

CSR DATA

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Nissan CSR Scorecard

The CSR Steering Committee uses our CSR scorecard as a tool to manage, review and validate our progress in each of eight key areas we have defined for CSR activities. The table below shows some of the values behind Nissan's present activities in these areas and the indices used in the scorecard to gauge our performance.

FY2010 target achievement rate: Achieved Mostly Achieved Not Achieved Not Calculated

Eight Key Areas	Major Activity or Value	Scope of Application	Indicators of Progress	FY2008 (Result)	FY2009 (Result)	FY2010 (Target)	FY2010 (Result)	FY2011 (Target)	Long-Term Vision
Corporate Governance & Internal Control Nissan aims to conduct fair, impartial and efficient business activities, having a high degree of transparency and consistency by adhering to the applicable laws and corporate rules.	Establishment/ effective management of internal control system	Consolidated companies	Establishment/ global development of compliance promoting organizations and codes of conduct	Established a global evaluation system for prevention of noncompliance and a medium- to long-term action plan	Introduced internal reporting systems in each region	Establish mechanisms for prevention of noncompliance; improve mechanisms by implementing PDCA cycles	<ul style="list-style-type: none"> Clarified key tasks in each region and formulated action plans to advance activities to prevent noncompliance Disclosed Nissan's Global Code of Conduct to outside parties worldwide 	<ul style="list-style-type: none"> Construct a system for clarifying compliance-related risks and for priority management Enhance problem-solving and follow-up capabilities by strengthening PDCA cycle (craft medium-term plan in each region for FY2011-13) 	A fully functioning framework (process) for the prevention of conduct violations
	Risk Management		Establishment/ global development of an effective risk management system	<ul style="list-style-type: none"> Implemented quakeproof construction/ earthquake drills; established BCP for primary products/ manufacturing processes To prepare for new flu pandemic, created/distributed pamphlets and manuals for employees including at overseas facilities; stockpiled emergency equipment Established a risk management website on the intranet 	<ul style="list-style-type: none"> Dealt with outbreak of H1N1 influenza and formulated BCP to prepare for higher absence ratio Recognized new risks emerging from recent financial crisis as corporate risk; appointed risk owners to investigate management methods and strengthen controls 	<ul style="list-style-type: none"> Enhance global coordination with respect to adoption of common risk management process Enhance disclosure of risk management 	<ul style="list-style-type: none"> Promoted common understanding among Global Headquarters and regional headquarters in the Americas and Europe regarding fundamental processes of risk management; exchanged related information with Renault Explained risk management initiatives in the Annual Report and Sustainability Report 	<ul style="list-style-type: none"> Review our response to the Great East Japan Earthquake and reflect results in the BCP Continue and enhance disclosure of information on our risk management activities Continue and enhance benchmarking activities together with Renault 	Contribute to raising corporate value with a global risk management system; obtain better external understanding through appropriate information disclosure
	Information Security		Addressing personal data protection issues and establishment of stable information security	<ul style="list-style-type: none"> Completed principal reinforcement measures on personal data protection from Nissan to dealers respectively Deployed information security policy and reinforced management at primary affiliates 	<ul style="list-style-type: none"> Continuously monitored and improved status of compliance with measures to protect personal data at Nissan Motor Co. and sales companies Produced annual plan and implemented PDCA cycle for information security management at each major affiliate 	Maintain/raise level of information security management	<ul style="list-style-type: none"> Continually monitored compliance with policies to safeguard personal information at Nissan Motor Co. and its sales companies; verified levels had been maintained or improved Globally implemented an annual plan for information security management and confirmed its progress; verified levels had been maintained or improved 	Maintain/raise level of information security management	Contribute to pursuing stable corporate activities and social responsibility by globally implementing PDCA cycles on information security

FY2010 target achievement rate: Achieved Mostly Achieved Not Achieved Not Calculated

