to high praise for both our premium brand INFINITI "QX80" and our North American Armada SUV, evidenced through the results of our global market surveys and comments from local vehicle journalist associations.

With the continuation of this direct dialog with our customers acting as a central axis, we hope to aim for rapid vehicle planning based upon market surveys, swift vehicle commercialization and pro-active sales support. We will further strengthen the unique initiatives of our companies that allow us to meet a wide variety of needs, and challenge ourselves to create high quality, appealing vehicles.



### The Specially Equipped Caravan Contributes to Increases in Production Numbers and Sales

The specially equipped Caravan incorporates special requirements from the point of initial development, with customization being added on the same lines used for mass-produced vehicles. This has led to a vehicle that could only be created through Nissan Shatai's various techniques and methods. The many variations of the Caravan all feature leading-edge safety, functionality, and convenience, while ensuring that our customers' needs have been met swiftly and accurately.

The customization of these vans is performed by Auto Works Kyoto, a Nissan Shatai group company. The lineup includes a high-spec ambulance "NISSAN PARAMEDIC", emergency / medical vehicles, fire-fighting vehicles, kindergarden buses, emergency maintenance work vehicles.



1. The Patrol is popular among Middle Eastern consumers including the royal family and the high-income class by its outstanding on-road and off-road performance and ride comfort.
2. The creation of the NV200 Vanette 4WD model for regions with low temperatures and high snowfall.
3. Direct marketing activities carried out by developers to customers in the Middle East.
4. The Nissan Shatai booth at the Tokyo Motor Show 2019. The exhibition vehicles are the high spec ambulance "NISSAN PARAMEDIC," etc.
5. Attaching thermocouples (mid to high temperature sensors widely used for industrial purposes). A variety of conditions found in markets around the world can be recreated, including extremes of heat and cold.

## More Competitive Plants

# Aiming for Unwavering Top Vehicle Quality through Our Integrated Manufacturing Strengths

Nissan Shatai has two production locations including our Shonan Plant and Nissan Shatai Kyushu.

The Shonan Plant specializes in efficient and flexible manufacturing. It makes use of its many years of experience and its unique technologies to produce 4 models of vehicles including LCVs (Light Commercial Vehicle) such as the AD and NV200 Vanette and frame-vehicles such as the Patrol Y61.

With its state of the art equipment, Nissan Shatai Kyushu is able to produce 120,000 vehicles yearly. These include 5 models of vehicles such as the premium brand INFINITI "QX80", the Elgrand minivan and the Caravan LCV.

Both plants produce high quality vehicles in an efficient manner that allows for quick delivery to our customers (Alliance Production Way).

They also allow for mixed flow production, where vehicles with fundamentally different construction methods such as monocoque vehicles (a production method for passenger vehicles and commercial vans where the framework and body are produced as one part), and frame-vehicles (vehicles where the body is installed on a strong frame such as SUVs, trucks etc.) are produced on the same line.

Our plants are supported by one of the strengths of our company: integrated manufacturing. Nissan Shatai has development divisions that focus on design and production of test vehicles, as well as and tool & machinery engineering divisions that focus on designing and producing equipment for production facilities.

There are also test facilities to check every aspect of our vehicles, with development, production, and quality control all being part of the same integrated process. These integrated manufacturing process strengths will be leveraged, with Kyushu and Shonan beginning to share their respective superior production systems. We plan to further strengthen our systems and increase our competitive power, aiming for outstanding Vehicle quality to ensure our customers can place their trust in our plants.



### Meeting Strict Quality Standards Nissan Shatai Kyushu Acquires the INFINITI 4.5 Certification

Nissan Shatai Kyushu produces premium brand INFINITI "QX80" vehicles. The INFINITI premium brand includes a strict standard of quality known as INFINITI 4.5

All of the vehicles produced at Nissan Shatai Kyushu undergo a zebra light coating inspection to ensure quality, as well as four-wheel shaking tests to check for noise and vibration. There are no compromises when it comes to inspecting vehicle quality. Having highly-experienced, skilled employees present at each stage of production ensures that the INFINITI brand quality is maintained. This has led to the brand acquiring top scores for quality in international market surveys.



1. A mixed frame and monocoque vehicle production line (Nissan Shatai Kyushu)
2. The engine installation process. High-quality vehicles are produced on efficient, compact lines (Shonan Plant)
3. Top management walks the line at the plants to ensure that there are no compromises when it comes to quality (Nissan Shatai Kyushu)
4. Development and production technologies all come together as one in the pursuit of high-quality manufacturing (Shonan Plant)
5. Reviews are performed to improve quality even further (development division)

## Strengthening LCV and Frame-vehicle Manufacturing Leading the Globe through Our Technologies and Specialized Skills

Nissan Shatai has a central role amongst global Nissan in terms of LCV and frame-vehicle manufacturing.

