

99th 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	4,911
--	-------

Total number of shares issued	157,239,691
-------------------------------	-------------

Number of shareholders with voting rights	4,310
---	-------

Number of voting rights owned	1,354,261
-------------------------------	-----------

Audit Report by the Accounting Auditor and Board of Statutory Auditors

Please refer to pages 72 - 73 of the
reference materials appended to the
Notice of Convocation.

Matters to be Reported

1. 99th fiscal period (April 1, 2021 –March 31, 2022)

Business Report and Consolidated Financial
Statements

2. 99th fiscal period (April 1, 2021 –March 31, 2022)

Financial Statements

Items Pertaining to the Current State of the Corporate Group



ARMADA



PATROL (Y62)



QX80



CARAVAN



ELGRAND



AD



NV200
VANETTE

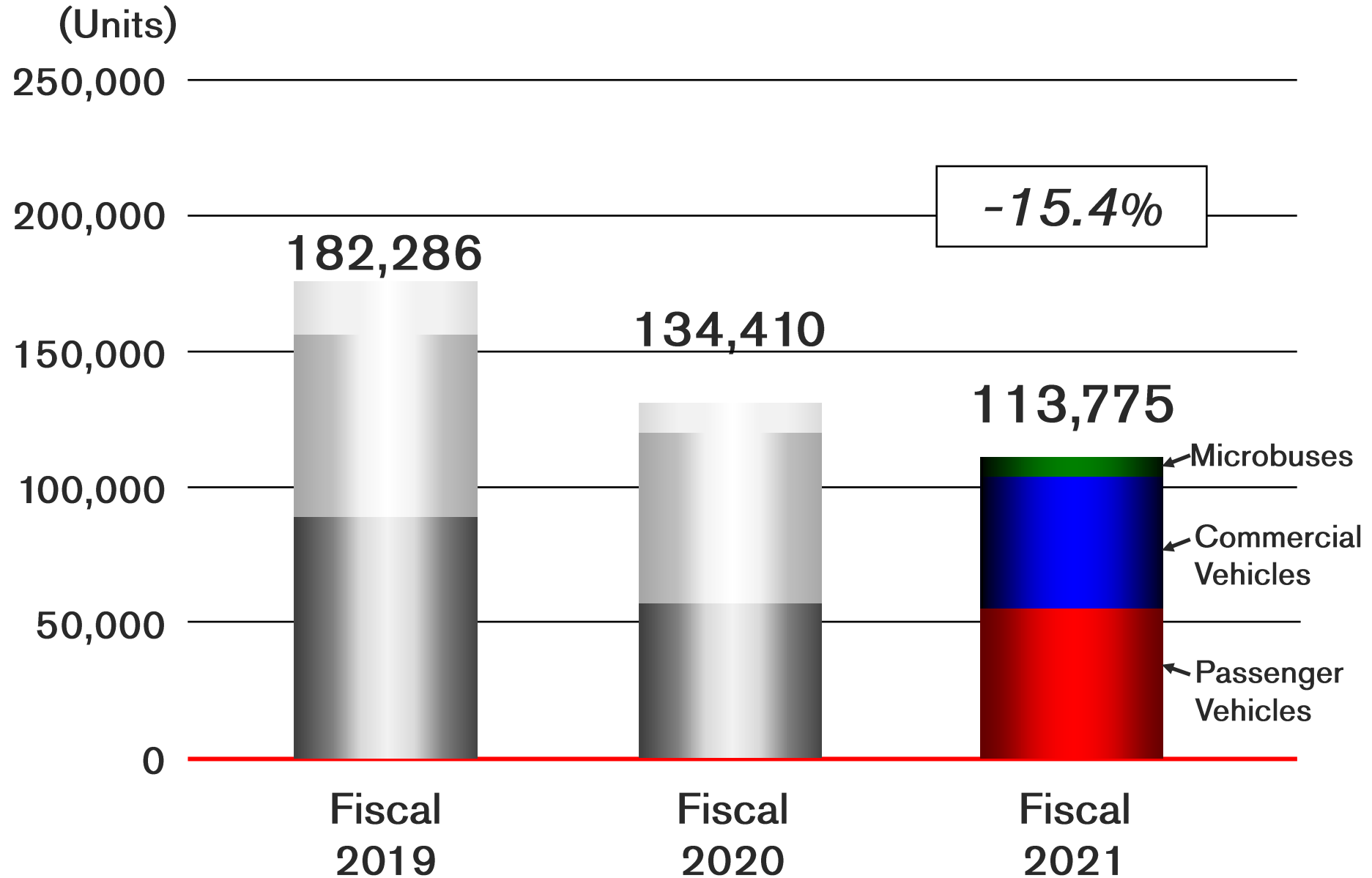


PATROL (Y61)



