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# ECONOMIC CONTRIBUTION

The global economy is today undergoing a dramatic shift. Countries around the world are seeing rapid urbanization, creating demand for improved infrastructure and transforming people's needs for enhanced mobility solutions. As a global automaker, Nissan aims to provide mobility for all and to help create a sustainable mobility society. In working toward these goals, the company develops a detailed understanding of shifts in global economic power and works to expand its business geographically so as to provide its products and services in markets around the world. 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 these actions must be accompanied by sustainable, profitable growth that benefits the company while also contributing to the economic development of society as a whole through the creation of jobs and regional development. This principle is behind the business strategies that Nissan formulates and implements in order 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 2017)

located in:

**20**  
countries/areas

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## ECONOMIC CONTRIBUTION

### SCORECARD

FY2016 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 and Long-Term Vision	Indicators of Progress	FY2016 Results *1	Assessment *2
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. Over the longer term, target sustainable, profitable growth and continue providing value to all stakeholders.	Consolidated operating profit margin (consolidated companies; for joint ventures in China, calculated on a proportionally consolidated basis)	7.0%	✓✓
		Global market share (consolidated companies)	6.1%	×

\*1 Announced May 2017.

\*2 Assessment based on fiscal 2016 outlook announced in May 2016.



▶▶ 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. The company continues to implement business strategies to maximize its corporate value.

### 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. 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. By making full use of its capabilities as a global company, Nissan aims to create jobs and other value for society as a whole. At the same time, it 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. Climate change and energy are pressing issues that are of particular concern to customers around the world. As a global company, Nissan is deeply committed to helping address them. As one of the world's top automobile manufacturers, the company also has a role to play in reducing the number of traffic accidents caused by vehicles. Actively investing in technologies that can impact these kinds of social issues is important to its long-term growth.

In 2016, the company announced its Nissan Intelligent Mobility vision for building a zero-emission, zero-fatality future for driving. The target is a safer, more sustainable society for customers around the world. Based on the vision, Nissan is working to increase vehicle electrification and intelligence and to create "connected cars" that are integrated with social infrastructure. Going forward, the company will enhance its operations with new approaches to *monozukuri* craftsmanship and new services.

The new Serena, launched in Japan in August 2016, represents Nissan's intelligent vehicle initiatives. It is equipped with the ProPILOT autonomous drive technology for traveling within a single expressway lane. Automated control of all steering, acceleration and braking functions in heavy highway traffic is an industry first in Japan. The Note e-POWER, launched in Japan in November 2016, features a 100% electric powertrain. It is driven by an electric motor powered by a gasoline engine, which allows owners to enjoy the EV driving experience without needing to charge the vehicle.

In the connected car field, Nissan is developing applications that will make it easier for people to stay connected to work, entertainment and social networks. The company also plans to provide services making remote vehicle diagnostics, preventive maintenance and other forms of after-sales service more accessible. To achieve this, the Renault-Nissan Alliance has signed a multiyear agreement with Microsoft Corp. to partner on developing next-generation technologies. The companies will work together to provide vehicle connectivity services linked to the Microsoft Azure intelligent cloud platform.

Nissan's acquisition of a 34% stake in Mitsubishi Motors Corp. bolsters its manufacturing capabilities. Mitsubishi Motors is now part of the global Alliance with Nissan and Renault, making the Alliance one of the world's top three automotive groups, with sales of 10 million units in fiscal 2016. The Alliance will achieve further economies of scale, globally strengthening the

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productivity and innovative technologies that allow it to provide customers with vehicles that meet their needs.

**Targeting New Value and Competitiveness Through IT**

In 2016, 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 second 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.”

One specific example from 2015 is the global construction of the industry's first next-generation vehicle design infrastructure together with Hewlett Packard Enterprise Co. and Siemens AG. In January 2016, Nissan announced the selection of the Microsoft Azure cloud platform to power the Connect Telematics Systems in vehicles including the Nissan LEAF. In May of the same year, the company announced its adoption of the cloud-based system Workday Human Capital Management to standardize its global human resources processes.

As its new businesses expand worldwide, Nissan seeks to further increase corporate value through continuing to make connections between management and IT.



攻めのIT経営銘柄  
Competitive IT Strategy Company

**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 proactively discloses information on its operations through business briefings and participation in conferences hosted by securities companies. It also cooperates with securities companies to hold briefings for individual investors. 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 2016, presentations covered the trends and strategies in the Datsun business and in the ASEAN region. 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.

**117th Shareholders Meeting**

The 117th Ordinary General Meeting of Shareholders was held at the Pacifico Yokohama on June 22, 2016, and was attended by 2,098 shareholders. After the meeting all board members and corporate officers, including the CEO, attended an informal gathering to interact directly with shareholders.

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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 through these meetings and various other forms of interaction with shareholders, paying full attention to their 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.

**Positive External Assessment for IR Activities**

At the 22nd 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 timely release of balanced information through its website and other outlets, for its active implementation of informational meetings and site tours and for its corporate governance.

►► website  
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 Click here for more IR information.