Nissan Shatai itself developed the NV200, with Shonan acting as the "mother plant" to provide support to production facilities in China, Spain and other international locations related to development, purchasing, and production know-how.

Support was also provided to overseas plants to start production of frame-vehicles such as the NP300 Navara pickup truck in Thailand, the Chinese Navara pickup truck, and the Terra SUV. Nissan Shatai's engineers are also involved in the development and production of a variety of LCV and frame-vehicles.

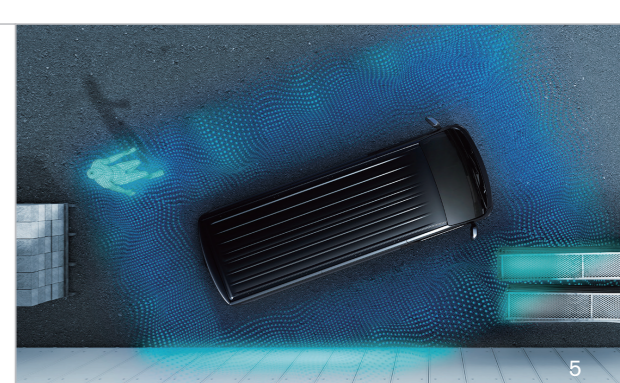
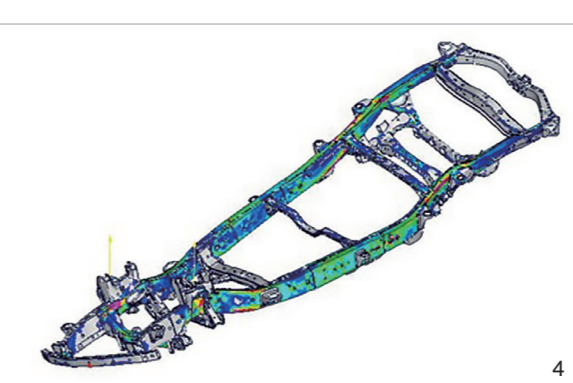
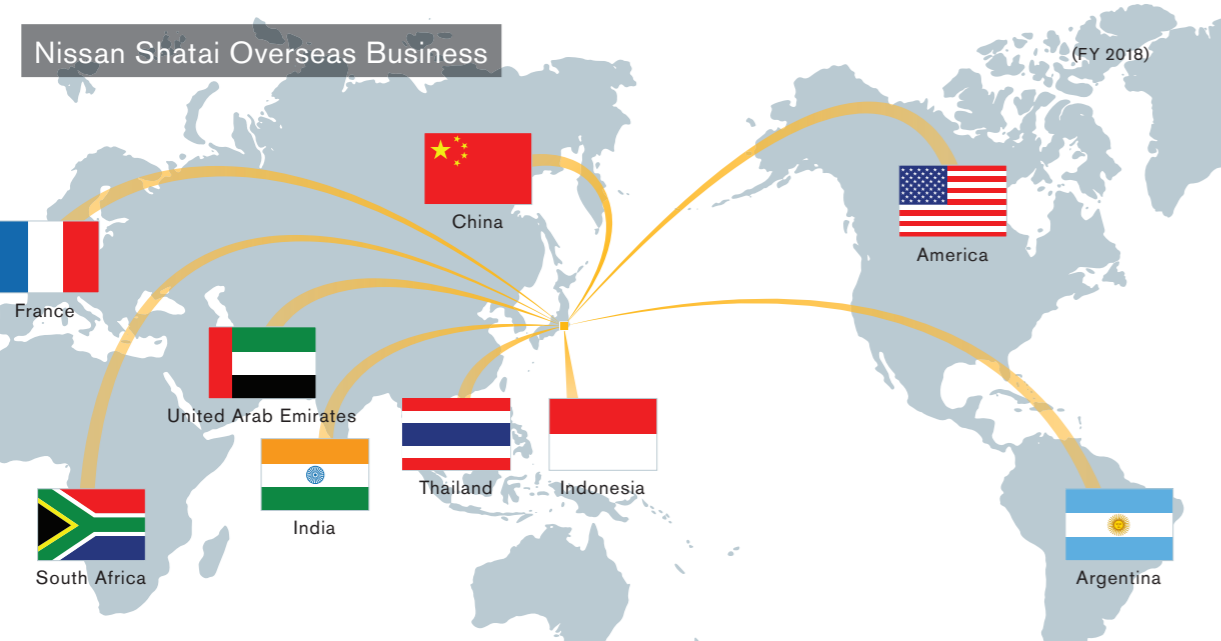
Our company is continuing to improve on the LCV and frame-vehicle technologies we've built up and move forward with initiatives to ensure they become established as core technologies. Based around next generation frame-vehicles, the development divisions are working to strengthen manufacturing technologies and make use of \*ITS techniques. The production divisions are aiming to create "Production lines that are kind to humans" and are moving forward in a planned fashion by placing focus on the company's unique production processes.

