



## KEY CSR AREAS

# Economic Contribution

## — Growing the Company for Society's Development

By achieving sustainable, profitable growth for itself, Nissan hopes to contribute to the economic development of society as a whole. Toward this end, we aim to maintain top-level performance in the global automotive market and to build a foundation for highly profitable business into the future. We also focus on speedily and accurately providing information on how we implement our strategies, vision and management plans to our shareholders, investors and other stakeholders.

## ■ Two Pillars of Nissan's Economic Contribution

### 1. Creating Corporate Economic Value

In response to the global financial and economic crisis of recent years, Nissan has pursued a recovery plan built around revenue growth, tight cost management and the generation of free cash flow. Toward future growth, meanwhile, we have continued investing strategically in priority business areas and markets. We will keep on working to produce healthy profits and to enhance the value we create for society.

### 2. Speedy, Accurate Information Disclosure

Nissan views its shareholders and investors as partners in the creation of a more sustainable society. To help them understand our business activities more accurately, we carry out IR activities rooted in the speedy, highly transparent disclosure of information on an ongoing basis. We will continue to enhance our communication efforts, allowing not just institutional investors but securities analysts and individual investors as well to make optimal investment decisions.

Creating Corporate  
Economic Value

Speedy, Accurate  
Information  
Disclosure

■ **Creating Corporate Economic Value** ■**A Future-Oriented Growth Strategy**

In the wake of the financial crisis touched off in 2008, Nissan has been implementing short-term measures based on its recovery plan. At the same time, we have been pouring our efforts into longer-term initiatives with future growth in mind. We will continue to aim for leadership in the area of zero-emission mobility, beginning with our Nissan LEAF electric vehicle, and to strengthen our presence in emerging markets with the introduction of our global compact car. With our next medium-term business plan, Nissan Power 88, to go into effect in fiscal 2011, we will take steps to put these strategies into concrete action.



Please see our website for additional details about Nissan Power 88.

<http://www.nissan-global.com/EN/REPORTS/2011/06/110627-02.html>

**Areas of Focus in Fiscal 2010**

With the introduction of the all-electric Nissan LEAF, fiscal 2010 became the year for the full-scale launch of Nissan's zero-emission strategy. By 2014, Nissan and its Alliance partner Renault plan to launch eight additional EV models, and in 2015 the Alliance will have a total annual production capacity of 500,000 battery units. We began preparing for this in fiscal 2010 by starting construction of battery plants in locations including the United Kingdom, the United States and Portugal.

Growth in the Chinese market was another area of focus for Nissan in fiscal 2010. Together with Dongfeng Motor Co., Ltd., our China partner, we have been carrying out significant investment for eight years now. Our sales in China have grown from just 94,000 units in 2003 to more than a million in 2010. Today China is Nissan's largest single market, and the expansion of the middle class is expected to produce rising demand for vehicles there. We have set up a new design studio in Beijing and boosted our investment to secure domestic production capacity of 1.2 million units per year in 2012, nearly double our capacity at the beginning of 2010.

*Area Leaders' Messages***Staying the Course on Nissan's Strategies****Kazuta Amemiya**

Senior Manager  
Investor Relations Department



Nissan has recovered surely and steadily from the financial crisis touched off in 2008. March this year brought us a new, unexpected shock, the earthquake and tsunami that struck eastern Japan, forcing us to remain on a crisis footing. We are striving to respond to this latest disaster in the same way that we have dealt with previous crises—swiftly and effectively. This does not mean a sacrifice of our medium- and long-term goals as a company, though. We continue to track performance with the indicator of free cash flow, which reflects the results of a broad range of corporate activities, and we will make solid progress in implementing our strategies based on our new medium-term business plan. Through all these activities we aim to achieve high profitability supported by strong sales and brand power. This leads to growth over the longer term, making possible the creation of new, sustainable value for Nissan as a company.

## Investor Relations Activities



### Global IR Activities

The aim of Nissan's global investor relations activities is to ensure a profound and thorough understanding of the company's objectives and strategies. Prompt, consistent and transparent information disclosure are essential. For example, as part of the quarterly financial results announcements, the IR team meets frequently with institutional investors and sell-side analysts and responds to inquiries in a timely manner. Nissan also participates in conferences held by securities companies, as well as other events to report proactively on its business. In order to further strengthen stakeholder and investor trust, Nissan IR increased the number of events and opportunities for investors to speak directly with executive management.

Under the strict control of the chief financial officer, information is disclosed accurately and in a fair, transparent manner. Through timely and fair disclosure, shareholders and investors are able to make the best-informed investment decisions. Nissan's sound IR activities ensure the trust of the marketplace, which contributes to maximizing shareholder value.



Detailed information is available on our website.

<http://www.nissan-global.com/EN/IR/>

### 111th Shareholders Meeting

The 111th Ordinary General Meeting of Shareholders was held at the Pacifico Yokohama on June 23, 2010, and was attended by 1,701 shareholders. The agenda included a report on the number of voting rights, an audit report and an explanation of Nissan's business during fiscal 2009. This was followed by a question and answer session with the shareholders in attendance. After the General Meeting, we offered test drives of the Nissan LEAF electric vehicle. These test drives were held indoors, since the car produces no exhaust emissions when running. This was the perfect opportunity for shareholders to experience firsthand Nissan's zero-emission strategy and EV.

### Communication with Stakeholders and Investors

Nissan voluntarily discloses information to the investment community through various IR events. At the Advanced Technology Briefing in July 2010, the company presented its environmental and safety technologies, including test drives of the Fuga Hybrid and prototype vehicles featuring the Forward Collision Avoidance Assist Concept safety system. At the Nomura Investment Forum in December 2010, Chief Operating Officer Toshiyuki Shiga presented on Nissan's fiscal 2010 performance and growth strategies. In conjunction with the Eighth China (Guangzhou) International Automobile Exhibition, Nissan IR hosted an event to provide investors and analysts more insight into the company's business in China. The event included a roundtable meeting with top management at the exhibition venue, a tour of the Huadu Plant and a presentation on the passenger vehicle business in China.

Nissan IR values its individual investors and views them as important partners. Strengthening and enhancing communication with them is a vital pillar of its IR activities. To further increase visibility, access information and disclose information promptly, Nissan IR created a website for individual investors and an e-mail information service known as "Nissan IR News" (both in Japanese).



Nissan's Japanese-language site for individual investors:

<http://www.nissan-global.com/JP/IR/INDIVIDUAL/>



Register to receive "Nissan IR News," our Japanese-language e-mail bulletins:

<https://www.nissan-register.jp/irregister/>

### Top in Disclosure for Four Consecutive Years

At the 16th Annual Awards for Excellence in Corporate Disclosure by the Securities Analysts Association of Japan, Nissan came in first for the fourth consecutive year in the automobiles, auto parts and tires category. These awards were created to improve levels of corporate disclosure. Winners are selected by analysts through a questionnaire survey assessing various companies' IR activities during the fiscal year. Nissan was awarded for its fair disclosure policies, voluntary disclosure on corporate governance and business activities and executive management's proactive IR efforts.

Nissan was also one of the recipients of the Best IR Awards at the 15th IR Grand Prix, selected by the Japan Investor Relations Association. These awards aim to recognize companies with a deep understanding of IR objectives, active IR engagement and a track record of superior results in the field. Nissan was highly rated for its robust communication and its proactive disclosure via its website.