

100th 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 99th fiscal period	4,260
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Total number of shares issued	157,239,691
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Number of shareholders with voting rights	3,623
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Number of voting rights owned	1,354,263
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Audit Report by the Accounting Auditor and Board of Statutory Auditors

Please refer to pages 64 - 65 of the
reference materials appended to the
Notice of Convocation.

Matters to be Reported

1. 100th fiscal period (April 1, 2022 –March 31, 2023)

Business Report and Consolidated Financial
Statements

2. 100th fiscal period (April 1, 2022 –March 31, 2023)

Financial Statements

Items Pertaining to the Current State of the Corporate Group



ARMADA



PATROL (Y62)



QX80



CARAVAN



ELGRAND



AD



NV200
VANETTE

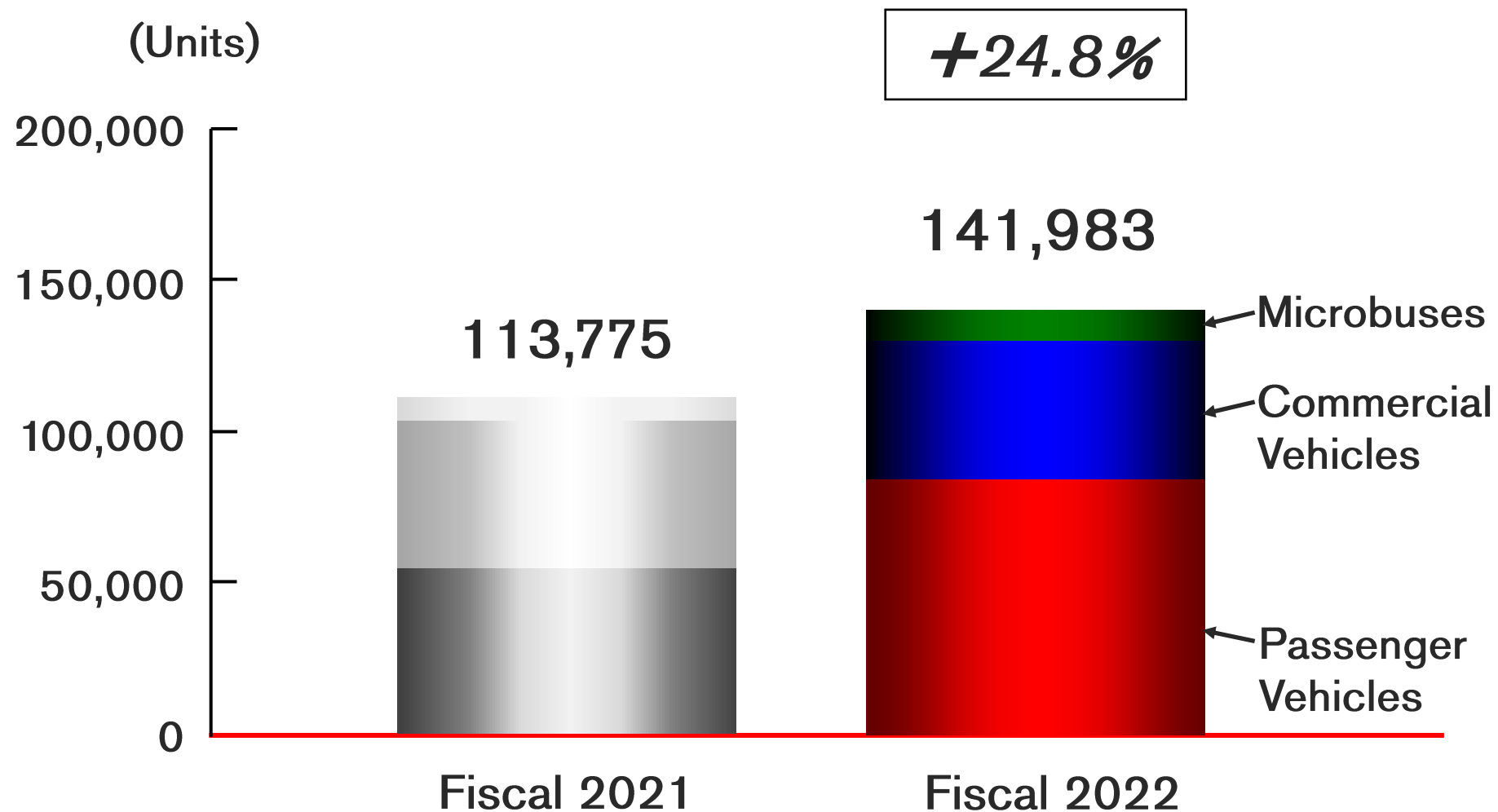


PATROL (Y61)