Eight Key Areas	Major Activity or Value	Scope of Application	Indicators of Progress	FY2008 (Result)	FY2009 (Result)	FY2010 (Target)	FY2010 (Result)	FY2011 (Target)	Long-Term Vision
Economic Contribution	Suspension of Nissan GT 2012, Nissan's medium-term business plan, to concentrate on ameliorating performance	Consolidated companies	Consolidated net sales	¥8.4370 trillion	Attained positive free cash flow (¥375.5 billion); continued implementing recovery plan	¥8.2 trillion	¥8.7731 trillion	¥9.4 trillion	Achieve growth with sustained profitability; continue providing long-term value to all stakeholders, including customers, shareholders, employees, business partners and regional communities
			Dividend	¥11/share	¥0/share	¥10/share	¥10/share	¥20/share	
Quality	Score of external indicator that is most influential to customers	Global	[North America] Consumer Report	Target achieved for FY2008	Achieved nearly all FY2009 targets	Improve rankings of respective KPIs	Achieved nearly all FY2010 targets	Improve rankings in respective KPIs	Achieve Top-Level Quality in all areas through quality improvements in products, services, brand and management
			[Europe] U.K.: <i>What Car?</i> Germany: <i>ADAC</i> Italy: <i>Quattroruote</i>	Italy: <i>Quattroruote</i> gave Qashqai high marks, placed it in top three picks	U.K.: Qashqai and Note earned high marks in <i>What Car?</i> Italy: Qashqai earned high marks in <i>Quattroruote</i> Germany: Qashqai and Note earned reputation for high reliability in <i>ADAC</i>		<ul style="list-style-type: none"> U.K.: Qashqai and Note earned high marks in <i>What Car?</i> Italy: Qashqai earned high marks in <i>Quattroruote</i> Germany: Qashqai and Note earned reputation for high reliability in <i>ADAC</i> 		
			[Other] China: J.D. Power Initial Quality Study South Africa: Pied Piper Prospect Satisfaction Index Brazil: <i>Quatro Rodas</i>	China JDP IQS: Teana No.1 in 2007 and 2008 (Upper Premium Midsize Segment), Tiida 2nd, Livina 3rd	China JDP/IQS: 4 models earned top 3 rankings South Africa PSI: 4 models in top ranking	China JDP/IQS: 3 models earned top 3 rankings			
	Achievement of Sales and Service Quality objectives, resulting in the highest levels of customer loyalty and service retention	Global	Customer satisfaction survey results relating to Sales and Service Quality in focus countries (Nissan and Infiniti)	Top-level achievements maintained in countries where Nissan was leading; new achievement of Top-Level Quality in Canada (sales quality, vs. major competitors)	Maintained position in all countries where Top-Level Quality had previously been achieved; continued to improve position in all other countries in the focus group through initiatives, activities aimed at milestones for Top-Level Sales and Service Quality	Continue Sales and Service Quality improvement through achievement of Top-Level Quality objectives in focus countries	Improvements carried out according to plan toward achievement of Top-Level Quality objectives	Continue Sales and Service Quality improvement through achievement of Top-Level Quality objectives in focus countries	

FY2010 target achievement rate: Achieved Mostly Achieved Not Achieved Not Calculated

Eight Key Areas	Major Activity or Value	Scope of Application	Indicators of Progress	FY2008 (Result)	FY2009 (Result)	FY2010 (Result)	FY2010 Goals (NGP2010)	Long-Term Vision	
Environment Nissan aims to lead a social transformation aimed at bringing about a sustainable mobility society by reducing vehicles' environmental impact throughout their life cycle and expanding the lineup of effective green products and technologies.	Implementation and promotion of Nissan Green Program 2010 (NGP2010)	Reduction of CO ₂ emissions	Global	Releasing new models with low CO ₂ output	Released the clean diesel X-TRAIL 20GT in Japan; Livina capable of running on E100 fuel marketed in Brazil	Launched the Nissan ECO Series of environmentally conscious cars	Launched all-electric Nissan LEAF (Japan, U.S., Europe), Fuga Hybrid (Japan), Infiniti M Hybrid (U.S., Europe)	7% reduction (global per-unit CO ₂ emissions, compared with FY2005)	Reduce environmental impact and dependence to within the Earth's natural ability to absorb
			Global	CO ₂ reduction from all Nissan plants (FY2005 = 0, global per-vehicle CO ₂ emissions)	Achieved 10% reduction	Achieved 10% reduction	Achieved 18.6% reduction	7% reduction (global per-unit CO ₂ emissions, compared with FY2005)	
		Achievement of clean emissions (to preserve air, water and soil quality)	Nissan Motor Co., Ltd.	VOC emissions reduction in painting process in plants (FY2005 = 0)	1.0% increase in volume of VOC emissions in Japan	13% decrease in volume of VOC emissions in Japan	17.1% decrease in volume of VOC emissions in Japan	10% reduction from FY2005 (per unit, body + bumper)	
		Recycling of resources (promotion of the 3Rs)	Nissan Motor Co., Ltd. and consolidated companies (based on Nissan calculation standard)	Resource recovery rate	Achieved 100% recovery rate at five Nissan plants and one business office and at three affiliate factories (Japan)	Achieved 100% recovery rate at five Nissan plants and one business office and at five affiliate factories (Japan)	Achieved 100% recovery rate at five Nissan plants and two business offices and at five affiliate factories (Japan)	Achieve resource recovery rate of 100%	
			Nissan Motor Co., Ltd.	ELV (end-of-life vehicle) recovery rate	Achieved 95.7% recovery rate (Japan)	Achieved 96.6% recovery rate (Japan)	Achieved 97.0% recovery rate (Japan)	Achieve ELV recovery rate of 95% (5 years ahead of 2015 regulation)	