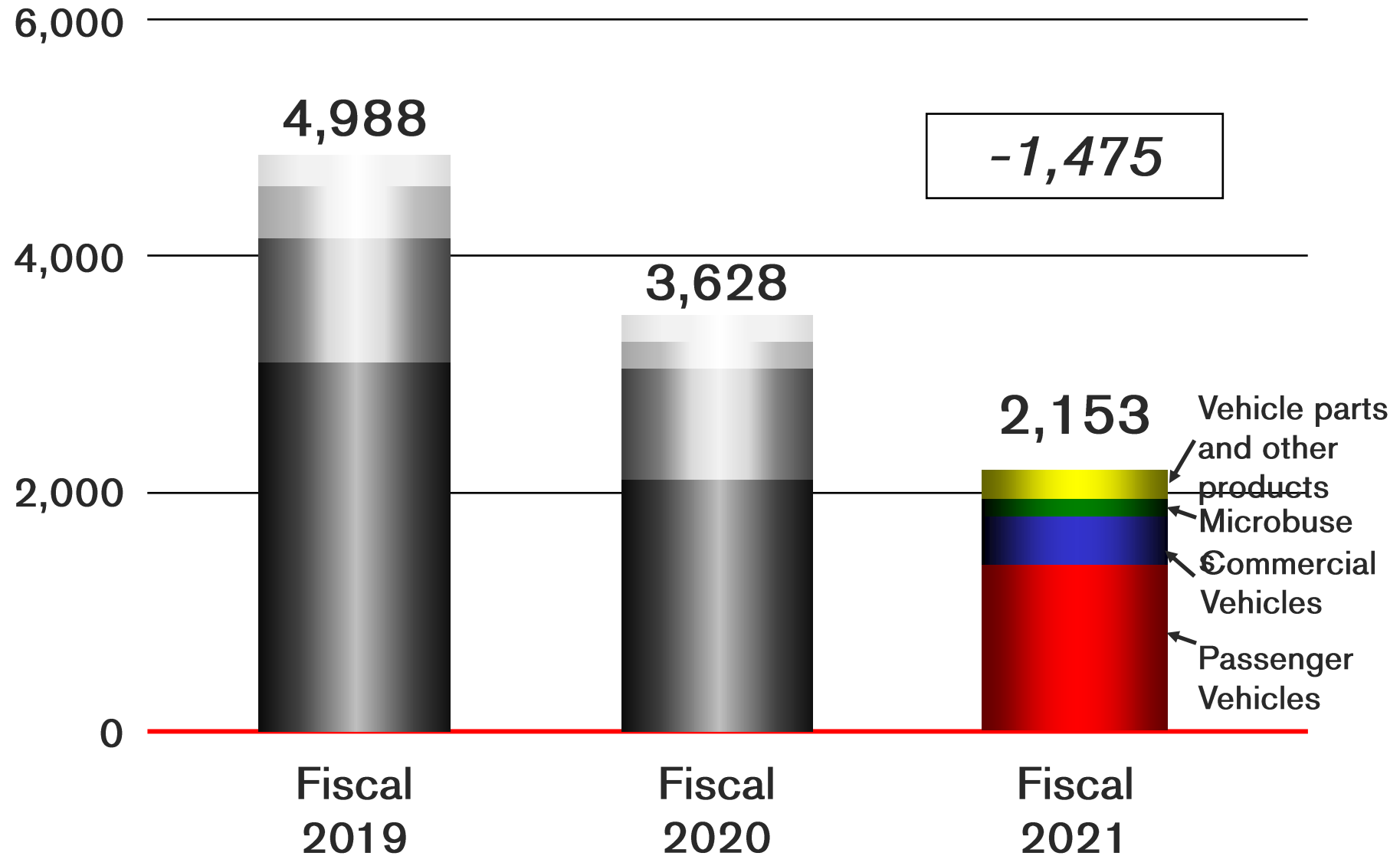
PATROL PICKUP

Vehicle Sales Volume



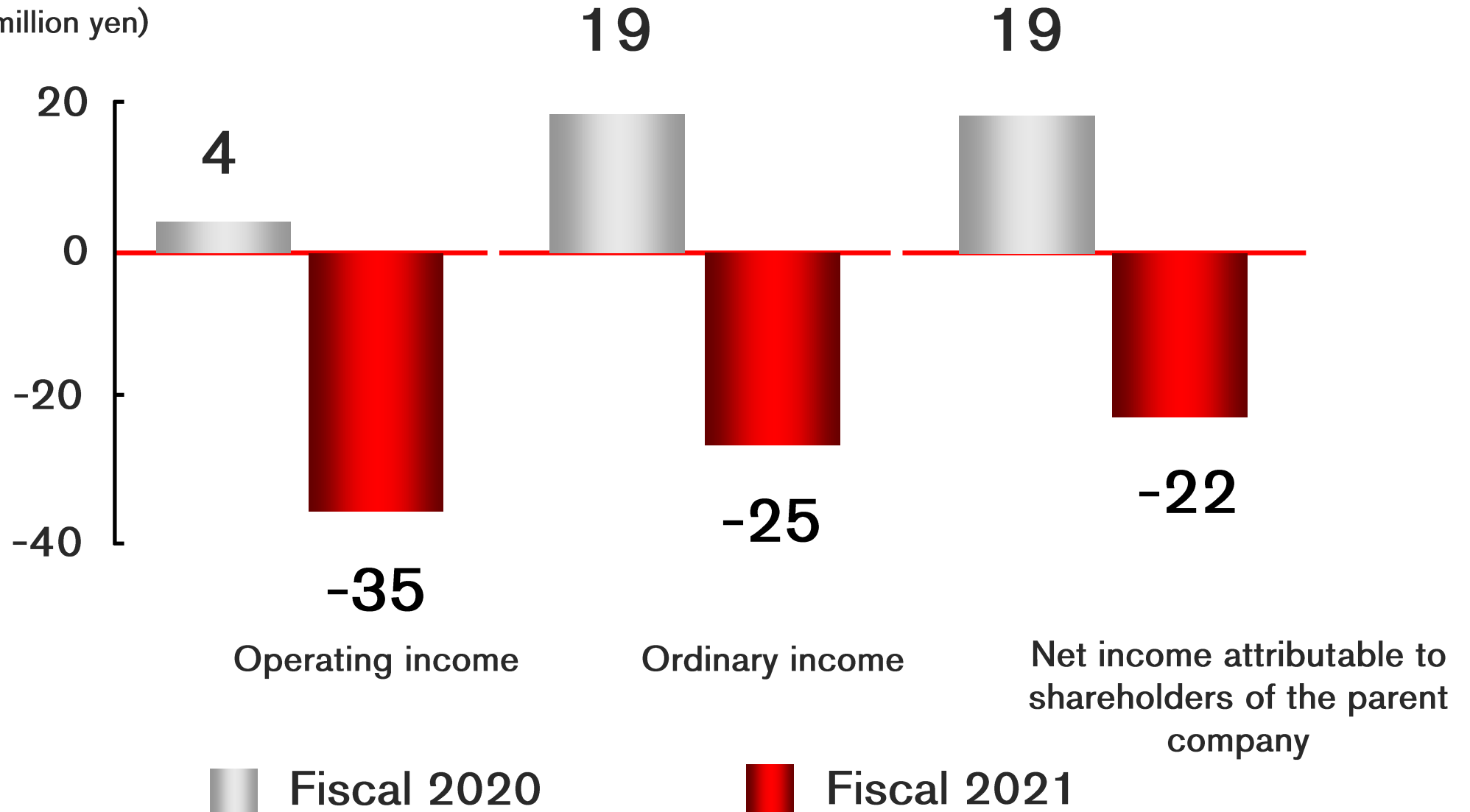
Net Sales (Consolidated)

(100 million yen)



Comparison of Income/Loss (Consolidated)

(100 million yen)



Funding Activities

Capital Expenditures

Total of Approximately ¥8.0
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 35 - 41 of the reference
materials appended to the Notice of
Convocation.

Consolidated Financial Statements

Please refer to pages 42 - 55 of the reference
materials appended to the Notice of
Convocation.