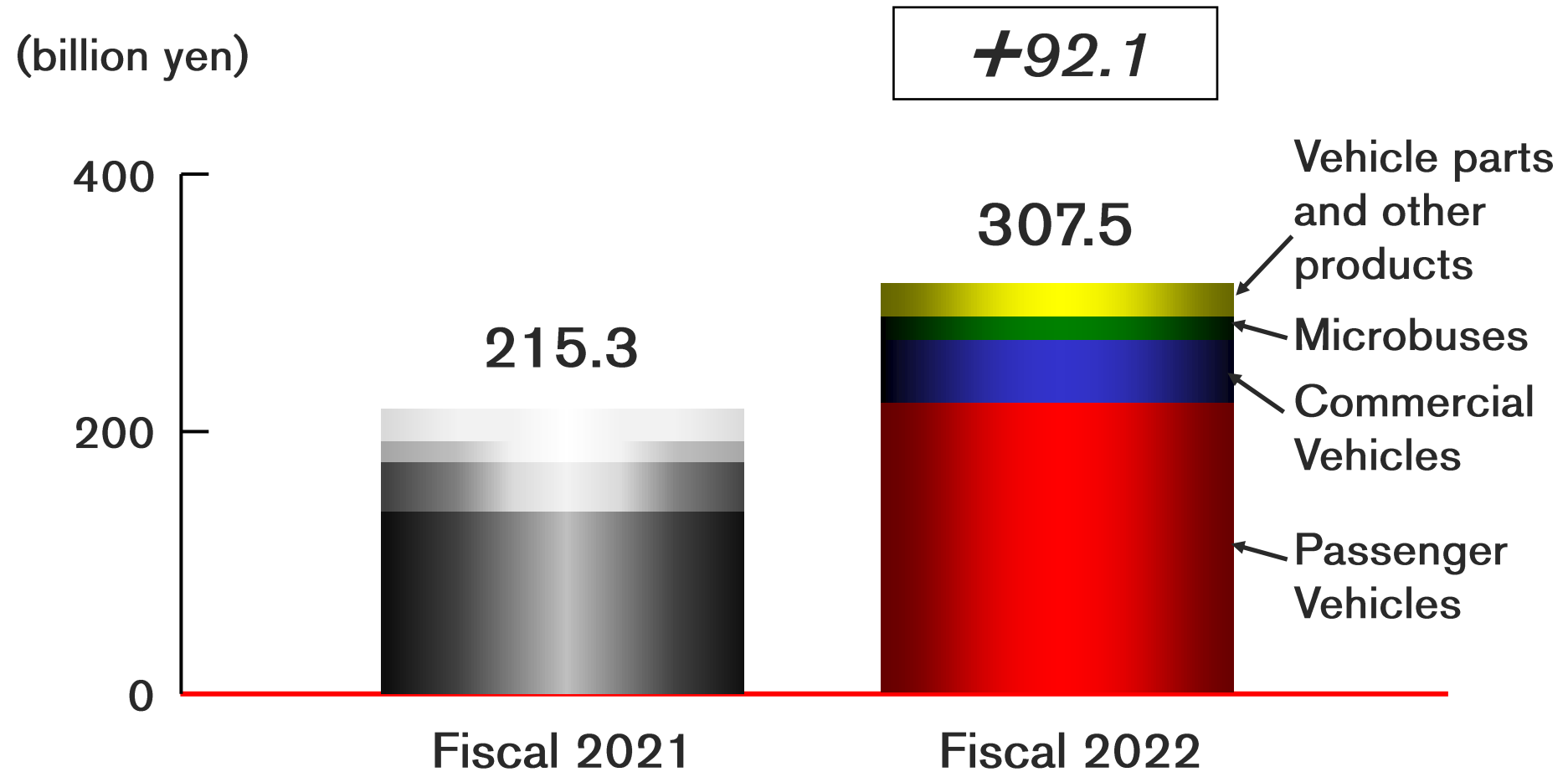


PATROL PICKUP

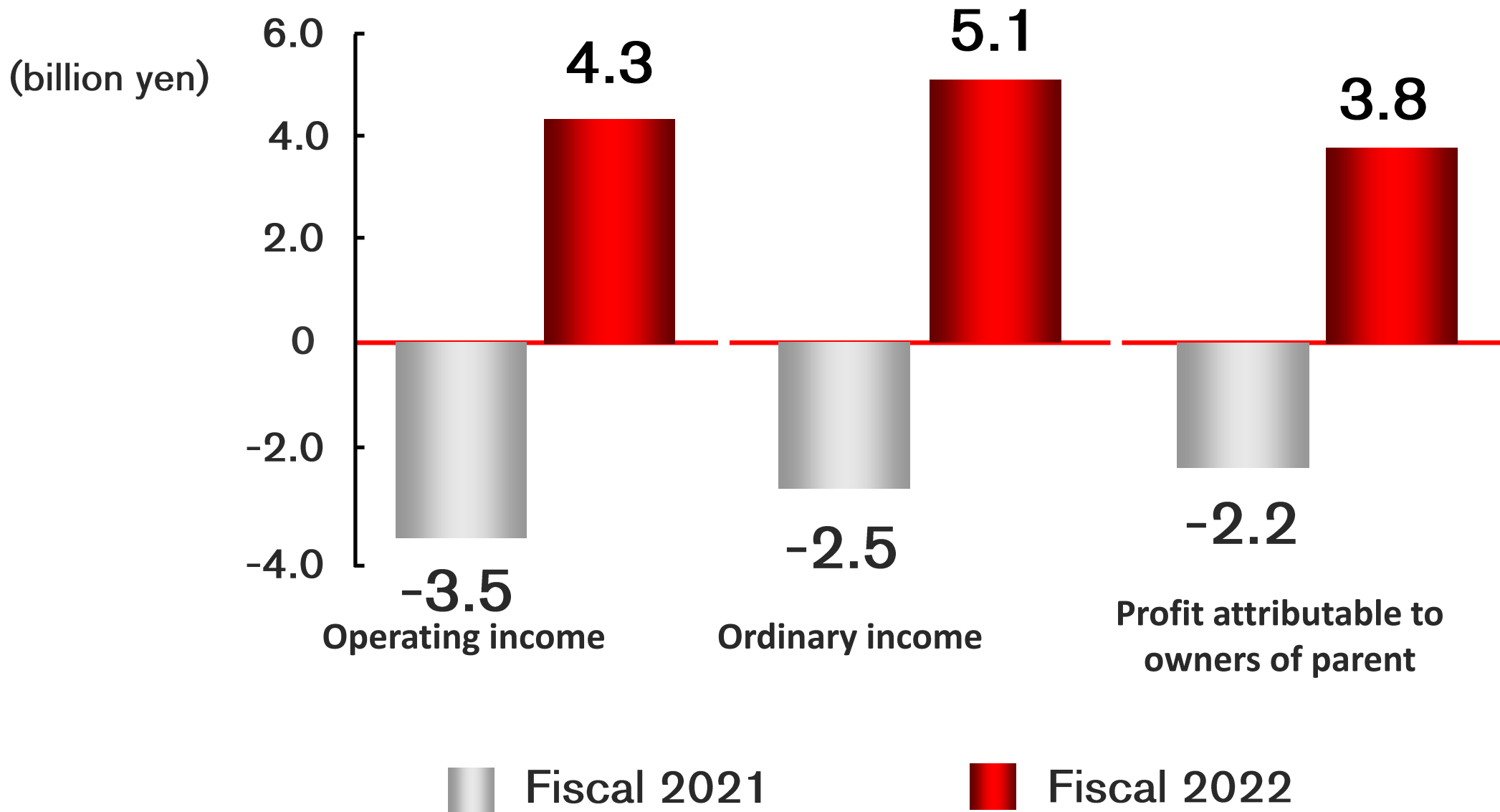
Vehicle Sales Volume



Net Sales (Consolidated)



Comparison of Income/Loss (Consolidated)



Funding Activities

Capital Expenditures

Total of Approximately 13.1 billion yen

- 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 30-37 of the
reference materials appended to the
Notice of Convocation.

Consolidated Financial Statements

Please refer to pages 38 - 49 of the
reference materials appended to the
Notice of Convocation.