In terms of personnel training, a frame technologies training program has been created based upon pre-existing training structures. This training is being provided as a way to further the skills of our engineers and to increase the number of staff with technical abilities.

More opportunities to cooperate and work with overseas locations are also being provided through increased opportunities to gain experience via overseas business trips or working at overseas locations etc.

We will continue to build upon our experience providing global production and development support and aim to become a global center for LCV and frame-vehicles.

\*ITS: Intelligent Transport Systems



1. Frame-vehicle production line at Shonan Plant
2. New vehicle production project in China. Performing jig adjustments with local staff
3. Nissan Shatai engineers work to begin production of a new vehicle overseas
4. A CAE analysis image used to consider frame designs
5. AVM (Around View Monitor) - a leading edge safety feature. When parking, users can simply look at the rear-view mirror to see a birds-eye view of their vehicle along with an image of whatever is directly behind them. This technology was developed by Nissan Shatai.

# Building a stronger management foundation for mutual prosperity with society and sustained growth

## Governance

Stronger governance for transparent management and proper business operations

The Nissan Shatai Group understands that the consistent growth of corporate value requires transparent management and proper business operations. This is why we ensure that senior executives fulfill their obligation to provide explanations, shareholders and all other stakeholders receive information in a timely and appropriate manner, and our internal control system functions properly. Based on this stance, we will continue to upgrade corporate governance in accordance with all principles of the Corporate Governance Code.

### Compliance

Nissan Shatai is constantly working on reinforcing compliance because of its direct link to the ability of the company to achieve sustained growth and higher corporate value over the long term. One step was the establishment of an internal and external hotline system for submitting information about suspected compliance problems. This allows us to quickly identify and rectify problems. If a matter that may violate the Code of Conduct is reported, a solution is immediately determined by the Nissan Shatai Compliance Committee or a group company Compliance Committee and implemented.

### Risk Management

Nissan Shatai and its group companies prevent the occurrence of risks that could hinder business continuity or threaten stakeholder safety or security and, if they occur, mitigate the magnitude of losses and prevent recurrence by sensing such risks as early as possible and implementing appropriate countermeasures. The Risk Management Committee chaired by Nissan Shatai's president is responsible for the management of Nissan Shatai and its group companies' risk, which implements necessary measures and monitor the progress of such measures. Separate committees have been established for environmental, quality and safety issues, which are the key risk factors for Nissan Shatai and its group companies. Committee meetings and other risk management meetings take place on a regular basis. In addition, there are risk management regulations, standards, manuals and other guidelines as well as training programs and other activities to ensure that everyone understands the importance of risk management.

Regarding the final vehicle inspection issue that was discovered in 2017, all countermeasures for preventing a reoccurrence of this problem are in the implementation phase. Once every year, we hold a compliance day when assembly lines are stopped and there are other measures to prevent this type of problem and strengthen compliance activities.

## Environment

Manufacturing environmentally responsible vehicles is a vital mission of the automobile industry.

Nissan performs its environmental protection activities worldwide. This is with the aim of both protecting the Earth's environment and ensuring nature is protected for the next generation. The Nissan group uses a variety of initiatives to realize Nissan's environmental philosophy of "Coexistence among people, vehicles and nature". For example, we design our vehicles based around recycling design guidelines to help improve recyclability. Many of our vehicles such as the Elgrand and NV200 Vanette have been certified as low emission (SU-LEV). By using state of the art coating technologies at our plant at Nissan Shatai Kyushu, we have managed to reduce emissions of CO<sub>2</sub> and VOC. The plant is of an extremely high standard even within the Nissan group and truly realizes the concept of being "A plant that is kind to people and the environment".

Nissan Group  
environmental philosophy:  
**Symbiosis of People,  
Vehicles and Nature**  
Nissan Shatai environmental philosophy:  
Recognizing the importance of protecting  
the environment, Nissan Shatai produces  
automobiles in an environmentally responsible  
manner. We want to help prevent harm to the  
environment and contribute to prosperity  
and progress.



A 3WET paint shop



An environmental accident response drill

## In harmony with the local community

A company with mutually beneficial social relationships backed by extensive interaction with the public

Nissan Shatai interacts with communities in many ways. Every year, the Shonan Plant welcomes more than 20,000 students from nearby elementary schools for tours in conjunction with social studies lessons. The Shonan Plant also has a festival that is open to the public and the plant supports and participates in various community events. The roof of the Nissan Shatai head office building in Hiratsuka is designated a tsunami evacuation site. Community residents have 24-hour access to the roof in the event of a disaster.