Consolidated Balance Sheet

As of March 31, 2022

Consolidated Balance Sheet (Summary)_(100 million yen)

Item	Amount	YoY Difference	Item	Amount	YoY Differenc e
Assets	2,312	-298	Liabilities	590	-268
Current assets	1,107		Current liabilities	548	
Fixed assets	1,205		Fixed liabilities	42	
Tangible fixed assets	456		Net assets	1,721	-30
Intangible fixed assets	8		Shareholders' equity	1,673	
Investments and other assets	740		Common stock	79	
			Capital surplus	85	
			Retained earnings	1,735	
			Treasury stock	-226	
			Other accumulated comprehensive income	48	
Total	2,312		Total	2,312	

※Please refer to page 42 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, 2021
To March 31, 2022

Consolidated Statement of Income (Summary)

(100 million yen)

Item	Amount
Net sales	2,153
Cost of sales	2,121
Gross profit	32
Selling, general, and administrative expenses	67
Operating loss	35
Non-operating income	12
Non-operating expenses	2
Ordinary loss	25
Special gains	1
Special losses	5
Total income taxes	-8
Net loss attributable to shareholders of the parent company	22

※Please refer to page 43 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, 2021

To March 31, 2022

Please refer to pages 44 - 45 of the
reference materials appended to the
Notice of Convocation.

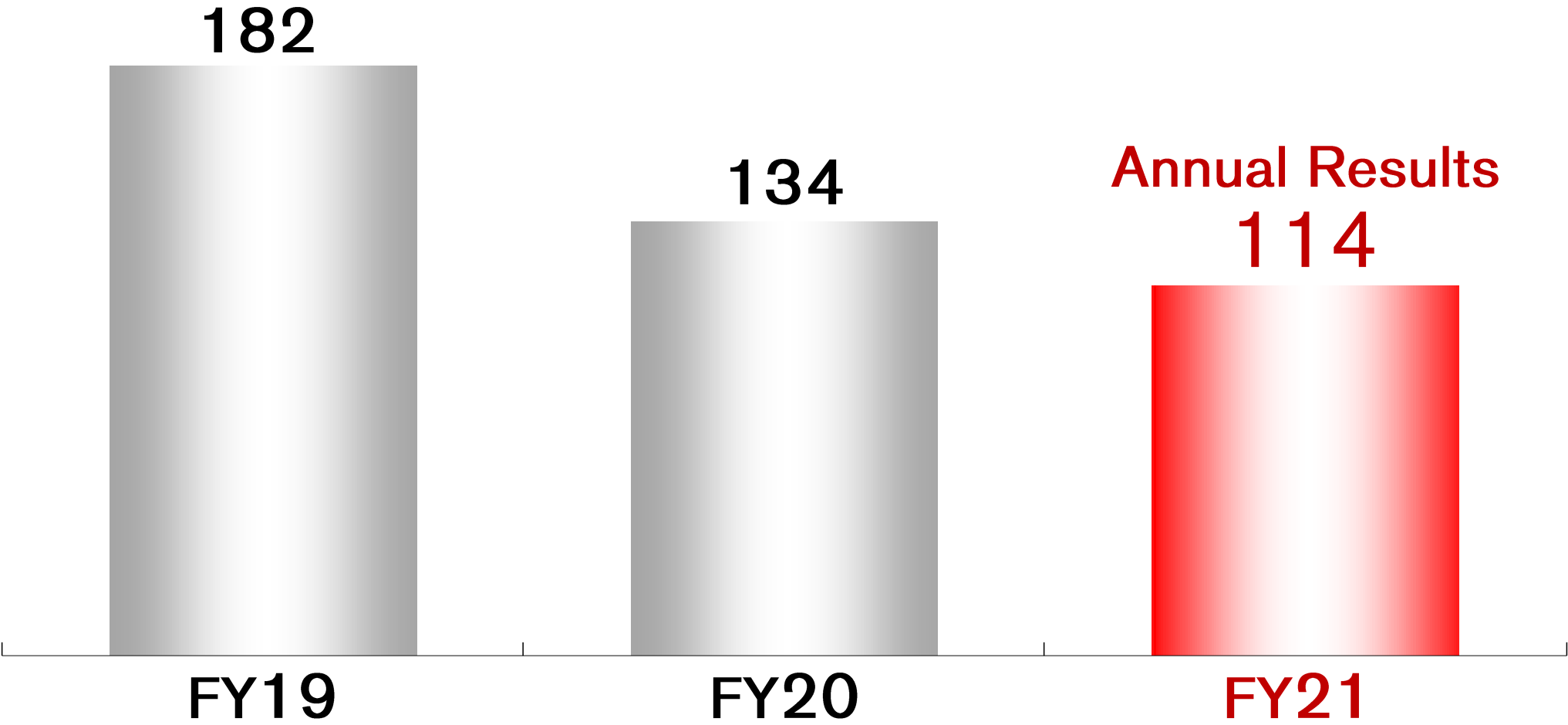
Financial Statements

Please refer to pages 56 - 67 of the
reference materials appended to the
Notice of Convocation.

Initiatives to Address Challenges

Review of FY2021

Production Annual Results (1,000 units)



Final Inspection Issue: Continued Efforts to Prevent Reoccurrence

Holding Compliance Day so memories of this issue do not fade

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



Compliance with LCV Corporate Average Fuel Efficiency (CAFE) and making the vehicles even more appealing

AD

From 2021/5



NV200
VANETTE

From 2021/7



CARAVAN (gasoline)

From 2021/10



CARAVAN (diesel)

From 2022/2



Better fuel economy



Conversion to CVT



Antibacterial steering wheel



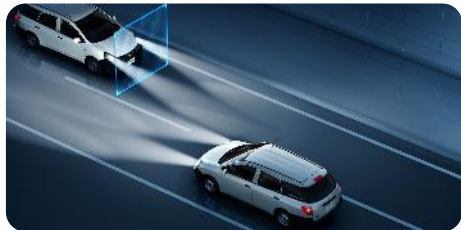
Advanced safety features and equipment



New engine (urea-SCR system)



