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# ECONOMIC CONTRIBUTION

Nissan has been adapting to the fast-changing consumer landscape. The global economy is undergoing a dramatic shift as emerging economies take on an increasingly significant role in economic growth. Countries around the world are seeing rapid urbanization, creating demand for improved infrastructure and increasing the need for enhanced mobility solutions. As a global automaker, Nissan aims to provide mobility for all and to develop a sustainable mobility society. In working toward these goals, the company expands its business geographically so as to provide its products in global markets. It is also globalizing all stages of its value chain, from the development and procurement of parts and materials to manufacturing, logistics and sales.

Nissan believes expansion should be accompanied by sustainable, profitable growth benefiting both the company and contributing to the economic development of society as a whole through the creation of jobs and regional development. This principle is behind the implementation of Nissan's mid-term business plan, Nissan Power 88, which aims to sustainably maximize the company's economic value as a corporation. Through the corporate vision of Enriching People's Lives, Nissan is pursuing technological innovation and creating value in wider society by establishing new markets, such as those for zero-emission vehicles, and by operating in a transparent manner through open disclosure of its performance to stakeholders.

## NISSAN'S ACTIONS

Nissan automobile production sites (as of end of March 2016) located in:

**19**  
countries/areas

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## ECONOMIC CONTRIBUTION

### SCORECARD FY2015 TARGET ACHIEVEMENT RATE: ✓✓ ACHIEVED ✓ MOSTLY ACHIEVED ✗ NOT ACHIEVED

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	FY2014 Results	FY2015 Results	Assessment	Action Planned for Next Year Onward	Long-Term Vision
Acceleration of profitable corporate growth	Implementation and promotion of Nissan Power 88: achieve 8% operating profit margin, 8% global market share by end of FY2016	Consolidated operating profit margin (consolidated companies; for joint ventures in China, calculated on a proportionally consolidated basis)	5.8%	7.0%	✓✓	FY2016 Outlook 6.6%	Target sustainable, profitable growth and continue providing value to all stakeholders over the long term
		Global market share	6.2%	6.2%	✓✓	FY2016 Outlook 6.3%	

Announced May 2016.

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### NISSAN'S APPROACH TO ECONOMIC CONTRIBUTION

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 to maximize its corporate value.

►► website  
 Click here for more information on Nissan Power 88.

### COMPANY ORGANIZATION FOR ECONOMIC CONTRIBUTION

The Nissan Group consists of Nissan Motor Co., Ltd., subsidiaries, affiliates and other associated companies. Its activities comprise the manufacture and sales of vehicles and related parts in its automotive business. The Group also provides financing services to support its sales activities.

Nissan's Global Headquarters makes decisions about the allocation of resources to each business and manages operations of the entire Group. The Group has six regional management committees responsible for activities in Japan, Asia and Oceania; China; North America; Latin America and the Caribbean; Europe; and Africa, the Middle East and India, respectively. These regional structures are integrated with cross-regional functional departments covering activities including research and development, purchasing and manufacturing.

### ACCELERATING SUSTAINABLE AND PROFITABLE CORPORATE GROWTH

**Nissan plays a leading role in the global automotive industry, making a significant contribution to its development. The company is committed to optimizing mobility for people around the world and helping to address a broad range of issues toward its goal of realizing a sustainable mobility society, while creating and delivering additional value through innovation. Sustained, profitable corporate growth is vital to achieving these goals, with the mid-term business plan Nissan Power 88 actively targeting the acceleration of corporate growth. By fully exploiting its capabilities**

**as a global company, 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.**

### Strategic Investment in Focus Areas and Markets

To accelerate its growth in global markets, the company must expand its business and provide relevant products that satisfy the demands of customers. To achieve this, Nissan is creating a more robust base for production on a global scale and enhancing the careful *monozukuri* craftsmanship for which it is known.

Datsun has returned to the Group as its third brand alongside Nissan and Infiniti. The Datsun brand aims to enable customers in high growth markets to access the benefits of car-ownership. In March 2014 the Datsun GO hit the market in India, followed later in the year by the Datsun GO+, which offers wider choice and more versatility. The Datsun GO+ Panca, a multipurpose vehicle, and Datsun GO Panca hatchback, launched in Indonesia, are manufactured locally at a new plant in Purwakarta, West Java Province. In Russia, the Group launched the four-door, five-passenger Datsun on-DO sedan and Datsun mi-DO hatchback, designed for the Russian market. Manufacturing is being handled by AVTOVAZ, a partner to the Renault-Nissan Alliance, at its Togliatti Plant. And in South Africa, the fourth market for the Datsun brand, the Datsun GO was launched in October 2014. These rapidly growing markets have embraced the Datsun philosophy of offering something new, exciting and innovative, and in 2015 cumulative sales in the four countries topped 100,000.