Plant tours for students



Festivals in business site



Tsunami evacuation site -Head office building-

## Workplaces and People

Working style reforms that recognize the needs of our people

Diversity is one of the core components of the new medium-term plan. Our primary goal is to help create a society in which all workers can fully utilize their skills. This stance is not limited to employees who need time to provide child care or nursing care. We want everyone at Nissan Shatai to lead healthy and happy lives, which also raises their productivity at work, and are constantly taking many actions to accomplish this goal. These efforts were highly regarded and Nissan Shatai acquired "Kurumin certification" in May 2017. This was the first case as a company with more than 300 employees in Hiratsuka. It was also re-certified in December 2019. Furthermore, Nissan Shatai was certified Platinum Kurumin certification in July 2020. Platinum Kurumin is certified to companies with Kurumin certification that have conducted a higher standard of initiatives. Nissan Shatai was recognized and honored as a White 500 Company consecutively in 2019, 2020, and 2021 in the Certified Health and Productivity Management Organization Recognition Program promoted jointly by Japan's Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi.



Nissan Shatai has a strong commitment to maintaining pleasant and rewarding workplace



Platinum Kurumin, next generation support certification logo



White 500 Company 2021 logo

# Outline of NISSAN SHATAI

## Highly advanced facilities and technologies

Nissan Shatai has three main operational bases that consistently implement the operations of development, production and quality assurance. These bases are: Headquarters and Shonan Plant located in Tsutsumicho, Hiratsuka City, Kanagawa Prefecture;

the Techno Center located in Ookami, Hiratsuka City; as well as the Development Divisions that are mainly located at the Hadano Office in Hadano City.



### Headquarters and Shonan Plant

This operation is Nissan Shatai's largest, with a Production Division that comprises our Headquarters as well as a distribution base and a plant that engages in car welding, painting, and assembly work.



### Techno Center

The Techno Center is the base for our Development Division, which is responsible for designing and building prototypes. It also acts as the base for the Tool & Machinery Engineering Division that designs and manufactures production facilities.



### Hadano Office

The Hadano Office in Hadano City comes with a test course and other testing facilities, and carries out a batter of strict tests to check on all aspects of cars, including car body strength and endurance.

## Company Profile

Corporate name: NISSAN SHATAI CO., LTD.  
 Date of establishment: 1 July 1941  
 Date of incorporation: 1 April 1949  
 Capital: 7,904 million yen  
 Number of employees: 1,730 (As of March 31, 2022)  
 Business areas: From development to quality assurance of various vehicles  
 URL: <https://www.nissan-shatai.co.jp>

## Office

- Headquarters and Shonan Plant**  
 2-1 Tsutsumicho, Hiratsuka, Kanagawa, 254-8610  
 Tel: 81-463-21-8001
- Techno Center (Development Division)**  
 2909, Ookami, Hiratsuka, Kanagawa, 254-0012  
 Tel: 81-463-21-8305
- Hadano Office**  
 233, Horiyamashita, Hadano, Kanagawa, 259-1304  
 Tel: 81-463-87-2972

## Directors, Corporate Officers, Auditors, Senior General Managers

Directors		Corporate Officers		Vice President	
President	Haruhiko Yoshimura	President	Haruhiko Yoshimura	Vice President	Futoshi Kudo
Director	Shin Kotaki	Senior Vice President	Shin Kotaki	Vice President	Hideo Endo
Director	Masayuki Yabe	Senior Vice President	Masayuki Yabe	Vice President	Takuya Suzuki
Director	Takuya Nakamura	Senior Vice President	Takuya Nakamura	Vice President	Wataru Takayama
Director (Independent, Outside, Part-time)	Masayuki Imai	Corporate Vice President	Hiroyuki Nakanishi	Vice President	Hiroyuki Ueno
Director (Independent, Outside, Part-time)	Yasuyuki Ohira	Corporate Vice President	Masahiro Takagi		
		Corporate Vice President	Masaya Watanabe		
		Corporate Vice President	Wataru Suzuki		
		Corporate Vice President	Yosuke Sato		
Statutory Auditors		Company Compliance Officer			
Statutory Auditor	Kiyoshi Aoji	Company Compliance Officer (CCO)			
Statutory Auditor (Independent, Outside, Part-time)	Izumi Inoue	Masaaki Ushigome			
Statutory Auditor (Independent, Outside, Part-time)	Tomonori Ito				



# Outline of NISSAN SHATAI KYUSHU

## Nissan Shatai Kyushu that is allowed to produce INFINITI branded vehicles by Nissan Motor Co., Ltd.

Nissan Shatai Kyushu, which commenced full-scale operations in January 2010, is allowed to produce INFINITI branded vehicles by Nissan Motor Co., Ltd. It is located in the Kita Kyushu region, where many automobile and parts manufacturers have established themselves, and which offers major distribution advantages to the Asian region that is experiencing dizzying progress and development.

Nissan Shatai Kyushu is located in Nissan Motor's Kyushu Plant. It is composed of a Body Shop, Paint Shop, Assembly Shop, and an Office Building functioning as the headquarters of Nissan

Shatai Kyushu.

