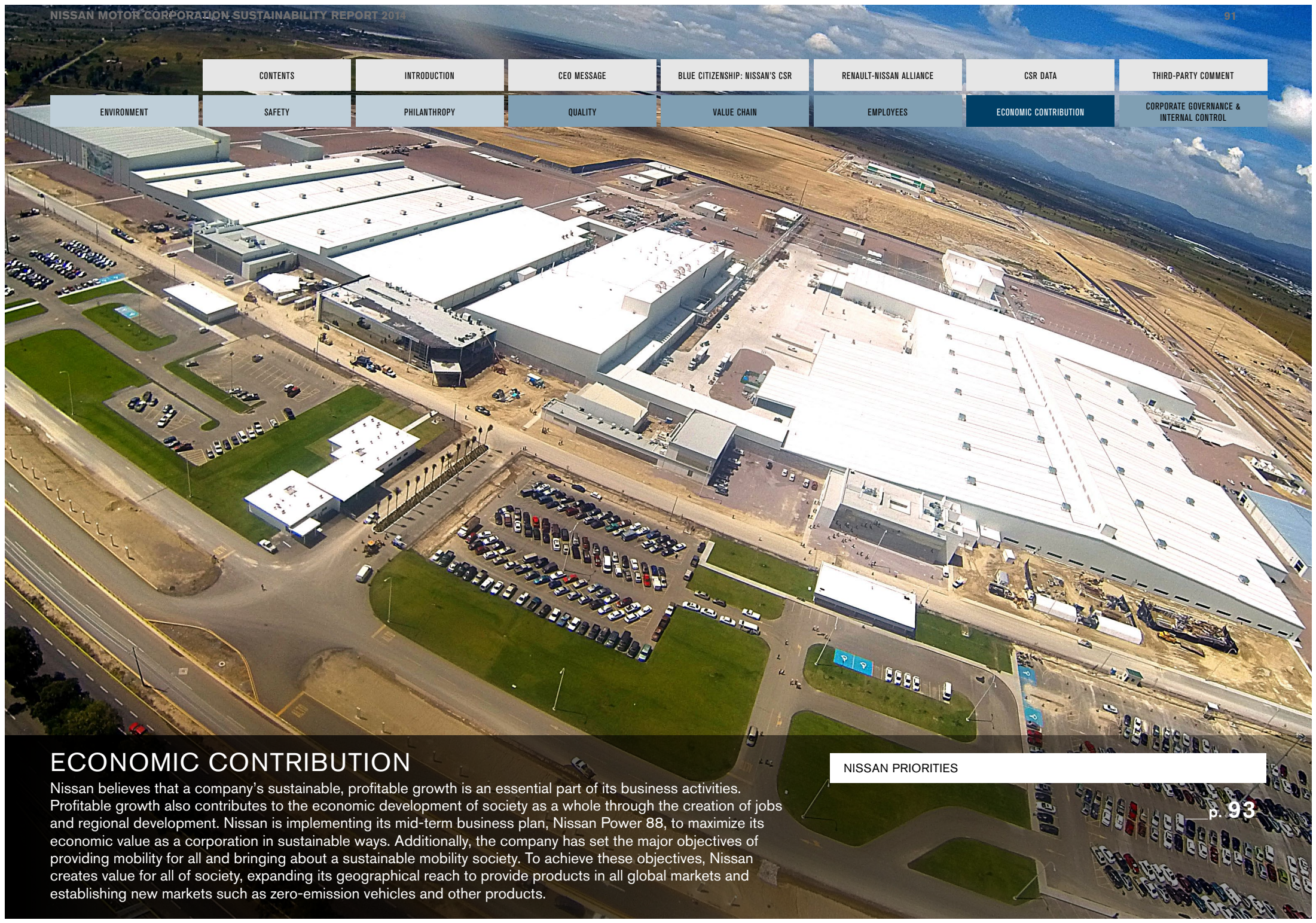


CONTENTS	INTRODUCTION	CEO MESSAGE	BLUE CITIZENSHIP: NISSAN'S CSR	RENAULT-NISSAN ALLIANCE	CSR DATA	THIRD-PARTY COMMENT
ENVIRONMENT	SAFETY	PHILANTHROPY	QUALITY	VALUE CHAIN	EMPLOYEES	ECONOMIC CONTRIBUTION
						CORPORATE GOVERNANCE & INTERNAL CONTROL