Consolidated Balance Sheet

As of March 31, 2023

Consolidated Balance Sheet (Summary)

(billion yen)

Item	Amount	YoY Difference	Item	Amount	YoY Difference
Assets	249.1	+17.9	Liabilities	76.1	+17.1
Current assets	123.1		Current liabilities	70.9	
Fixed assets	126.0		Fixed liabilities	5.2	
Tangible fixed assets	50.2		Net assets	172.9	+0.8
Intangible fixed assets	1.9		Shareholders' equity	169.4	
Investments and other assets	73.8		Common stock	7.9	
			Capital surplus	8.5	
			Retained earnings	175.6	
			Treasury stock	-22.6	
			Other accumulated comprehensive income	3.5	
Total	249.1		Total	249.1	

*Please refer to pages 38 of the reference materials appended to the Notice of Convocation for details.

*The amounts shown are rounded down to the nearest 0.1 billion yen.

Consolidated Statement of Income

From April 1, 2022
To March 31, 2023

Consolidated Statement of Income (Summary)

(billion yen)

Item	Amount
Net sales	307.5
Cost of sales	295.9
Gross profit	11.5
Selling, general and administrative expenses	7.1
Operating profit	4.3
Non-operating income	0.9
Non-operating expenses	0.2
Ordinary profit	5.1
Special gains	0.5
Special losses	0.4
Total income state	1.3
Profit attributable to owners of parent	3.8

*Please refer to page 39 of the reference materials appended to the Notice of Convocation for details.

*The amounts shown are rounded down to the nearest 0.1 billion yen.

Consolidated Statement of
Changes in Shareholders' Equity,
etc.

From April 1, 2022

To March 31, 2023

Please refer to page 40 of the reference
materials appended to the Notice of
Convocation.

Financial Statements

**Please refer to pages 50 - 59 of the
reference materials appended to the
Notice of Convocation.**

Initiatives to Address Challenges

Reflecting on the previous Medium-term Management Plan

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

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More Competitive Vehicles

Producing highly appealing vehicles to increase production and sales

More Competitive Plants

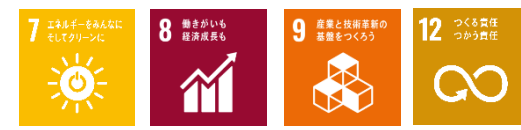
Operating plants with the best quality that can earn the trust of customers

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

More Competitive Vehicles



Continued efforts to maintain and expand competitiveness

PATROL NISMO



PATROL



ELGRAND



CARAVAN



NV200



AD



New
PARAMEDIC



QX80



New exterior

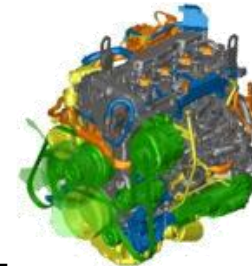
Upgraded powertrain

Comfortable
interior

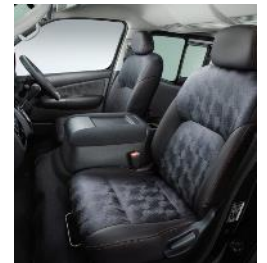
Advanced safety features
and equipment



HR16+CVT



4N16



Spinal support

PATROL



7AT



Electric
mirror



USB port

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Reflecting on the previous Medium-term Management Plan

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Acting as a foundation to support all of our activities

More Competitive Plants

<3MIS> Sustained top-level quality in the Nissan group

	FY17	FY18	FY19	FY20	FY21	FY22
				March		
		Note	 Note			

More Competitive Plants

Shonan Plant: reconfiguration of equipment process in line with the number of units produced

Nissan Shatai Kyushu: improving the productivity of frame vehicles

- Utilization of quality survey results
- Enhancement of the quality of endurance over time

Quality

- Comprehensive improvement of facility and equipment efficiency
- Development of a failure restoration procedure
- Improvement of reliability of spare parts

Cost

Speed

- Minimization of loss costs
- Optimization of fixed costs
- Optimization of variable costs

Reflecting on the previous Medium-term Management Plan

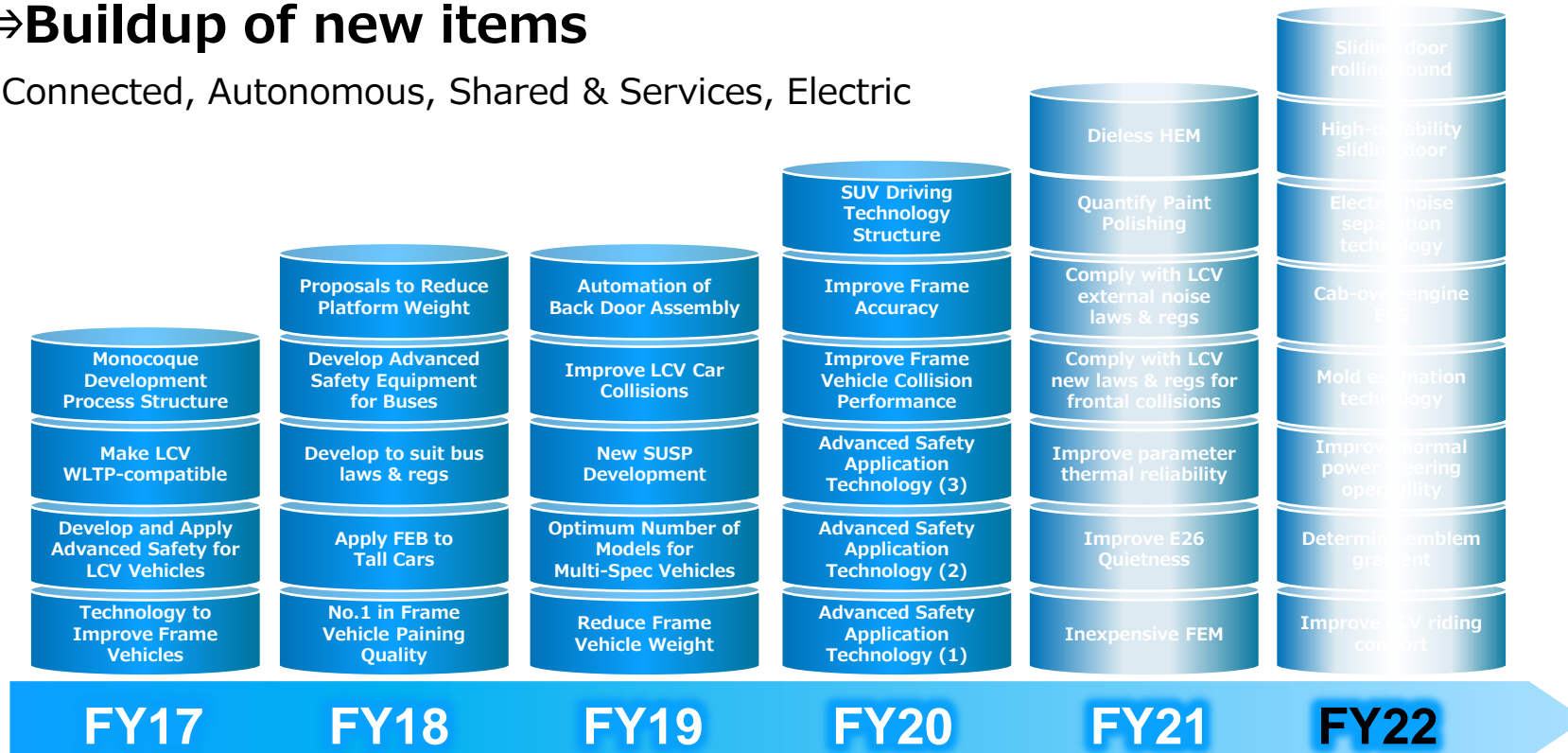
2017-2022 Medium-term Management Plan	
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Acting as a foundation to support all of our activities	