This plant has adopted the Renault-Nissan Alliance Production Way (APW) to deliver the quality required for the INFINITI brand and other luxury models, while realizing thorough efficiency and significantly shortened production lead-times that are the pride of the industry.

The plant also boasts production lines capable of the mixed production of multiple models, ranging from compact cars to large high-grade minivans. It is also a plant that is both people and environmentally friendly.



### Body Shop



The introduction of the roller hemming line and other equipment enables the production of high-precision car body frameworks. The Body Shop is also characterized by its flexible and compact production line that includes automatic assembly of heavy parts such as hoods and doors by robots, and transportation of car body and parts by unmanned AGV transportation vehicles.

### Assembly Shop



We have created an evolved car assembly line that enables the mixed production of frame body and monocoque body vehicles. During the final assembly process, all vehicles undergo vibration tests and other tests to ensure that they meet the highest quality levels that are compatible with luxury car models. We have also introduced assisting devices to lighten the work load for operators and create a worker-friendly working environment.

### Painting Shop



We have introduced the new 3WET painting technology to realize painting quality that is environmentally friendly and ideal for luxury car models. In addition, we have adopted anti-pollution technology and automatic exterior testing devices to achieve high-quality paint jobs.



Automatic assembly of doors with the aid of robots (Body Shop)



Quality checks on the painted surfaces by robots (Painting Shop)



Assembly of heavy parts using assisting devices (Assembly Shop)



4 wheel shaking machine during the final inspection process

## Company Profile

Corporate name: NISSAN SHATAI KYUSHU CO., LTD.  
 Date of incorporation: 10 May 2007  
 Capital: 10 million yen  
 (Nissan Shatai holds 100% of the shares)  
 Number of employees: 1,113 (As of March 31, 2022)  
 Business areas: Manufacture and sales of vehicles and partly-finished car parts  
 URL: <https://www.nissan-shatai.co.jp/nissan-shatai-kyushu>

## Center of Operation

■ Head Office  
 1-3 Shinhama-cho, Kanda-machi, Miyako-gun,  
 Fukuoka, 800-0321  
 Tel: 81-93-434-9645

## Directors, Auditors

### Directors

President (Part-time)	Haruhiko Yoshimura
Senior Managing Director	Masahiro Takagi
Director (Part-time)	Wataru Takayama
Director (Part-time)	Toshiaki Higashi

### Statutory Auditor

Statutory Auditor (Part-time)	Yosuke Sato
Statutory Auditor (Part-time)	Kiyoshi Aoji

# Vehicles Production

※ Nissan Shatai Kyushu Co., Ltd is a Nissan Shatai Co., Ltd. group company that produces vehicles such as minivans and SUVs. Auto Works Kyoto Co., Ltd is a Nissan Shatai Co., Ltd. group company that is engaged converting vehicles to work-use vehicles.

## Minor changes to Caravan (gasoline/diesel), NV200 Vanette, and AD

The Caravan (gasoline/diesel) updated the exterior and interior to more pronounced designs and also significantly bolstered safety features and enhanced specifications and power performance. The diesel model renewed the engine and realized robust environmental performance and powerful drive. The NV200 Vanette improved the engine and boosted overall fuel economy performance. It also aimed to reinforce equipment in pursuit of comfort and enhance convenience. The AD improved the fuel consumption rate and added equipment.



## Shonan Plant



NV200  
VANETTE



AD



PATROL



PATROL PICKUP

## Nissan Shatai Kyushu



QX80



PATROL



ARMADA



ELGRAND



CARAVAN

## Auto Works Kyoto



emergency / medical vehicles



fire-fighting vehicles



kindergarden buses



emergency maintenance work vehicles

## Release of the Patrol 70th anniversary model

We released the 70th anniversary model of the Patrol (limited version for the Gulf region), a very popular model in the Middle East, in December 2021. This model offers a more luxurious design, top-class comfort, advanced technology that improves safeness and enjoyment, and Patrol-style power and premium quality.



## Controlled first to third rankings in the initial quality evaluation for the Nissan group domestic market models in FY2021

The FY2021 rankings were the AD in first place, the NV200 Vanette in second, and the Caravan in third. Vehicles manufactured by Nissan Shatai and Nissan Shatai Kyushu controlled the top spots.