Safety features and equipment



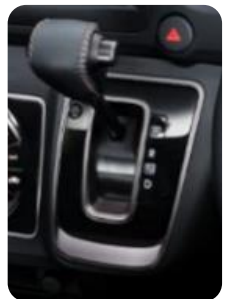
Amenities



New seats



7-gear AT



70th anniversary of the birth of PATROL

We held an event at the Dubai Expo



The first generation began production in 1951

70th anniversary commemorative model



Efforts for FY2022

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

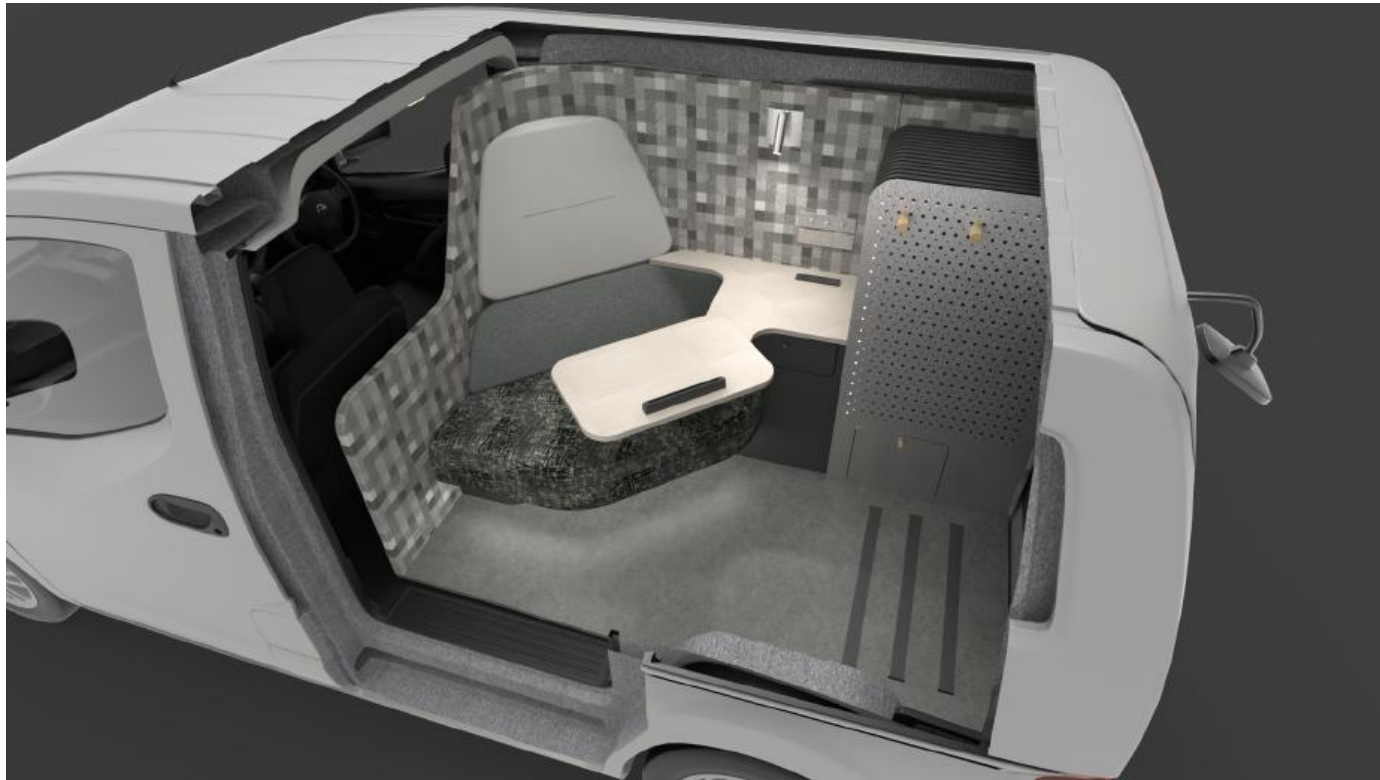
More Competitive Technologies and Skills

Establishing global technology bases for LCV and frame-vehicle manufacturing

Acting as a foundation to support all of our activities

Press release of specially equipped vehicle MOOW

- A mobile office car which enables comfortable telework
- Jointly developed with Itoki Corporation based on the NV200 Vanette
- A lithium-ion battery is installed