More Competitive Technologies and Skills

Technology theme initiatives

- ✓ Working toward next model vehicles
⇒ Moving developed items into the mass production phase
- ✓ Technologies needed for LCV product capabilities enhancement, next model vehicles, and CASE*
⇒ Buildup of new items

※Connected, Autonomous, Shared & Services, Electric



More Competitive Technologies and Skills

Participation in competitions

Fiscal 2022 results

- ◆ Parts quality certification skill competition (May)



- ◆ Vehicle assembly skill competition (July)

Women's representatives	 	30s representatives	 
Teen representatives		40s representatives	 
20s representatives	 	50s representatives	
- ◆ Vehicle quality certification skill competition (September)
- ◆ Frame basic skill competition (October)
- ◆ Painting and resin skill competition (February)



Reflecting on the previous Medium-term Management Plan

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Acting as a foundation to support all of our activities	

The foundation for all our activities



Promoting diversity



Reinforced systems

Short working hours system

Teleworking system

On-premise day care center

Long leave system

- Maternity leave
- Childcare leave
- Paternity leave

Employment for handicapped people

Leaves

Family support leave
(childcare, nursing)

Enhanced compliance

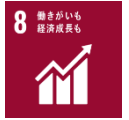
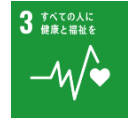


Issue (workplace) improvements

◆ Telecube deployment ◆ Break room renovation

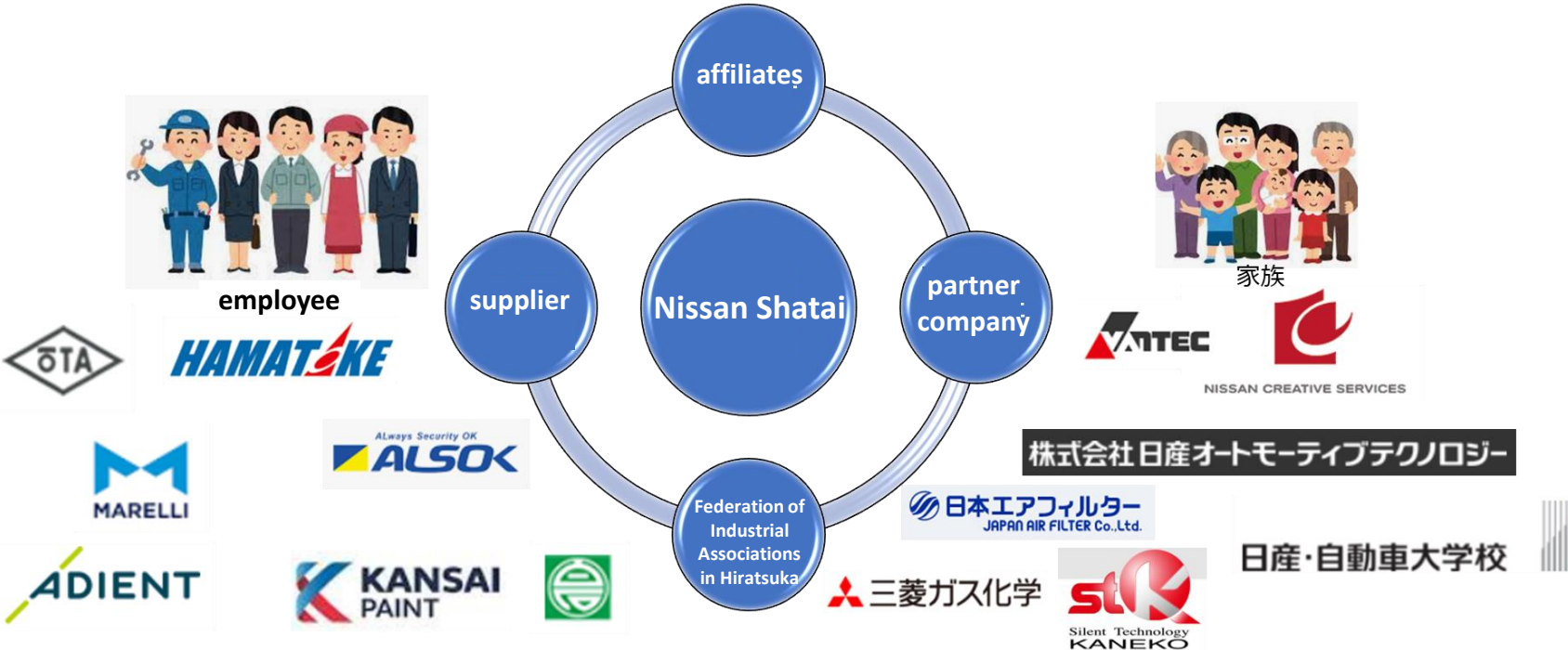


The foundation for all our activities

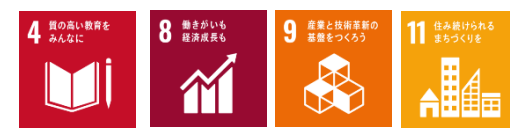


Local contribution: workplace vaccination for COVID-19

Over 13,000 people vaccinated including employees and their families as well as people from nearby companies