# Company History

2021	Dec.	<p>Receives the excellence award in Daiwa Investor Relations' "Internet IR Awards," and was ranked the best website in the "Website Quality Ranking for All Listed Companies" presented by Nikko Investor Relations. Received double awards for 11 consecutive years.</p> 	
	Jun.	End of vehicle production at Auto Works Kyoto Co., Ltd., which decided to specialize in vehicle conversion business	
2019	Jul.	Start of production of Patrol "Y62" 2020 model	
2018	Nov.	Paramedic "E26" debuts	
2016	Jun.	Start of production of the new "Armada" SUV for the North America market	
2015	Jun.	Start of mass production of Nissan's new-generation taxi, NV200 Taxi "M20"	
2014	Mar.	Completion ceremony for the new main building, and restructuring of the Shonan district completed	
2013	Jul.	Decision to transfer land from Zone 1 of Shonan Plant	
2012	Dec.	Completed consolidation of vehicle manufacturing at Zone 4 to Zone 2, and restructuring of the vehicle manufacturing system at the Shonan Plant	
	May	Start of production of Caravan "E26"	
	Feb.	End of vehicles production at Shonan Plant Area 1	
2011	May	Start of production of Patrol Pickup "UY61"	
	May	Nissan NV200 selected as New York city's "TAXI OF TOMORROW"	
	Mar.	Start of production of Atlas F24	
2010	Dec.	Launch of NV200 Vanette Taxi	
	Dec.	Start of production of Quest "RE52"	
	Nov.	New painting technology, "3WET," Nissan Shatai has developed and supplied to Nissan Shatai Kyushu receives "2010 Nikkei Global Environmental technology Awards"	
	Jul.	Start of production of Elgrand "E52"	
	Apr.	Start of production of INFINITI QX56 "Z62"(QX80)	
	Jan.	Start of production of Patrol "Y62"	
	Jan.	Begins operation at Nissan Shatai Kyushu Co., Ltd.	
	May	Start of production of NV200 "M20"	
	Apr.	Completes construction of Nissan Shatai Kyushu Co., Ltd.	
2008	May	Changes corporate name of Sagami Maintenance Co., Ltd. to Nissan Shatai Engineering Co., Ltd.	
	Apr.	Establishes Nissan Shatai Manufacturing Co., Ltd.	
2007	Nov.	Receives Japan Quality Encouragement Prize and Quality Innovation Prize from the Union of Japanese Scientists and Engineers	
	Oct.	Achieves cumulative production vehicles of 15 million units	
	May	Establishes Nissan Shatai Kyushu Co., Ltd.	
2006	Dec.	Start of production of AD/AD Expert "VY12"	
	Jan.	Receives special judge Prize of PRTR outstanding performance Award from the Center of Environmental Information Science	
	Nov.	Start of production of Wingroad "Y12"	
	May	Start of production of Serena "C25"	
2004	Nov.	Receives an award from the Minister of Environment for activities preventing global warming	
	Apr.	Renews ISO9001:2000 certification at Shonan Plant, Hadano office and Kyoto branch office	
2002	Dec.	Start of production of INFINITI FX35/45 "S50" for North American market	
	May	Start of production of Elgrand "E51"	
2001	Apr.	Start of production of Caravan "E25"	
	Apr.	Establishes Auto Works Kyoto Co., Ltd. to where manufacturing of microbus is transferred	
1999	Dec.	Product Planning Department acquires ISO14001 certificate	
	Oct.	Completes setting up of a 5800-ton transfer pressing machine at the Hadano Office	
	May	Start of production of Wingroad "Y11"	
	Apr.	Nissan Shatai celebrates the 50th anniversary of its founding	
	Feb.	Start of production of Civilian "W41"	
1998	Nov.	Start of production of Prairie Liberty "M12"	
	Aug.	Start of production of Avenir "W11"	
	Jan.	Shonan Plant and Kyoto Plant acquire ISO14001 certificates	
1997	Oct.	Start of production of Safari "Y61"	
	May	Start of production of Elgrand "E50"	
	Jan.	Start of production of Datsun Truck "D22"	
1996	Aug.	Launches the 3D-CAD system	
1995	Apr.	Shonan Plant and Kyoto Plant acquire ISO9002 certificates	
1993	Jul.	Start of production of Crew "K30"	
1992	Jun.	Achieves cumulative production vehicles of 10 million units	
1991	Jun.	Start of production of Cedric Sedan "Y31"	
1990	Dec.	Increases capital to ¥7,904 million	
1989	Jul.	Start of production of Fairlady Z "Z32"	
	Jan.	Start of production of S-Cargo "G20"	
1985	Mar.	Achieves one million total export units of the Fairlady series	
1984	Feb.	Achieves one million total production units of Fairlady Z	
1983	Sep.	Start of production of Fairlady Z "Z31"	
1982	Aug.	Start of production of Prairie "M10"	
	Jul.	Start of production of Civilian "W40"	
1980	Aug.	Achieves cumulative production vehicles of five million units	
1978	Nov.	Opens Hadano Office	
	Aug.	Start of production of Fairlady Z "S130"	
	Mar.	Achieves 500,000 total production units of Fairlady Z	
1972	Dec.	Start of production of Caravan "E20"	
1971	Jun.	Changes corporate name to Nissan Shatai Co., Ltd.	
1970	Dec.	Increases capital to ¥4,800 million	
	Apr.	Achieves cumulative production vehicles of one million units	
1969	Oct.	Start of production of Fairlady Z "S30"	
	Mar.	Completes building of New Kyoto Plant	
1965	Jun.	Completes building of new plant at Hiratsuka Area 2	
1963	Sep.	Start of production of Fairlady "SP310"	
1962	Nov.	Increases capital successively up to ¥1,550 million	
	Jan.	Changes corporate name to Nissan Shatai Koki Co., Ltd.	
1961	Oct.	Lists on the first section of Tokyo and Osaka Stock Exchanges	
1960	Nov.	Start of production of Caball Microbus "GC140" at Kyoto Plant	
	Feb.	Begins operation of a 115m-long chassis conveyor	
1959	Oct.	Increases capital to ¥330 million	
1956	Apr.	Start of production of Datsun Pickup "U122" at Kyoto Plant	
1951	Sep.	Start of production of Nissan Patrol "4W60" at Hiratsuka Plant	
	Jun.	Ties up with Nissan Motor Co., Ltd.	
1949	Apr.	Establishes Shin Nikkoku Kogyo Co., Ltd. with a starting capital of ¥100 million, and takes over the business of manufacturing railroad cars and automobile bodies	
1947	Jul.	Builds Japan's first super-sized trailer bus "T11B25"	
	May	Produces the first production of a streetcar, the Type 6000, a restored war-damaged streetcar (at Hiratsuka Factory)	
1946	Nov.	Builds the first bus body	
	Feb.	Changes corporate name to Nikkoku Kogyo Co., Ltd. along with its business to manufacturing of railway cars and vehicles bodies	
1941	Jul.	Nippon Kouku Kogyo Co., Ltd. (established in May, 1937 with a capital of ¥3 million) and Kokusai Kogyo Co., Ltd. (established in November, 1939 with a capital of ¥3 million) are merged to form Nippon Kokusai Aircraft Co., Ltd. with a capital of ¥36 million	
1937	May	Nippon Kouku Kogyo Co., Ltd. is established with a capital of ¥3 million	