2022 model of the Paramedic ambulance

Enhancement of the
advanced safety features
and equipment



Exterior
change



Interior
change



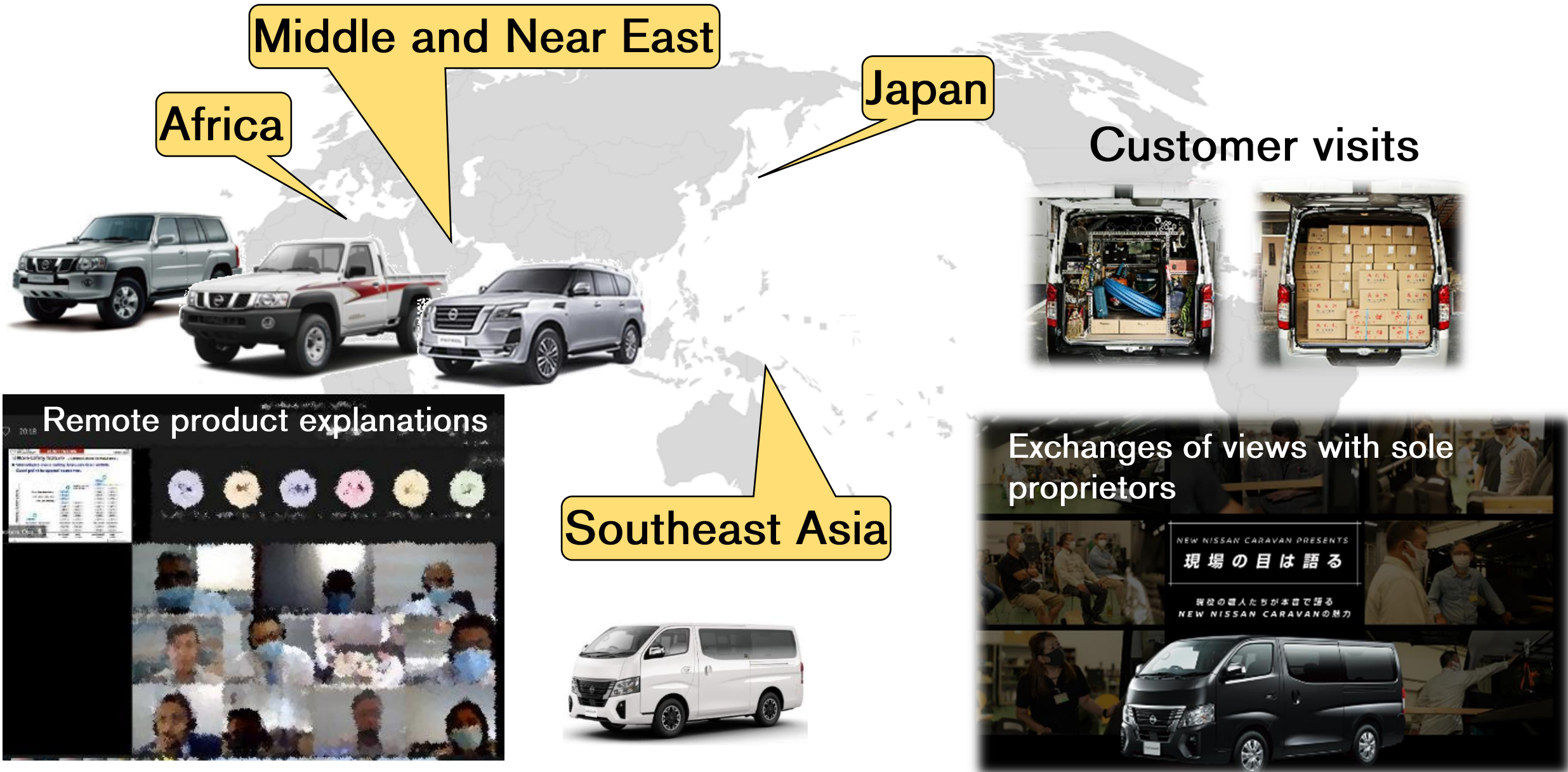
Improvement of
functionality



Improvement of
environmental
performance



Local sales support activities, efforts for product specification proposals



Efforts for FY2022

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

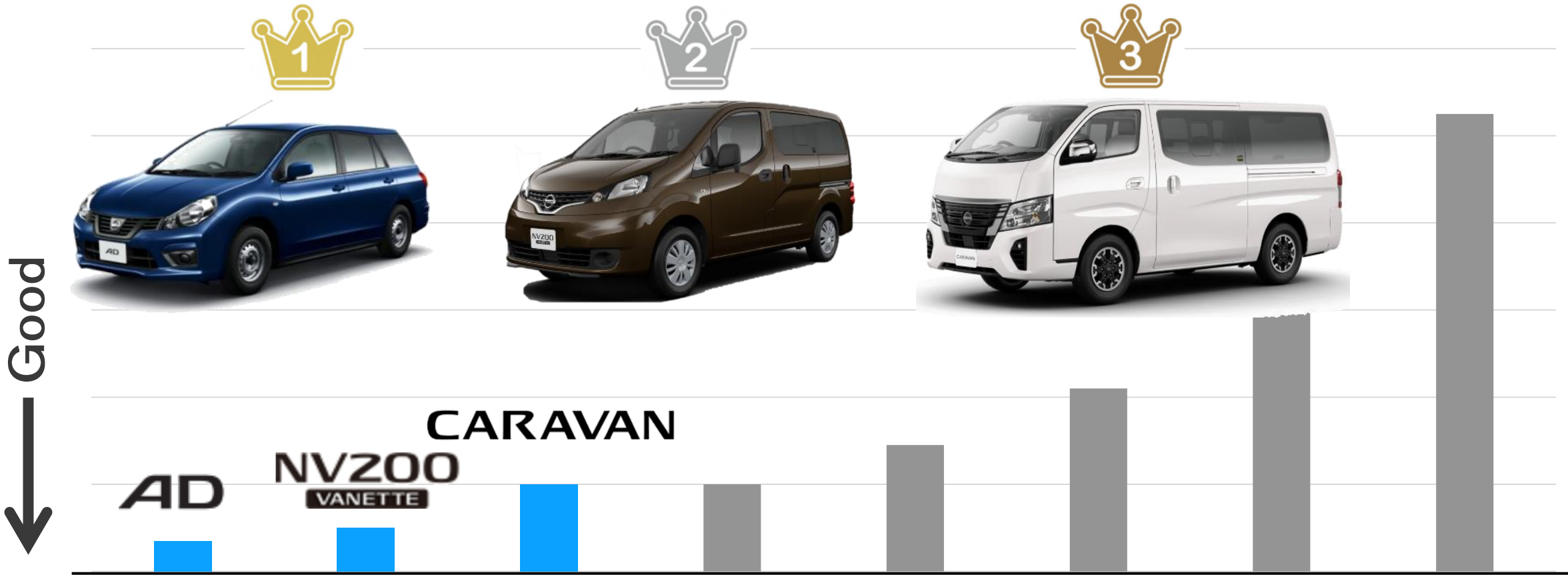
More Competitive Technologies and Skills