Note: Please see the detailed information on the NGP2010 activities on pp. 17–18.

FY2010 target achievement rate: Achieved Mostly Achieved Not Achieved Not Calculated

Eight Key Areas	Major Activity or Value	Scope of Application	Indicators of Progress	FY2008 (Result)	FY2009 (Result)	FY2010 (Target)	FY2010 (Result)	FY2011 (Target)	Long-Term Vision
Safety Nissan develops innovative technology and plays an active role in safety promotion, making the automobile society safer for all.	Establishment of quantitative reduction targets for Nissan-related traffic deaths, etc., real-world analysis of accidents to build safer cars and implementation of driver-education programs	Japan, U.S., Europe, other key regions	Reduction from 1995 levels in Nissan-related traffic deaths and injuries (Figures are available approx. one year later due to calculation based on publicly released data)	Japan: 49.6% U.S.: 42% U.K.: 57%	Japan: 53% U.S.: 48% U.K.: 56%	Develop and boost use of safety-related technologies based on Nissan Safety Shield approach to reduce fatal and serious injuries from previous FY, progressing toward ultimate goal	Figures to be calculated once data is released	Develop and boost use of safety-related technologies based on Nissan Safety Shield approach to reduce fatal and serious injuries from previous FY, progressing toward ultimate goal	Aim for ultimate goal of zero fatalities and serious injuries involving Nissan vehicles

FY2010 target achievement rate: Achieved Mostly Achieved Not Achieved Not Calculated

Eight Key Areas	Major Activity or Value	Scope of Application	Indicators of Progress	FY2008 (Result)	FY2009 (Result)	FY2010 (Target)	FY2010 (Result)	FY2011 (Target)	Long-Term Vision
Employees Nissan aims to form an attractive organization where diverse human resources can achieve personal growth through experience in global business.	Build a learning-oriented corporate culture	Nissan Motor Co., Ltd.	Trainee satisfaction: Based on surveys of employees undergoing annual training courses. Scores (on a scale of 1 to 5) are the lowest of the averages for each course	4.2 or higher	4.5 or higher	Implement education programs to enhance competency. Maintain/upgrade satisfaction degree of attendees	4.5	Implement education programs to enhance competency; maintain/increase satisfaction of attendees	Create a learning-oriented corporate culture and a setup allowing individual employees to achieve personal growth
	Enhance management quality, employee motivation based on employee attitude surveys	Global	Improved scores for management quality, employee motivation; share of positive responses to questions in employee attitude surveys	Quality of Management: 46% Employee Motivation: 54%	Surveys not implemented in FY2009	Promote activities to enhance quality of management and revise corporate culture based on employee attitude surveys. Raise scores on quality of management/employee motivation	Quality of management: 50% Employee motivation: 57%	Promote activities to enhance quality of management and revise corporate culture based on employee attitude surveys; raise scores on quality of management/employee motivation	Improve quality of management and create an organization that inspires and enhances employee engagement
	Support for self-initiated career development	Nissan Motor Co., Ltd.	Number of successful applicants under Open Entry (employees can apply for advertised position openings) and Shift Career (employees can apply to the department or occupation of their choice, regardless of availability) Systems	83 (Open Entry and Shift Career Systems)	94 (Open Entry and Shift Career Systems)	Further advance assignment of employees to relevant positions based on Open Entry/Shift Career Systems	103 (Open Entry and Shift Career Systems)	Further advance assignment of employees to relevant positions via Open Entry/Shift Career Systems	Provide support for career development that emphasizes employees' self-initiative
	Creating safe and worry-free workplaces	Nissan Motor Co., Ltd.	Frequency of labor accidents (injuries or deaths per 1 million worker-hours)	0.19 and no serious accidents	0.37	0.20	0.43	0.27	Build and maintain safe, worry-free workplaces
			Intensity of labor accidents (Intensity=total working hours lost/total working hours x 1,000)	0.003	0	No serious accidents	0	No serious accidents	
	Promotion of diversity through active development, engagement with women	Global	Share of women in middle management and management positions	Japan (Nissan Motor): 5% North America: 10% Europe: 12%	Japan (Nissan Motor): 5% North America: 10% Europe: 13%	Maintain/increase share of women in middle management and management positions	Japan (Nissan Motor): 6% North America: 12% Europe: 14% Other: 11%	Japan (Nissan Motor): 6% North America: 13% Europe: 15% Other: 12%	Provide greater value to customers through diversity
			Employee survey score on diversity	Global 46%	Surveys not implemented in FY2009	Maintain/upgrade scores	Global 50%	Maintain/upgrade scores	
	Promotion of diversity through cross-cultural recruitment	Nissan Motor Co., Ltd.	Share of non-Japanese employees	1%	1%	Maintain/increase share of non-Japanese employees	1.0% (as of April 2010)	Maintain/upgrade share of non-Japanese employees	