# Financial Data

Consolidated data is marked with a \*  
(Rounded down to millions of yen)

	FY2020 March	FY2021 March	FY2022 March
Net Sales	498,831	362,869	215,359
Operating income (loss)	9,303	483	(3,538)
Ordinary income (loss)	9,802	1,973	(2,541)
Profit (loss) attributable to owners of parent	5,827	1,917	(2,217)

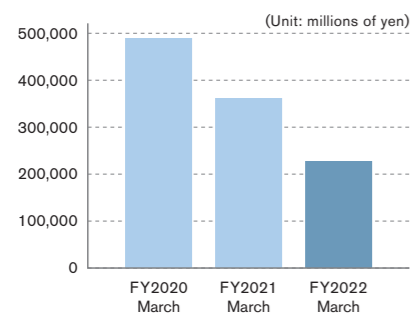
(Unit: millions of yen)

## Vehicle Sales Volume

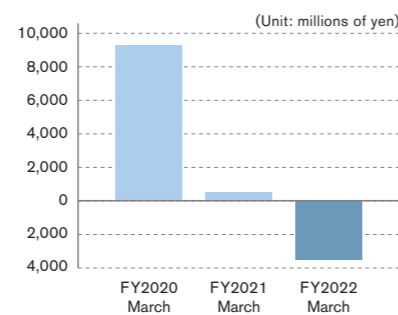
	FY2020 March	FY2021 March	FY2022 March
Passenger Vehicles	93,438	60,784	56,826
Light Commercial Vehicle	67,152	65,520	49,090
Microbuses	21,696	8,106	7,859
Total	182,286	134,410	113,775

(Unit: vehicles)

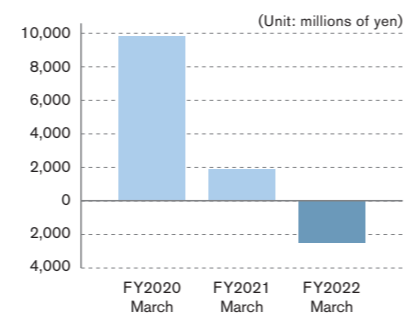
### Net Sales (Unit: millions of yen)



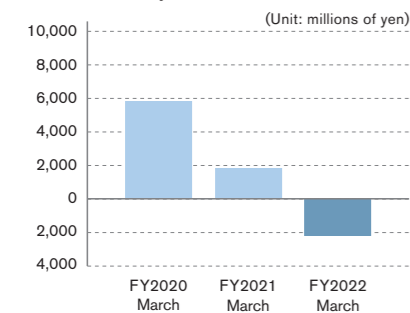
### Operating Income (loss) (Unit: millions of yen)