Establishing global technology bases for LCV and frame-vehicle manufacturing

Acting as a foundation to support all of our activities

Maintenance of our top level of quality in the Nissan group

<Initial quality ranking of the FY21 domestic market>



Efforts of each plant

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

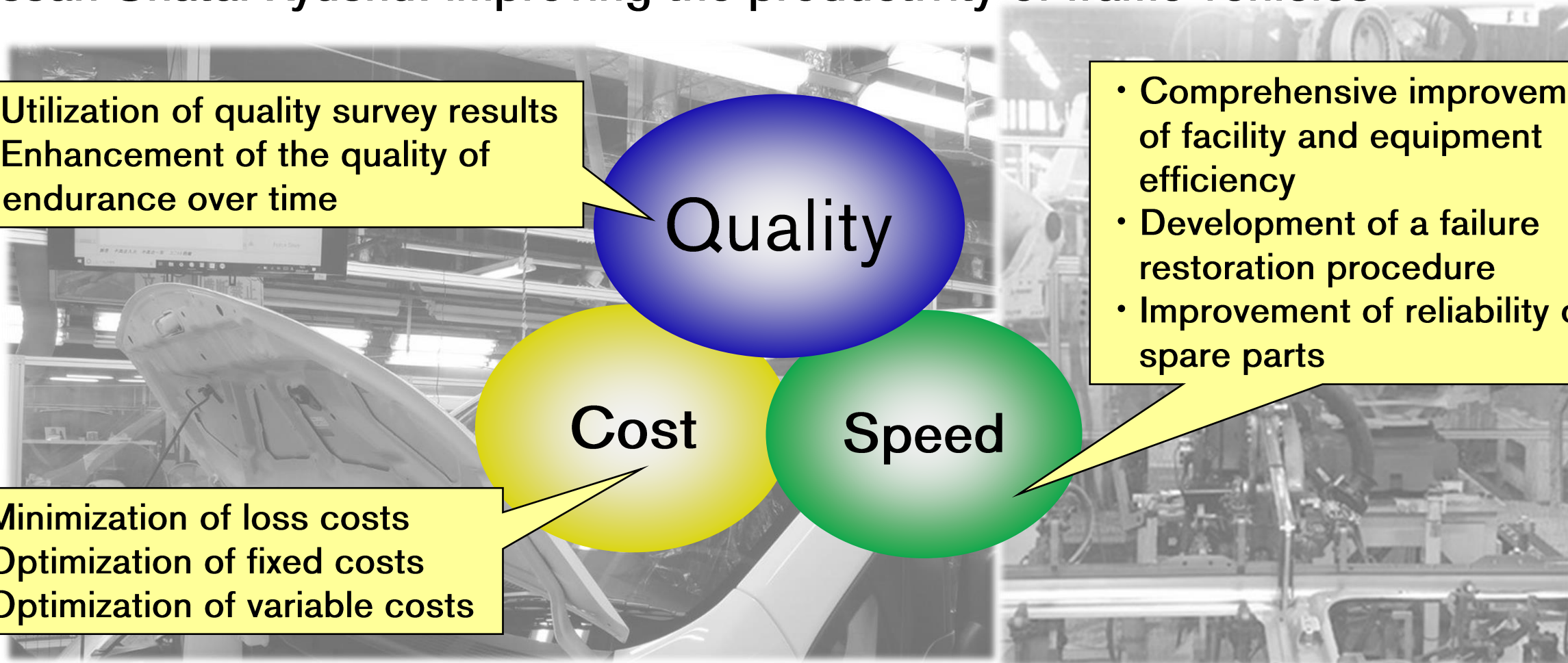
Quality

- 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



Efforts for FY2022

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.

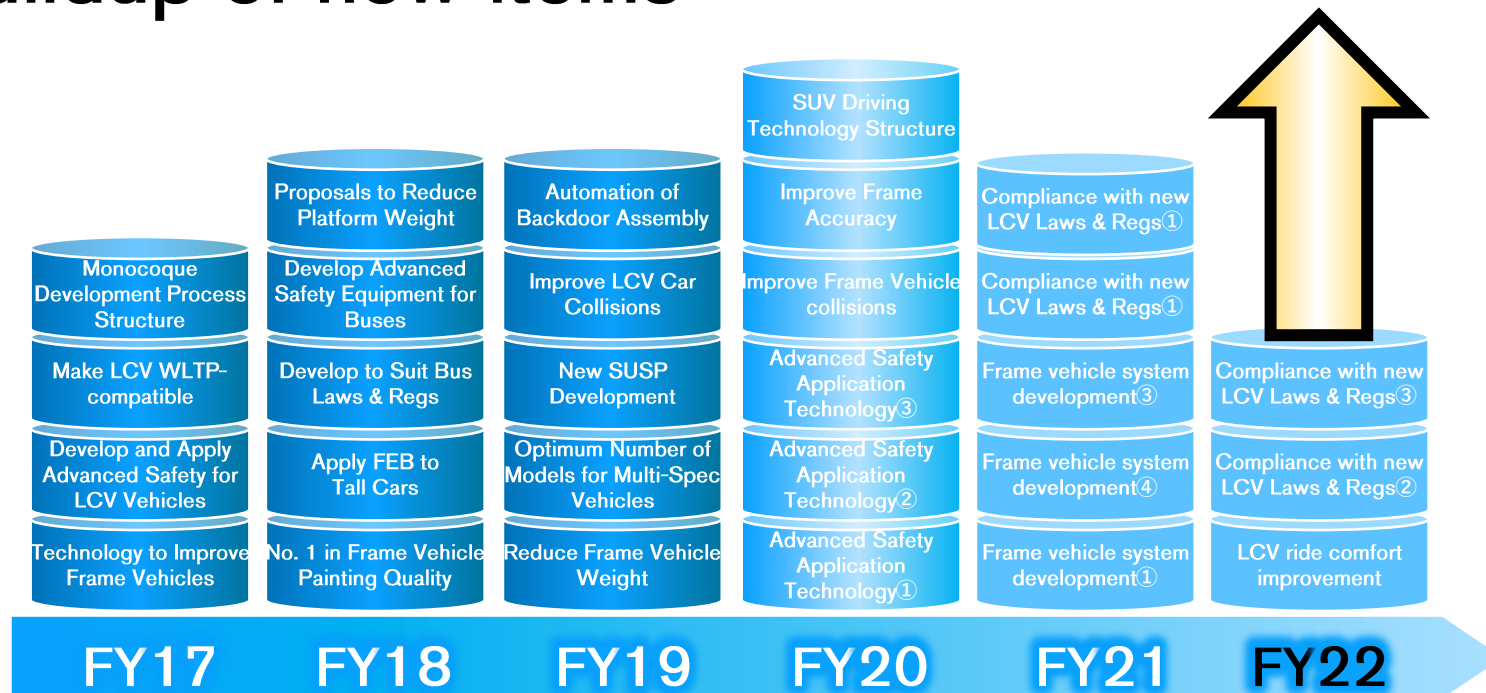
[Company-Wide Mid-Term Goals]

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 on technical items

- ✓ Working toward next model vehicles
⇒ Moving developed items into the mass production phase
- ✓ Enhancement of LCV product attractiveness, next model vehicles, the technologies required for electric vehicles
⇒ Buildup of new items



Efforts for FY2022

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

Workplace vaccinations for COVID-19

⇒ In June, we completed the third vaccination at Shonan and Kyushu

We opened the vaccinations up to the region, on top of our employees and their families



Work style reforms

⇒ We are introducing IT solutions to streamline our operations

Microsoft 365



OCR (conversion of handwritten records to electronic files)



RPA (Robotic Process Automation)



AI translation



FlowLiteS (an application work flow system)

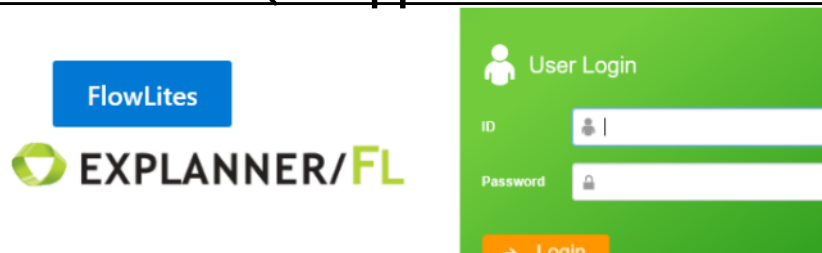


tableau (data analysis)



