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# ECONOMIC CONTRIBUTION

In recent years Nissan has adapted 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 ensure a future with sustainable mobility. In working toward these goals, the company is expanding its business geographically so as to provide its products in all 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 that 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 maximize the company's economic value as a corporation in sustainable ways. Through its 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 automobile production sites (as of end of March 2015) located in:**

**21** countries/areas



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## ECONOMIC CONTRIBUTION

### SCORECARD

FY2014 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	FY2013 Results	FY2014 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)	5.3%	5.8%	✓✓	FY2015 Outlook 6.3%	Target sustainable, profitable growth and continue providing value to all stakeholders over the long term
		Global market share	6.2%	6.2%	✓✓	FY2015 Outlook 6.5%	

Announced May 2015.



► GRI G4 Indicators  
► G4-6

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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.

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 main activities comprise the manufacture 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 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 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 must create a more robust base for production on a global scale and enhance 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.

Nissan's Decherd Plant in Tennessee began production of a 2.0-liter, 4-cylinder engine for the Infiniti Q50 and the Mercedes-Benz C-Class line. The Renault-Nissan Alliance and Daimler AG are working together on this project, which will have an annual capacity of 250,000 engines at peak output and is expected to create 400 new jobs. Also in cooperation with Daimler AG, the company has announced the joint development of a next-generation compact car platform for both the Mercedes-Benz and Infiniti brands. The partners have agreed to jointly build a new plant in Aguascalientes, in the central part of northern Mexico, with an annual capacity of 300,000 vehicles. This plant is expected to create some 5,700 new jobs by the time it is fully operational in 2021. Thanks to an expansion of the Mexican supplier base, it will also feature a high localization ratio.

In the Chinese market, where there is growing demand for luxury vehicles, Nissan has advanced its strategic partnership with Dongfeng Motor Company Ltd. with the formal launch of Dongfeng Infiniti Motor Co., Ltd., enabling 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

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the United States. In China the brand will continue to enhance its product lineup as it pursues further growth in the Chinese market.

In the fast-growing markets of Africa and Southeast Asia, Nissan is working to expand its production lines. In Nigeria, the company has begun manufacturing the Patrol, as well as launching mass production of the Almera and the NP300. In Indonesia, Nissan invested ¥33 billion in a second plant in Purwakarta, boosting annual output capacity in the country to 250,000 vehicles and creating as many as 3,000 jobs. In Thailand, a key component of Nissan's Asian growth strategy, the company established its second factory in the country in Samutprakan Province. This plant will reach a maximum annual capacity of 150,000 vehicles and create 2,000 new jobs. The new facility will serve as a hub plant for the NP300 Navara, Nissan's next-generation pickup truck, which will be exported to 45 countries around the world. In China, meanwhile, the Dalian Plant began production of the X-Trail. Annual capacity, currently 150,000 vehicles, is expected to be doubled.

## INNOVATION MANAGEMENT

**One of Nissan's major missions is the creation of new value that contributes to a future of sustainable mobility. Research centers in Japan, the United States, India and Russia monitor social trends and conduct research into how to respond to the needs of tomorrow's automotive society.**

### The Foundation of Nissan's Innovation

The Nissan Research Way forms the basis for innovation that can identify, suggest and deliver increased value to the wider society. 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 multidisciplinary researchers full support for their innovative work, the company pursues continual improvement of the Nissan Research Way.

In 2013, the Renault-Nissan Alliance opened the Nissan Research Center Silicon Valley in California. This innovation hub enables partnerships with some of the world's leading technology companies and academic research bodies.

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.

In 2015, the Nissan Research Center Silicon Valley entered into a five-year partnership with the NASA Ames Research Center to engage in joint R&D on autonomous driving systems. In addition to

work on these systems, the partners will collaborate on a variety of technological developments, including human-machine interfaces and advanced hardware and software solutions for use in the road/driving environment and in outer space. The center's testing of zero-emission vehicles equipped with autonomous-drive technologies draws on the same applications used for remote control of planetary rovers. This partnership is expected to accelerate the pace of development of autonomous driving systems.

2014 THOMSON REUTERS  
**TOP 100**  
GLOBAL INNOVATORS

For the second consecutive year, Thomson Reuters selected Nissan as one of its Top 100 Global Innovators. In deciding this award, Thomson Reuters uses its proprietary database of patent information to analyze not just recipients' advanced and innovative technologies but also their development of solutions with broad application in the real world. The award recognizes the most innovative companies and organizations in all industries, all around the world. Four metrics form the core of the evaluation: volume of innovation patents, success rate (ratio of approved patent applications), global reach of patent portfolio and patent citation influence. Nissan received high marks for the global reach of its portfolio and portfolio influence, as well as showing marked improvement over the year in its success rate.

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## 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 2014, presentations covered the Common Module Family, a new vehicle design approach undertaken by the Renault-Nissan Alliance, and the purchasing activities that are key to the Alliance. Another meeting covered Nissan's business strategy in the North American market, a main driver of the company's sales performance during the fiscal year. Nissan takes advantage of a



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► Click here for more information on the Common Module Family.

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.

### 115th Shareholders Meeting

The 115th Ordinary General Meeting of Shareholders was held at the Pacifico Yokohama on June 24, 2014, and was attended by 1,617 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 21, 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 an opportunity for the executive team to communicate directly with the company's owners. 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.

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 20th Awards for Excellence in Corporate Disclosure presented by the Securities Analysts Association of Japan, Nissan ranked second 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 question-and-answer sessions at informational meetings, for its executive management's proactive participation in investor relations and for its corporate governance.

► website

Detailed IR information is available on our website.