The foundation for all our activities



Local contribution: efforts for online plant tour



Studio appearance



Online plant tour studio



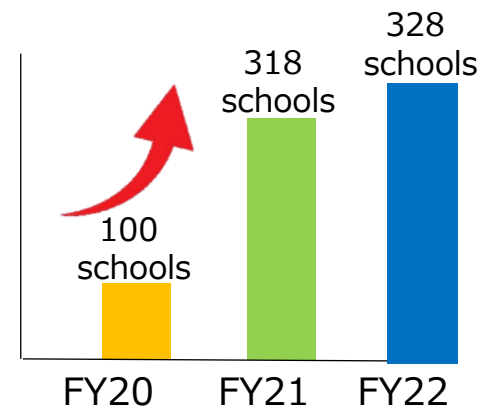
Elementary schools

Number of participants

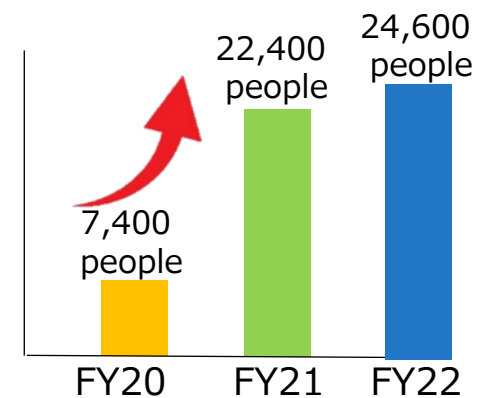
**No.1 among
Nissan domestic plants**

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<Number of schools>



<Number of participants>



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Efforts for FY2022

2017-2022 Medium-term Management Plan

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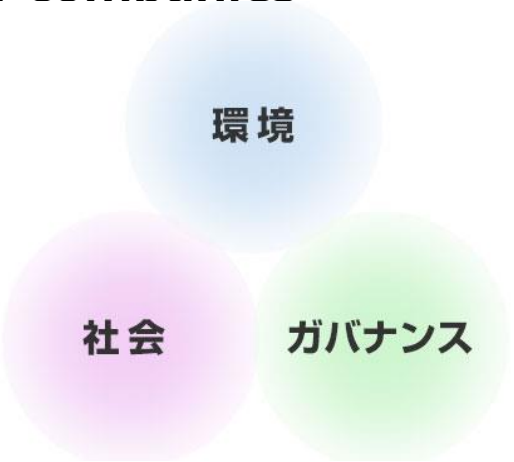
Acting as a foundation to support all of our activities

Changes in the surrounding environment, future forecasts

The necessity of a response to climate change

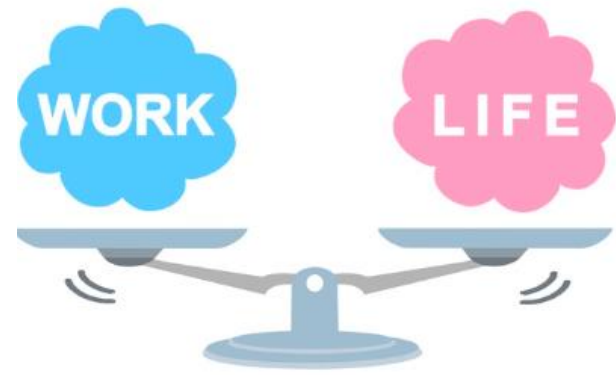
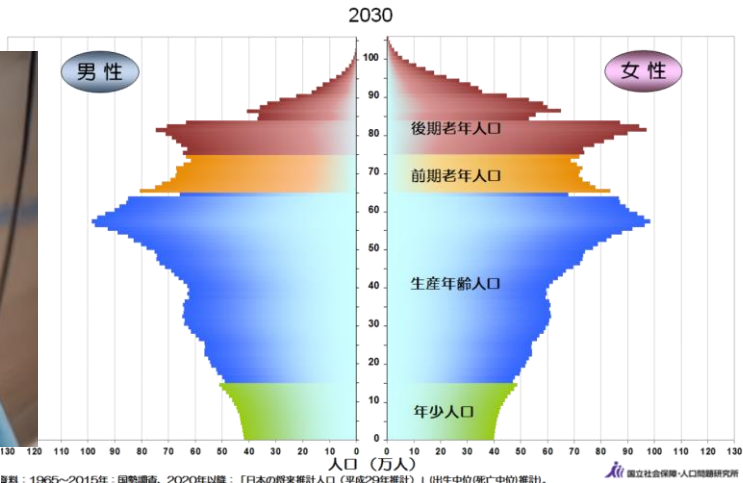