FY2010 target achievement rate: Achieved Mostly Achieved Not Achieved Not Calculated

Eight Key Areas	Major Activity or Value	Scope of Application	Indicators of Progress	FY2008 (Result)	FY2009 (Result)	FY2010 (Target)	FY2010 (Result)	FY2011 (Target)	Long-Term Vision
Value Chain Nissan promotes ethical, environmentally sound actions in all stages of the supply chain.	Reduce the environmental impact of products through green procurement activities	All primary suppliers to Renault-Nissan Purchasing Organization (RNPO; responsible for 100% of total Renault-Nissan procurement by value, April 2009)	Extent to which values and codes of conduct are shared with suppliers	<ul style="list-style-type: none"> Held suppliers' meeting on Nissan GT 2012 (May 2008) Held suppliers' meetings on sales, production plans for FY2009 (March, May 2009) Held monthly meetings to explain production plans, share information on rapidly changing environment with suppliers in a timely way 	Created "CSR Guidelines for Suppliers" with Renault in line with the CSR procurement activities of the Japan Automobile Manufacturers Association, and prepared to send them out	<ul style="list-style-type: none"> Together with Renault, spread "CSR Guidelines for Suppliers" from overseas site purchasing departments to suppliers Start MPA revisions that incorporate penalties for compliance infractions 	<ul style="list-style-type: none"> Worked with Renault to distribute "CSR Guidelines for Suppliers" from purchasing departments at operational sites to suppliers (from June) Carried out MPA revisions incorporating penalties for compliance infractions (from July) 	Boost CSR understanding and approaches among suppliers by continued video and other presentations on Nissan CSR activities at suppliers' meetings, etc.	Continually support suppliers' efforts to enhance their systems for CSR activities
	Reduce the environmental impact of products through green procurement activities	All primary suppliers around the world	Ascertaining compliance with Japan's green procurement guideline for environment-impacting substances in purchased parts, and promotion of such activities with regard to global guideline	Began deployment of "Nissan Green Purchasing Guidelines" in Europe	Held meetings with Thai suppliers to explain "Nissan Green Purchasing Guidelines"	Initiate deployment of "Nissan Green Purchasing Guidelines" in North America	Globally published "Nissan Green Purchasing Guidelines" on the website; initiated their deployment in North America	Give suppliers explanation of ways to improve activities to reduce their environmental impact	Reduce Nissan's environmental impact throughout the life cycle by establishing structures for suppliers; enhance management scope by extending activities to the whole value chain
	Promotion of CSR activities at sales companies	Sales Companies (Japan)	Share values and support voluntary activities	General Affairs and HR department managers meeting (November 2008)	Started introduction of a compliance self-assessment program at sales companies in Japan; at meetings of sales company executives in September 2009 and March 2010, shared information on latest compliance developments, offering support for sales company efforts	Revise content of self-assessment program to improve its effectiveness; work to spread use of program at sales companies	Further enhanced awareness of compliance through implementation of companywide self-assessment program	Continue implementing self-assessment program; hold regular events to exchange information (e.g. meetings between supplier representatives)	Assist sales companies' autonomous efforts
Philanthropy Nissan carries out social contribution activities as a corporate citizen, focusing on education, environmental awareness and humanitarian relief.	Clarification of Nissan's philanthropy policy, reinforcement of in-house organization and enhancement of philanthropic activities	Global	Clarification of Nissan's philanthropy policy and establishment of an in-house promotion organization	Launched "The Science of Survival," Nissan's first global environmental program; started exhibitions in London (April 2008) and New Jersey (October 2008); succeeded in communicating a consistent message globally	Continued to investigate global programs, but did not implement in FY2009. "The Science of Survival" was discontinued in June 2009 due to organizer's reasons	Begin consideration, partial implementation of social contribution programs to respond to societal needs through globally consistent activities	Launched joint projects with Habitat for Humanity, beginning in March 2010 in India and in March 2011 in Indonesia and Thailand	<ul style="list-style-type: none"> Enhance the 3 regional systems (Asia, AMIE, Americas) and strengthen management Develop new programs to assist "base of pyramid" Engage in dialogue with stakeholders twice per year as part of philanthropic activities 	Continually implement unique philanthropic programs centered on "support for education," "environmental awareness" and "humanitarian relief," balancing global perspectives with the most appropriate activities for each region