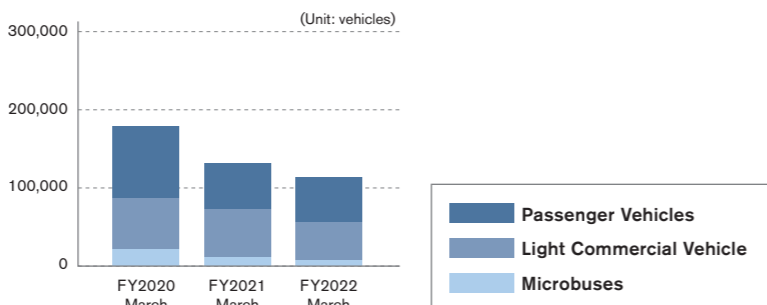
### Ordinary Income (loss) (Unit: millions of yen)



### Profit (loss) attributable to owners of parent (Unit: millions of yen)



### Vehicle Sales Volume (Unit: vehicles)



\* The listed numerical values include the six consolidated subsidiaries  
(Nissan Shatai Kyushu, Nissan Shatai Manufacturing, Nissan Shatai Engineering, Auto Works Kyoto, Nissan Shatai Computer Service, Pro Staff)

# Outline of Affiliates

## NISSAN SHATAI MANUFACTURING CO., LTD.

Production of pressed parts for Nissan Shatai.

Corporate Name	NISSAN SHATAI MANUFACTURING CO., LTD.	Number of employees	235 (as of 31 March 2022)
URL	<a href="http://ns-m.jp">http://ns-m.jp</a>	Business areas	Manufacture partly-finished car parts
Established in	October 31, 1956	Head office	2-15, Nagatoro, Hiratsuka, Kanagawa, 254-0021
Capital	432 million yen(Nissan Shatai holds 100% of the share)	Tel	81-463-21-8510
Representative	Ryo Kajii - President		

## NISSAN SHATAI ENGINEERING CO., LTD.

Maintenance of equipment and distribution at Nissan Shatai and Nissan Shatai Kyushu.

Corporate Name	NISSAN SHATAI ENGINEERING CO., LTD.	Business areas	Designing, manufacturing, installation, and maintenance of machinery, automated machinery, and jigs. Design and construction of electrical works and ventilation of facilities. Mold design, plant facility maintenance, plant logistics, etc.
URL	<a href="http://www.ns-eng.jp">http://www.ns-eng.jp</a>	Head office	4-4, Tsutsumicho, Hiratsuka, Kanagawa, 254-0027
Established in	August 1, 1986	Tel	81-463-20-5372
Capital	40 million yen(Nissan Shatai holds 100% of the shares)		
Representative	Haruhiko Takaishi - President		
Number of employees	323 (as of 31 March 2022)		

## AUTO WORKS KYOTO CO., LTD.

Convert work-use vehicles.

Corporate Name	AUTO WORKS KYOTO CO., LTD.	Number of employees	253 (as of 31 March 2022)
URL	<a href="https://www.awk.co.jp">https://www.awk.co.jp</a>	Business areas	Manufacturing of microbus and mini truck bodies. Assembly and maintenance of various vehicles, etc.
Established in	March 12, 2001	Head office	1-1, Nishi-no-hata, Okubo-cho, Uji, Kyoto, 611-0033
Capital	480 million yen(Nissan Shatai holds 100% of the shares)	Tel	81-774-46-7063
Representative	Yoshinori Utsumi - President		

## NISSAN SHATAI COMPUTER SERVICE CO., LTD.

IT-related services, such as creating information systems and maintenance/operation of information systems.

Corporate Name	NISSAN SHATAI COMPUTER SERVICE CO., LTD.	Number of employees	261 (as of 31 March 2022)
URL	<a href="https://www.ncs-net.co.jp">https://www.ncs-net.co.jp</a>	Business areas	Application system development, maintenance and operation of systems
Established in	January 1, 1987	Head office	2-20, Akashicho, Hiratsuka, Kanagawa, 254-0042
Capital	100 million yen(Nissan Shatai holds 100% of the shares)	Tel	81-463-22-7760
Representative	Takeshi Mori - President		

## PRO STAFF CO., LTD.

From temporary staff placement, introduction of jobs and personnel, to various outsourcing business.

Corporate Name	PRO STAFF CO., LTD.	Number of employees	192 (as of 31 March 2022)
URL	<a href="http://www.pro-staff.co.jp">http://www.pro-staff.co.jp</a>	Business areas	General worker dispatch, job introduction and recruiting for the private sector, outsourcing
Established in	August 1, 1987	Head office	9-10, amanuma, Hiratsuka, Kanagawa, 254-0031
Capital	90 million yen(Nissan Shatai holds 100% of the shares)	Tel	81-463-23-7750
Representative	Hirokazu Kobayashi - President		