The Renault-Nissan Alliance and Daimler AG are working together on the production of a 2.0-liter, 4-cylinder engine for the Infiniti Q50 and the Mercedes-Benz C-Class line at Nissan's Decherd Plant in Tennessee, which has an annual capacity of 250,000 engines at peak output. Also in cooperation with Daimler AG, in September 2015 the company began construction of a new plant in Aguascalientes, Mexico, which will produce next-generation premium compact cars for both the Mercedes-Benz and Infiniti brands. Now being built near Nissan's second Aguascalientes Plant, the new plant will have an estimated initial annual capacity of more than 230,000 vehicles and is expected to create some 3,600 direct jobs by 2020. The Infiniti model is scheduled to start production in 2017 and the Mercedes-Benz model in 2018. Thanks to an expansion of the Mexican supplier base,

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the plant will also feature a high localization ratio.

In the Chinese market, which continues to show growing demand for luxury vehicles, Nissan has advanced its strategic partnership with Dongfeng Motor Company Ltd. The formal launch of Dongfeng Infiniti Motor Co., Ltd., enables both companies to benefit from this fast growing segment. Dongfeng Infiniti will independently operate the Infiniti brand under the principles of "One Strategy, One Brand, One Team, One Channel." The Infiniti Q50L has already gone on sale as the first vehicle to be locally produced in China, at the Xiangyang Plant in Hubei Province. This plant has expanded its annual production capacity to 250,000 vehicles, of which 60,000 will be Infiniti models. This plant in China is the third global production base for Infiniti, along with the Infiniti manufacturing centers in Japan and the United States. In China the brand will continue to enhance its product lineup as it pursues further growth in the Chinese market.

**Targeting New Value and Competitiveness Through IT**

In May 2015, the Tokyo Stock Exchange (TSE) named Nissan a "Competitive IT Strategy Company" on a list of TSE First Section companies recognized for their efforts to make active use of IT to deliver greater profits and business innovation. The designation was established in fiscal 2014 as part of joint efforts between the TSE and the Ministry of Economy, Trade and Industry to promote strategic use of IT among Japanese companies. This was the first Competitive IT Strategy Company list.

Leading companies around the world use IT to actively drive development of products and services and create new value through business-model reforms, thereby strengthening competitiveness. The designation aims to introduce corporations with a strategic IT approach to investors and others, while simultaneously encouraging a profound shift in how senior managers view the importance of IT.

The TSE praised Nissan for linking its management strategies with the construction of solutions based on its global IT strategy VITESSE, which targets fast and efficient creation of business value through information technology. The acronym derives from "value innovation," "technology simplification" and "service excellence."



**SHAREHOLDER AND INVESTOR 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 has an active IR program that provides information both 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.

Each year Nissan holds events to present its business activities to investors and analysts, focusing on themes most relevant to them and making available the company's divisional and regional managers to actively provide the required information. In fiscal 2015, presentations covered the Infiniti business and powertrain technology trends and strategies. Nissan takes advantage of a broad range of opportunities to disclose information on the long-term vision behind its strategies, the innovations it is introducing to boost competitiveness, and the latest market trends.

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

**116th Shareholders Meeting**

The 116th Ordinary General Meeting of Shareholders was held at the Pacifico Yokohama on June 23, 2015, and was attended by 1,711 shareholders. After the meeting all board members and corporate officers, including CEO Carlos Ghosn, attended an informal gathering to interact directly with shareholders.

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

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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, events at the Oppama Plant in Kanagawa Prefecture have 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. On June 20, 2015, prior to the General Meeting, 200 shareholders were selected by lottery to experience Nissan's automotive technology at the Oppama Plant. This exchange with shareholders provides valuable information for the General Meeting that follows.

**Positive External Assessment for IR Activities**

At the 21st Awards for Excellence in Corporate Disclosure presented by the Securities Analysts Association of Japan, Nissan ranked third in the automobiles, auto parts and tires category. Winners of these awards, established with the goal of improving corporate disclosure, 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 fair disclosure, such as its executive management's proactive participation in investor relations, for its question-and-answer sessions at informational meetings and for its corporate governance.

►► website  
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 Detailed IR information is available on our website.