Increase in the societal responsibilities required of companies

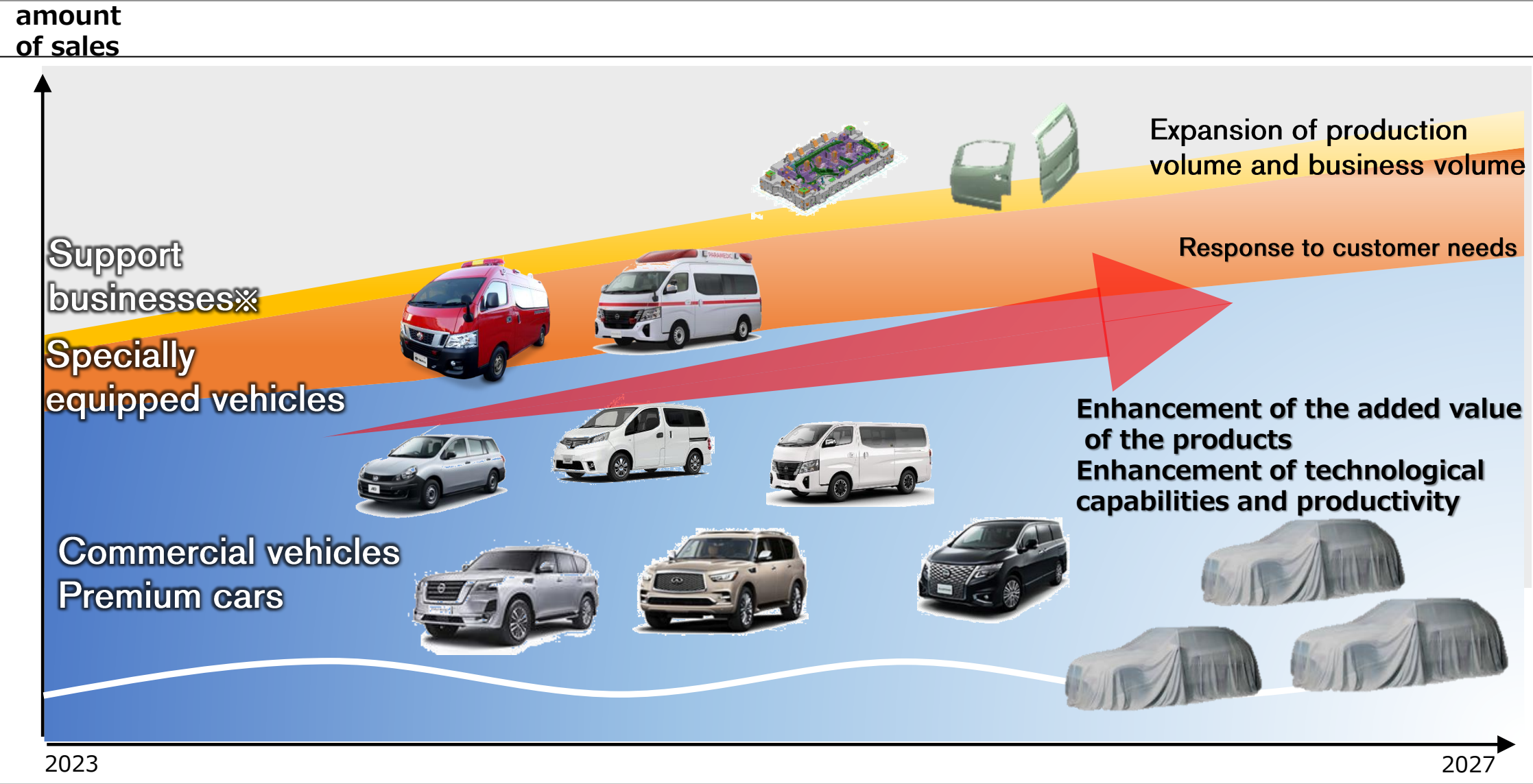


Changes in the working population and the awareness of employees

Changes in the needs of the market



Major businesses



※service parts, engineering services, trial production, dies and jigs, equipment, and others

FY2023-2027 Medium-term Management Plan

Our vision for our Future

Contribute to society through our commercial vehicles,
Premium cars, specially equipped vehicles, and support businesses
and become the one and only presence trusted by our customers.

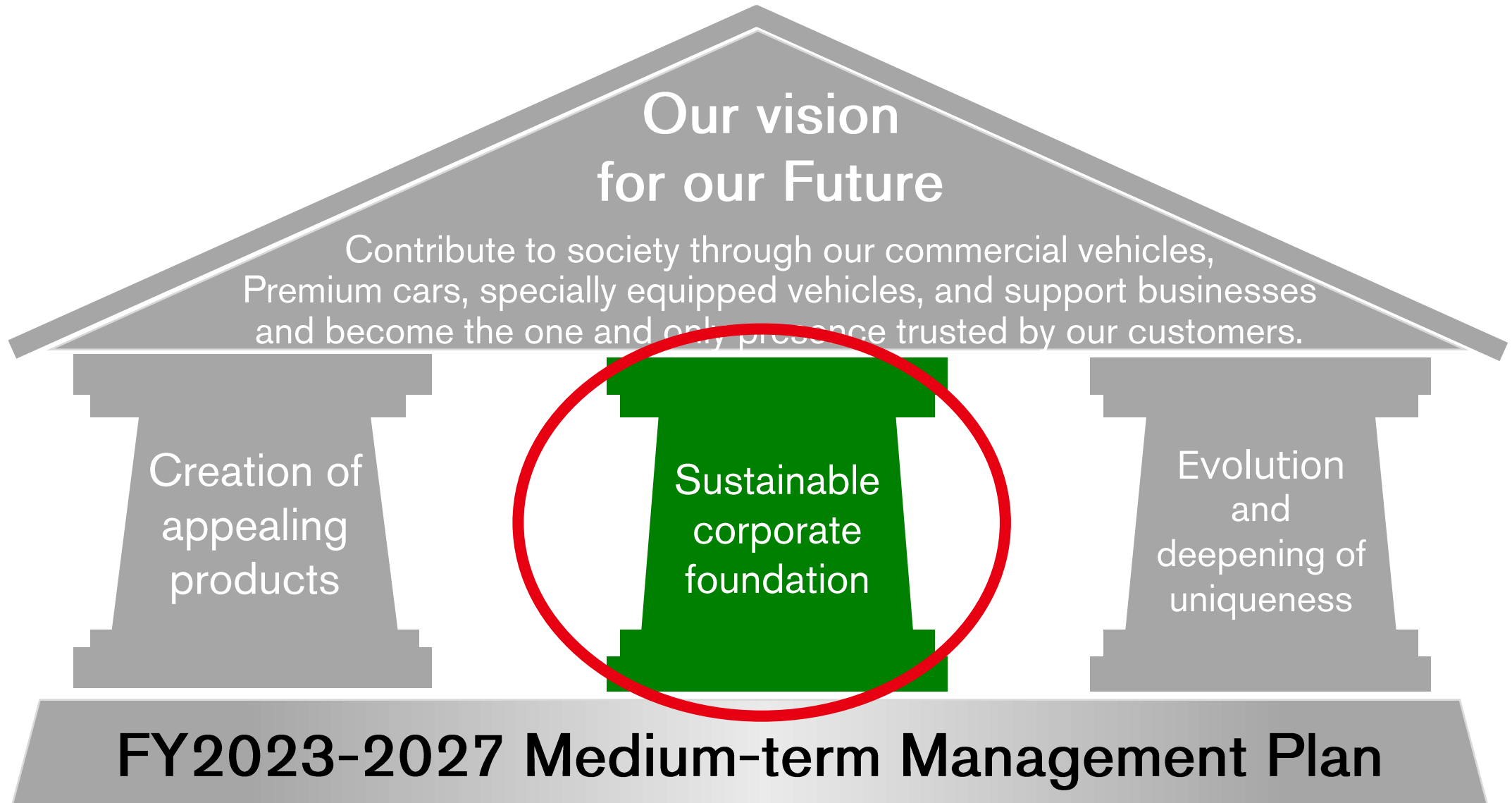
Creation of
appealing
products

Sustainable
corporate
foundation

Evolution
and
deepening of
uniqueness

FY2023-2027 Medium-term Management Plan

FY2023-2027 Medium-term Management Plan



Sustainable corporate foundation

Nissan Shatai will realize carbon neutral by 2050.

Through the efforts of all of our employees we will realize a company climate in which anyone can work with motivation and peace of mind.

<Initiatives>

- We will advance the utilization of renewable energy, the electrification of equipment, and energy-saving.
- We will advance the coexistence of diverse values and the building of workplaces in which anyone can work comfortably.

Diversity, equity & inclusion

Workplace environment development, motivation to work, work styles, safety, health

- We will work toward harmonious coexistence with local communities through a variety of initiatives by the company.