## ECONOMIC CONTRIBUTION

Nissan believes that a company's sustainable, profitable growth is an essential part of its business activities. Profitable growth also contributes to the economic development of society as a whole through the creation of jobs and regional development. Nissan is implementing its mid-term business plan, Nissan Power 88, to maximize its economic value as a corporation in sustainable ways. Additionally, the company has set the major objectives of providing mobility for all and bringing about a sustainable mobility society. To achieve these objectives, Nissan creates value for all of society, expanding its geographical reach to provide products in all global markets and establishing new markets such as zero-emission vehicles and other products.

NISSAN PRIORITIES

	CONTENTS	INTRODUCTION	CEO MESSAGE	BLUE CITIZENSHIP: NISSAN'S CSR	RENAULT-NISSAN ALLIANCE	CSR DATA	THIRD-PARTY COMMENT
ENVIRONMENT	SAFETY	PHILANTHROPY	QUALITY	VALUE CHAIN	EMPLOYEES	ECONOMIC CONTRIBUTION	CORPORATE GOVERNANCE & INTERNAL CONTROL

## ECONOMIC CONTRIBUTION

### NISSAN CSR SCORECARD

Nissan makes year-round use of the CSR scorecard as a fundamental tool to manage, review and validate its progress in each of the sustainability strategies defined for its CSR activities. The table below shows some of the values behind Nissan's ongoing activities and the indices used in the scorecard to gauge the company's performance.

Nissan Priorities	Nissan Objectives	Indicators of Progress (Scope of Application)	FY2011	FY2013	FY2013	Long-Term Vision
Acceleration of profitable corporate growth	Implementation and promotion of Nissan Power 88	Consolidated operating profit margin (Consolidated companies; for joint venture in China, calculated on a proportionally consolidated basis)	5.8%	5.4%	5.3%	Target sustainable, profitable growth by advancing a sustainable mobility society; continue providing value to all stakeholders over the long term
		Global market share (Consolidated companies)	6.4%	6.2%	6.2%	

### KEY FIGURES

Consolidated number of employees	<b>142,925</b>
Automobile production sites	<b>19</b> countries/areas
Total tax paid	<b>¥96.4</b> billion

 GRI G4 Indicators  
 ▶ G4-6/G4-9/G4-EC1

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ENVIRONMENT	SAFETY	PHILANTHROPY	QUALITY	VALUE CHAIN	EMPLOYEES	ECONOMIC CONTRIBUTION	CORPORATE GOVERNANCE & INTERNAL CONTROL

### NISSAN'S APPROACH TO ECONOMIC CONTRIBUTION



» website

\* Information on Nissan Power 88 is also available on our website.

Through its business activities, Nissan aims to create value and contribute to the development of a sustainable society. To achieve these goals, the company launched its mid-term business plan, Nissan Power 88,\* which established a clear, global vision and strategic directions through fiscal 2016. The company continues to implement the plan's strategies and initiatives in order to maximize its corporate value.

### FISCAL 2013 PERFORMANCE

- Second Aguascalientes Plant started operations in Mexico (annual production capacity of 175,000 units)
- Resende Plant started operations in Brazil (annual production capacity of 200,000 units)
- Dividend: ¥30/share (payout ratio 32.3%)

### FUTURE MEASURES

- By introducing strong products and technologies, enhancing brand and sales power and effectively investing in global capacity, the company aims to achieve the goals of Nissan Power 88 and further sustainable growth.
- The company targets a minimum dividend payout ratio of 30%.