Efforts for online factory tours



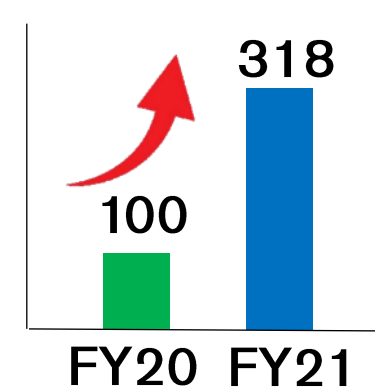
Studio inside the factory



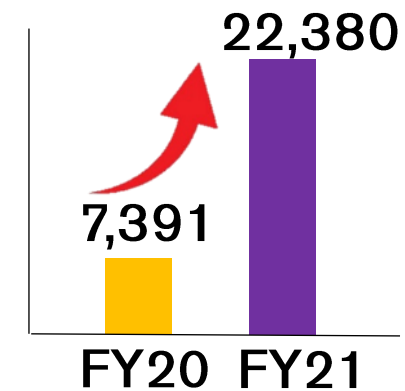
Elementary school

Number of students participated
“No. 1 among Nissan domestic
factories”

<Number of schools>



<Number of students participated >



Medium-term management plan: this year is the final fiscal year of the plan

Formulation of the next medium-term management plan to respond to societal demands and changes in society

Nissan Ambition 2030

SDGs

ESG



Together we
empower mobility
and beyond

CASE



With Corona/After Corona



企業に求められる
ESGの取組み



Carbon neutral



Initiatives to Address Challenges

99th Ordinary General Shareholders Meeting



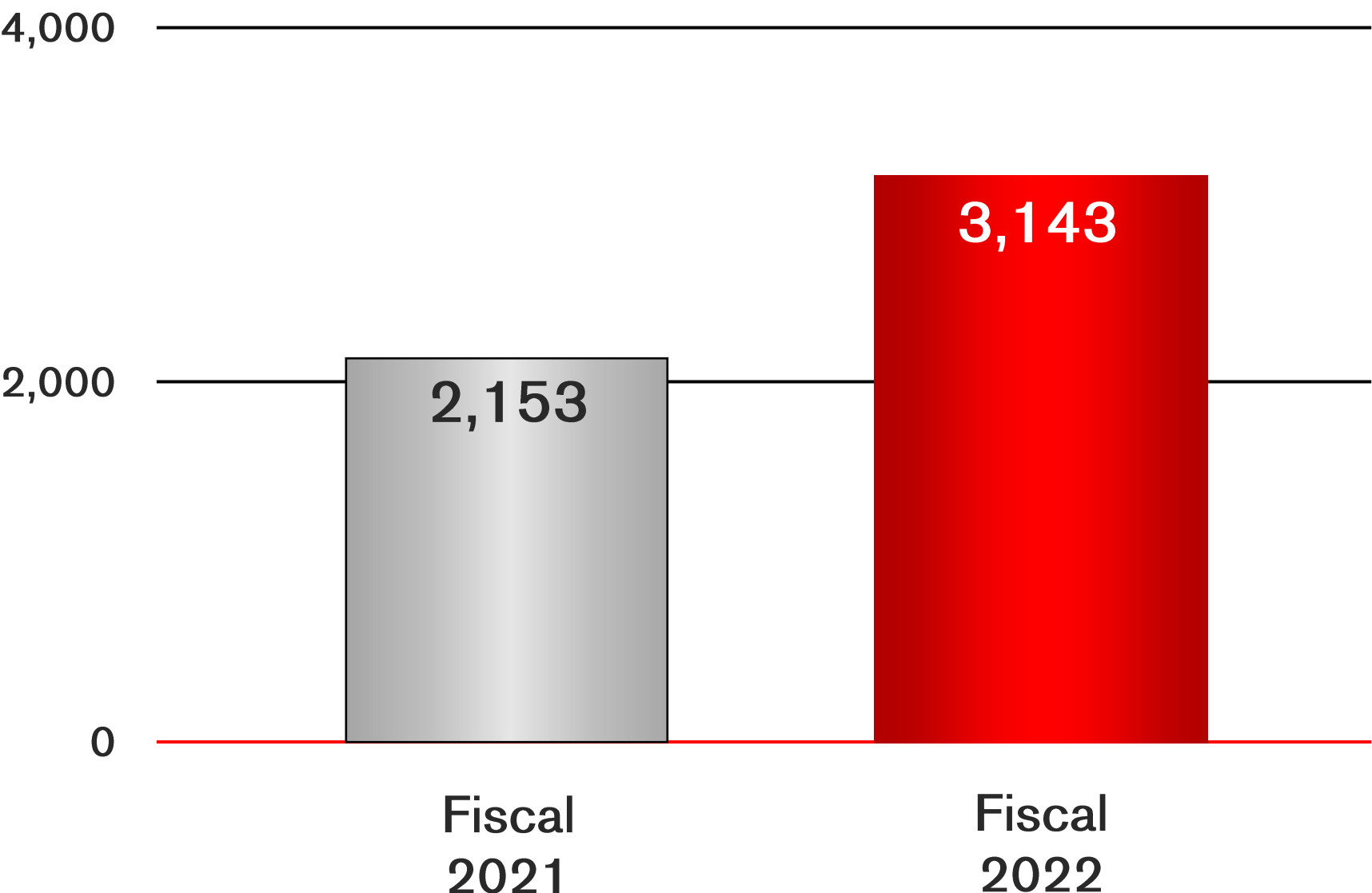
NISSAN SHATAI CO., LTD.