Exchanges with local communities, plant tours, disaster response



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FY2023-2027 Medium-term Management Plan

Creation of appealing products

Nissan Shatai will meet the diversifying needs of our customers in a timely manner and create products and value which excite our customers.

<Initiatives>

- As commercial vehicle and premium car professionals, we will provide products which are praised by our customers.
- We will enhance our specially equipped vehicles and propose new products which meet diversifying needs in a timely manner to our customers.
- We work toward the expansion of businesses such as CASE,* etc., including service parts and vehicle electrification.

※Connected, Autonomous, Shared & Services, Electric



FY2023-2027 Medium-term Management Plan

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FY2023-2027 Medium-term Management Plan

Evolution and deepening of uniqueness

Nissan Shatai will continue to explore innovation, efficiency and flexibility through technologies and ideas brimming with uniqueness.

<Initiatives>

- Both Shonan plant and Nissan Shatai Kyushu plant will pursue an efficient production system in line with the number of units produced.
- We will build the optimal production technologies and methods for high-mix low-volume products.
- We will improve the technologies specific to commercial vehicles, premium cars, and specially equipped vehicles in order to become a trusted presence.



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FY2023-2027 Medium-term Management Plan

CARAVAN 50th Anniversary



First-generation E20 launched in February 1973
Cumulatively manufactured 2.2 million vehicles



CARAVAN MYROOM



Decided to commercialize based on extensive reaction



※The photo shows CARAVAN MYROOM CONCEPT



Initiatives to Address Challenges



100th Ordinary General Shareholders Meeting



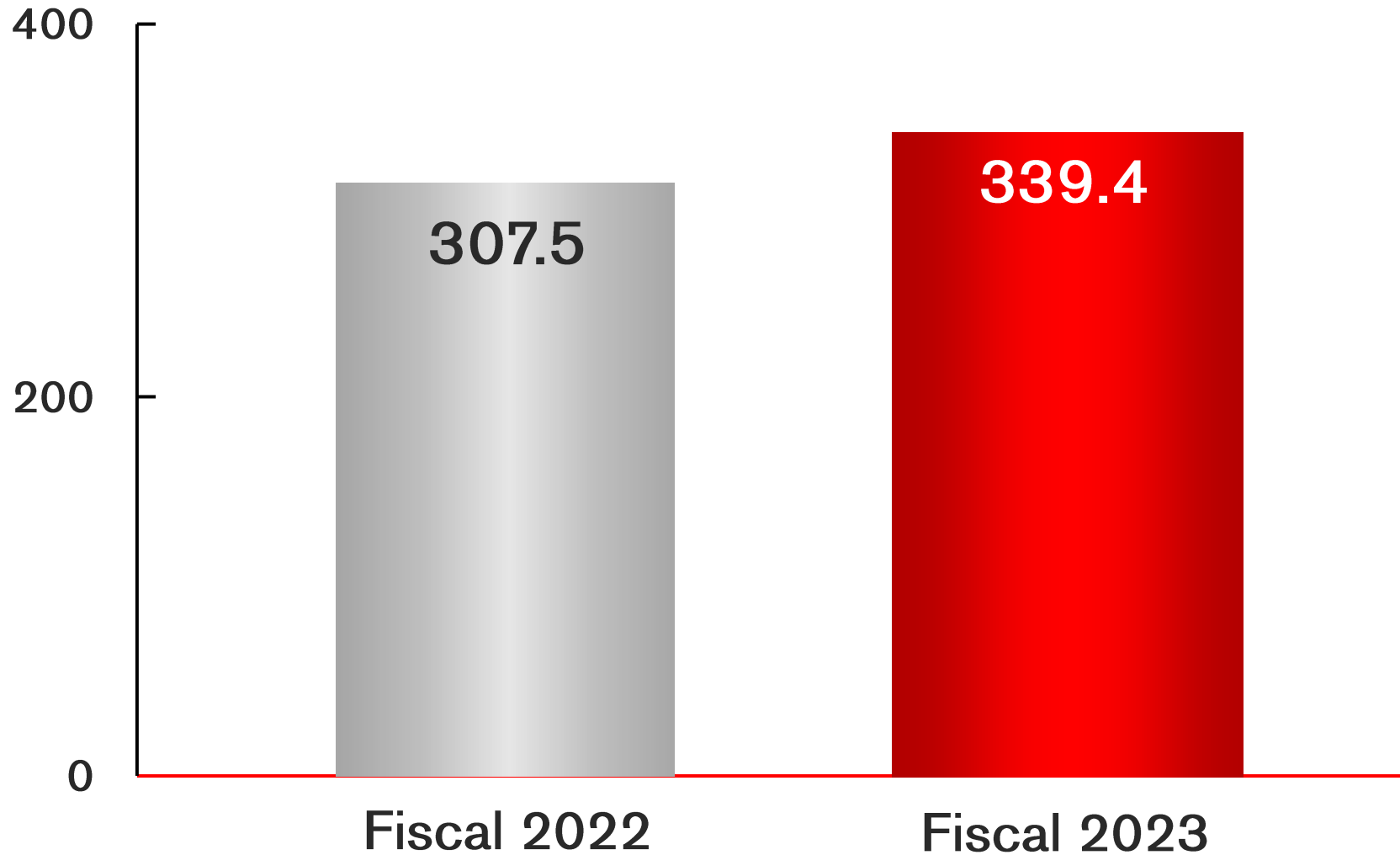
NISSAN SHATAI CO., LTD.