### COMPANY ORGANIZATIONS FOR ECONOMIC CONTRIBUTION

The Nissan Group consists of Nissan Motor Co., Ltd., subsidiaries, affiliates and other associated companies. Its main activities include the manufacturing and sales of vehicles and related parts in its automotive business, as well as the manufacturing and sales of boats and related parts in its marine business. The Group also provides sales finance services to support sales activities.

Nissan's Global Headquarters makes decisions about the allocation of resources to each business and manages the operations of the entire Group. Through December 2013, the Group had three regional management committees responsible for activities in Asia and Oceania, the Americas (North and Latin America) and AMIE (Africa, the Middle East, India and Europe), respectively. These regional structures were integrated with cross-regional departments for functional axes including research and development, purchasing and manufacturing.

In January 2014, the Group moved to a six-region structure to meet market needs more precisely.

### ACCELERATING PROFITABLE CORPORATE GROWTH

**Nissan plays a leading role in the global automotive industry, contributing greatly to its development. The company is committed to providing optimum mobility to the people of the world and helping to address a broad range of issues to realize a sustainable mobility society. Another key objective is creating and delivering new value through innovation. Sustained, profitable corporate growth is vital to achieving these goals, and the mid-term business plan Nissan Power 88 actively targets acceleration of corporate growth. By fully leveraging its capabilities as a corporation, Nissan aims to create jobs and other value for society as a whole. At the same time, the company continues to invest in strategic initiatives and key markets to ensure future sustainable growth. These efforts continue as Nissan pursues a suitable level of profit and increases the value created for society.**

#### Strategic Investment in Focus Areas and Markets

To accelerate its growth in global markets, the company must expand its business and provide products that meet the needs of customers. Datsun has returned as the company's third global brand alongside Nissan and Infiniti. In March 2014 the Datsun Go went on sale in the Indian market. In Indonesia, the company unveiled the Datsun Go+, a practical, five-door, three-row multipurpose vehicle, and announced the introduction of the Datsun Go. Datsun will provide a sustainable motoring experience to up-and-coming customers in high-growth markets. The Datsun on-DO has been unveiled in Russia, and the brand will be introduced in South Africa later this year.

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ENVIRONMENT	SAFETY	PHILANTHROPY	QUALITY	VALUE CHAIN	EMPLOYEES	ECONOMIC CONTRIBUTION	CORPORATE GOVERNANCE & INTERNAL CONTROL

In the Americas, Nissan's new plant in Aguascalientes, Mexico, started operations in November 2013. It has an annual production capacity of 175,000 units, boosting overall capacity in the country by 25% to more than 850,000 units per year. The new plant also provides more than 3,000 new jobs and over 9,000 indirect jobs. In Brazil, now the world's fourth-largest automobile market, a new Nissan plant in Resende in the state of Rio de Janeiro went online in February 2014. The Resende Plant has an annual capacity of 200,000 V-Platform vehicles for the Brazilian market. These facilities bring Nissan's annual production capacity to more than 2 million vehicles in the Americas.

In the ASEAN region, the Myanmar market, which reopened in 2011, is in the spotlight. Nissan and Tan Chong Motor (Myanmar) Co., Ltd., received a completely knocked down (CKD) license, allowing export of major parts from Japan for local assembly in Myanmar. A new plant to be constructed in the Bago region will start manufacturing the Nissan Sunny in 2015, with a planned initial workforce of 300. Nissan is the first global automobile manufacturer to establish a presence in the country following its 2011 reopening to the world, and it is committed to help develop its automotive industry.

**Innovation Management**

The world today faces challenges including low birthrates, aging populations and environmental problems. One of Nissan's major missions is the creation of new value that contributes to the future of mobility. Research centers in Japan, the United States, India and Russia observe social trends and conduct research into how to respond to tomorrow's automotive society. The Nissan Research Way is the basis for innovation that can identify, suggest and deliver new value. The Nissan Research Way's three pillars are "to forecast technology and social change," "to create open innovation with the world's intellectuals" and "to develop competitive technologies in strategic domains."