Business Outlook for Fiscal 2022

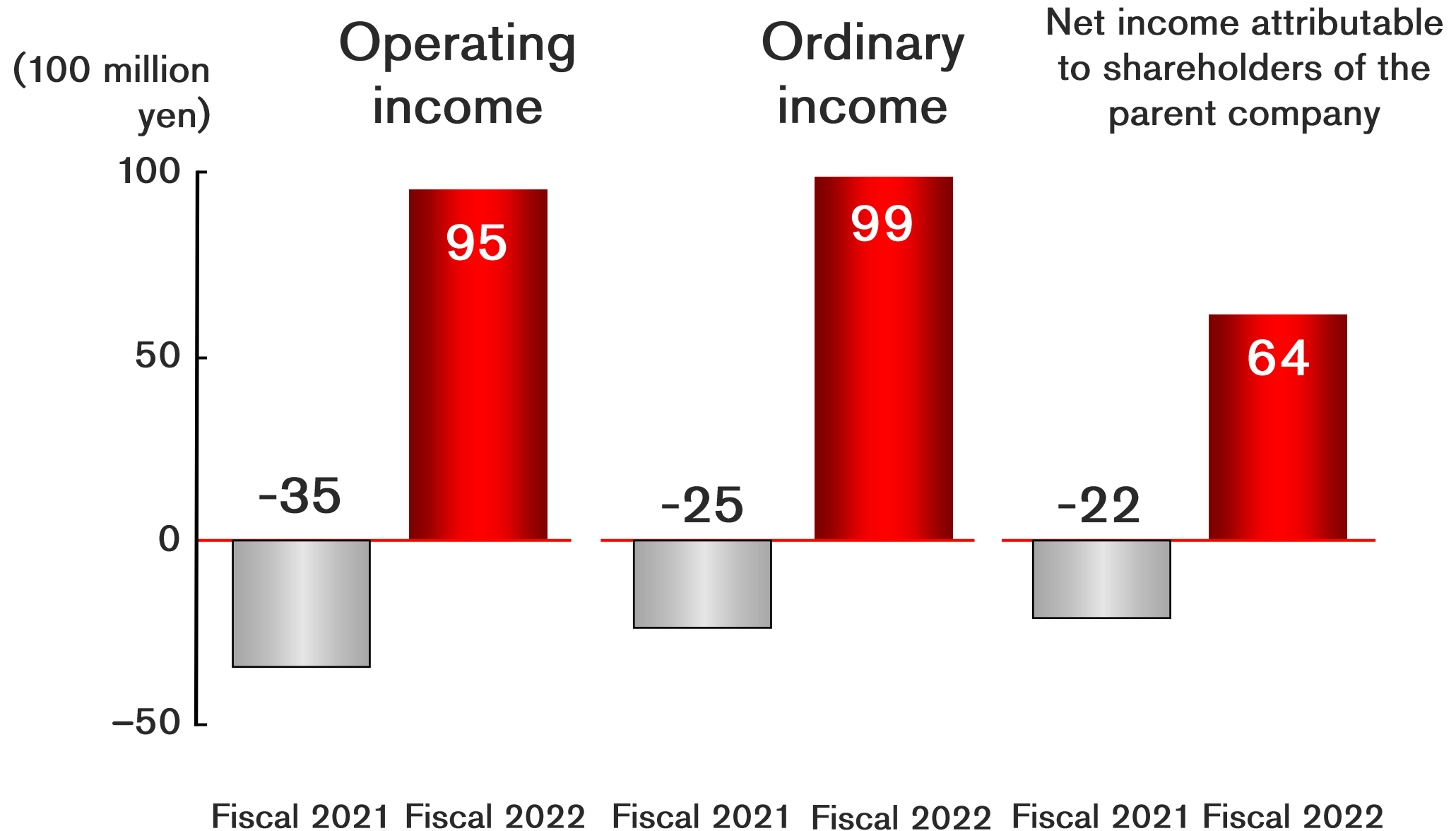
(Consolidated)

Total Net Sales

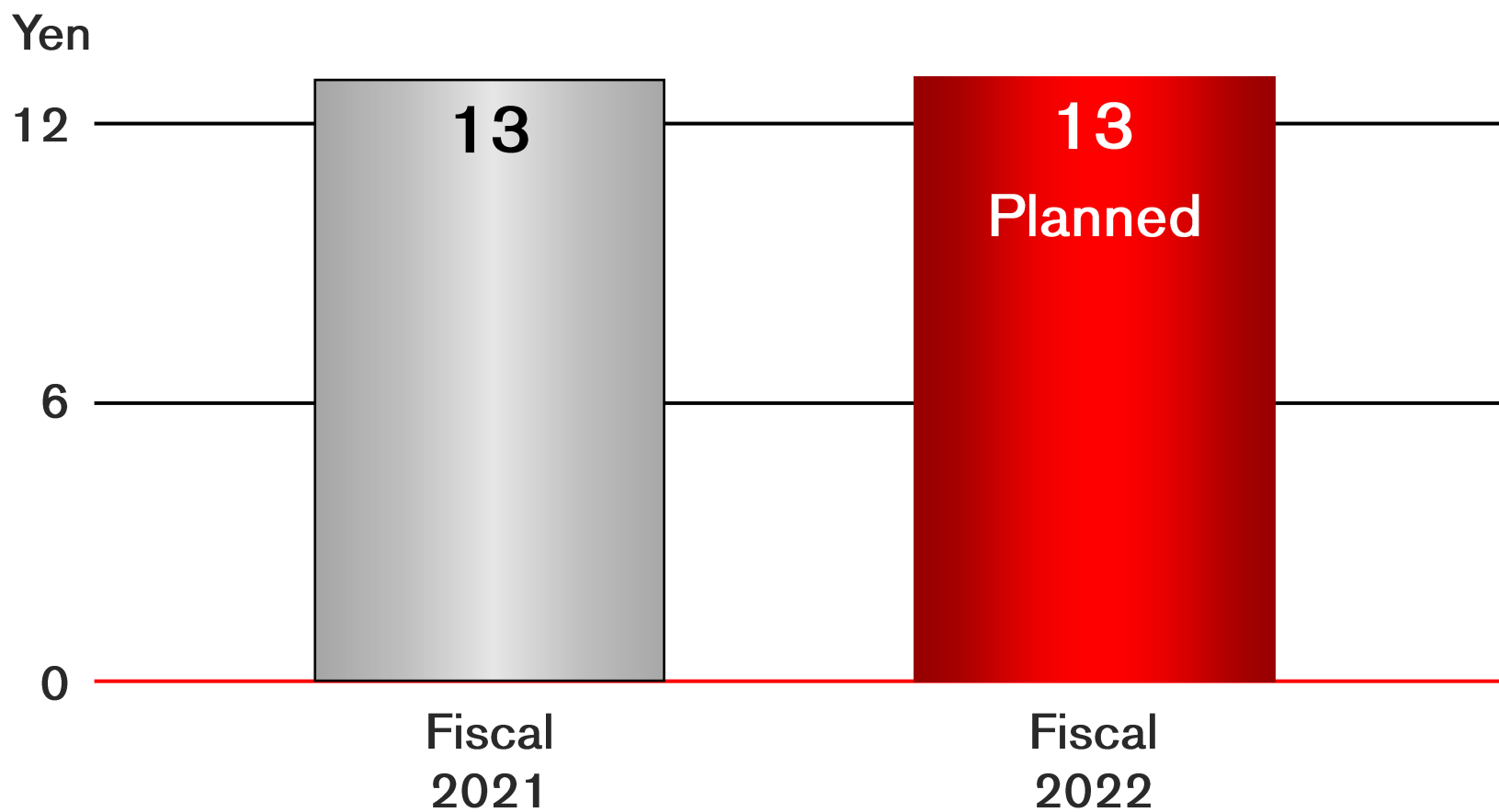
(100 million yen)



(Consolidated)



Annual Dividend per Share



99th Ordinary General Shareholders Meeting



NISSAN SHATAI CO., LTD.