Business Outlook for Fiscal 2023

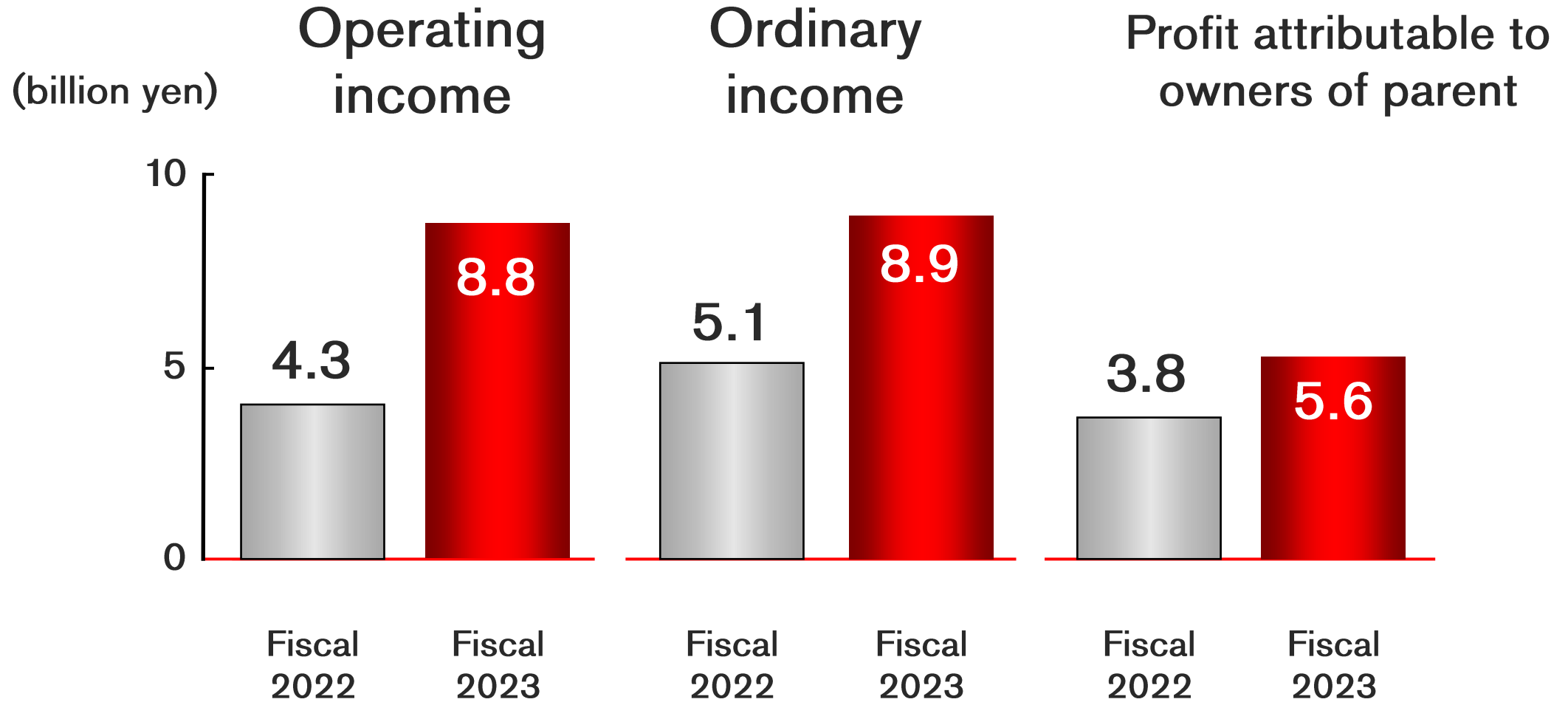
(Consolidated)

Total Net sales

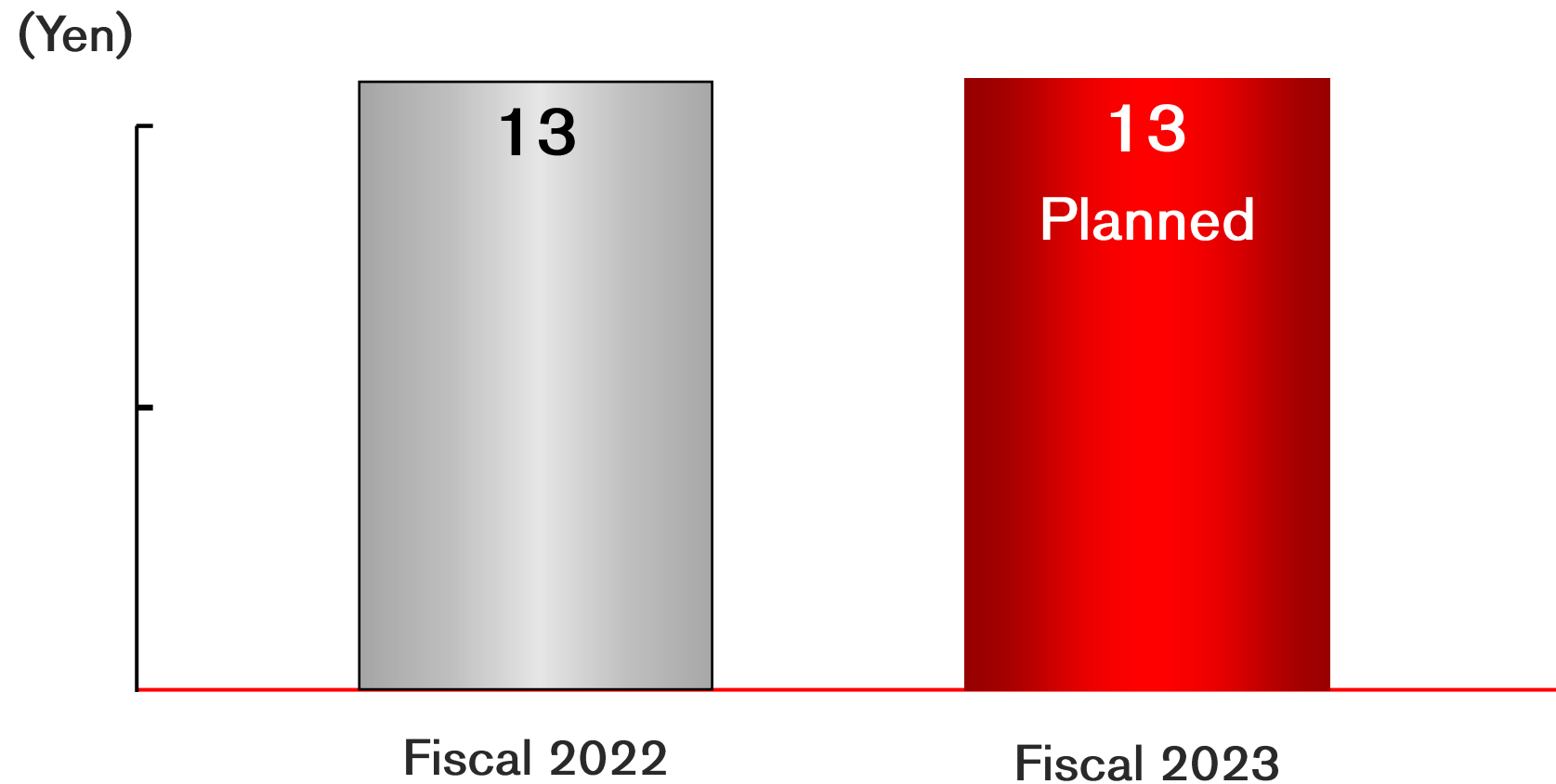
(billion yen)



(Consolidated)



Annual Dividend Per Share



100th Ordinary General Shareholders Meeting



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