By giving multispecialist researchers full support for their innovative work, the company pursues continual improvement of the Nissan Research Way.

In February 2013, the Renault-Nissan Alliance opened the Nissan Research Center Silicon Valley in California. This innovation hub enables partnerships with the world's most cutting-edge companies and academic research bodies toward the realization of mobility that meets the needs of the future.

The Silicon Valley facility's main research fields include autonomous vehicles that will help create a future with safe, stress-free mobility; connected vehicles that can tap into infrastructure and the Internet to maximize energy and time efficiency; and Human Machine Interfaces that enhance the experience of autonomous and connected vehicles.

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ENVIRONMENT	SAFETY	PHILANTHROPY	QUALITY	VALUE CHAIN	EMPLOYEES	ECONOMIC CONTRIBUTION	CORPORATE GOVERNANCE & INTERNAL CONTROL

**STAKEHOLDER ENGAGEMENT**

**Nissan's shareholders and investors are partners in the creation of a more sustainable society. To facilitate a deeper understanding of the company, Nissan carries out IR activities frequently to provide information promptly and transparently.**

**Communication with Shareholders and Investors**

To communicate with shareholders and investors, the company's IR team holds quarterly results briefings, meets frequently with institutional investors and sell-side analysts and responds to inquiries in a timely manner. Nissan also proactively discloses information on its operations through business briefings and participation in conferences and company briefings for individual investors hosted by securities companies. The latest information is also available on the IR website.

In fiscal 2013, the company saw considerable interest in its minicar business. The DAYZ is the first minicar in whose development Nissan participated from the product planning phase, as well as the first model planned and developed by NMKV Co., Ltd., a joint venture formed by Nissan and Mitsubishi Motors Corporation. At the launch of the DAYZ, IR held a minicar business briefing for securities analysts and institutional investors. The company also conducted a plant tour in China in collaboration with its subsidiary Jatco Ltd. and supplier Unipres Corporation to increase understanding of its operations in the country, where signs of recovery are evident following slow sales caused by the political tension between Japan and China.

The company will continue to disclose information appropriately to meet the needs of stakeholders and investors and increase understanding of its business.

**114th Shareholders Meeting**

The 114th Ordinary General Meeting of Shareholders was held at the Pacifico Yokohama on June 25, 2013, and was attended by 1,379 shareholders. After the meeting all board members and corporate officers, including CEO Carlos Ghosn, attended an informal gathering to interact directly with shareholders. On June 22, prior to the General Meeting, 200 shareholders were selected by lottery to experience Nissan's automotive technology at an event at the Oppama Plant in Kanagawa Prefecture.

The General Meeting of Shareholders is a valuable chance for the executive team to communicate directly with the company's owners. Nissan aims to develop the trust relationship at these meetings and related events, paying full attention to shareholders' opinions and offering careful explanations to enhance their understanding.

Beginning in 2009, the company has collected questions and opinions from shareholders before the General Meeting and worked to provide appropriate explanations, reports and responses.

Since 2008, the Oppama Plant event has offered the chance to experience Nissan technologies firsthand through observation of plant production lines, test drives and other activities. Participants can also spend time with company executives, allowing for a lively exchange of views. This exchange with shareholders provides valuable information for the General Meeting that follows.

**Positive External Assessment for IR Activities**

At the 19th Awards for Excellence in Corporate Disclosure presented by the Securities Analysts Association of Japan, Nissan ranked first in the automobiles, auto parts and tires category for the seventh consecutive year. The awards were established with the goal of improving corporate disclosure. Winners are selected through assessment by analysts in five categories: company management's IR engagement, briefings, fair disclosure, corporate governance and voluntary disclosure. The analysts recognized Nissan for its executive management's proactive participation in investor relations and its voluntary disclosure on corporate governance and business activities.