Fiscal 2010 Financial Review

For fiscal 2010, Nissan's financial results on a consolidated basis were as follows: net revenues were ¥8.7731 trillion, operating profit was ¥537.5 billion and net income was ¥319.2 billion. Nissan had positive automotive free cash flow of ¥459.3 billion, and net debt for the auto business was eliminated completely, leaving the company with a net cash position of ¥293.3 billion at the close of the fiscal year.

Global sales for fiscal 2010 were at their highest level ever, climbing 19.1% from 3,515,000 units in fiscal 2009 to reach 4,185,000 units. Nissan's overall global market share stood at 5.8%. In the Chinese market, Nissan sold 1,024,000 units, up 35.5% from fiscal 2009. In the United States sales were up 17.3% to 966,000 units, securing Nissan an 8% share of the market, its highest ever. Sales were up 20.2% in Mexico, giving Nissan an industry-leading 23.1% share of the Mexican market. Sales in Europe climbed 19.3% year on year to reach 607,000 units, representing 3.3% of the market.

Our performance was also strong in other markets. In Latin America, we sold 169,000 units, up 65.7% from fiscal 2009; in Russia, sales roughly doubled to 102,500 units; and in Thailand, sales were up 87.6% to 64,900 units. Indonesia also saw strong growth for Nissan, with sales up 65.4% to 42,600 units. Middle East sales increased slightly to 180,000 units.

Following the March 11 earthquake and tsunami that struck eastern Japan, Nissan has made steady, solid progress toward the restoration of its operations. We are well-positioned in all regions of the world for profitable growth over the long term.

Fiscal 2010 Financial Performance (billion yen)

	FY2009	FY2010	Change
Consolidated net revenue	7,517.3	8,773.1	1,255.8
Consolidated operating profit	311.6	537.5	225.9
Non-operating loss/profit	-103.9	0.3	—
Ordinary profit	207.7	537.8	330.1
Net extraordinary loss	-66.1	-57.7	—
Net income	42.4	319.2	276.8
CAPEX	273.6	312.0	—
R&D	385.5	399.3	—
Depreciation	363.3	372.1	—

FOREX for FY2010: ¥85.7/\$ ¥113.1/€

Performance Data

	FY2008	FY2009	FY2010
No. of employees (consolidated)	175,766	169,298	155,099
No. of individual investors	317,000	273,000	264,940
Corporate tax	¥90.2 billion	-¥26.5 billion	¥140.7 billion
R&D expenditures (% of sales)	¥455.5 billion (5.4%)	¥385.5 billion (5.1%)	¥399.3 billion (4.6%)
Capital investment (% of sales)	¥383.6 billion (4.5%)	¥273.6 billion (3.6%)	¥312.0 billion (3.6%)
Donations for disaster relief	¥30.0 million (by Nissan Motor Co., Ltd. for China's Sichuan Earthquake, etc.) AU\$50,000; 100 vehicles (by Nissan Motor Co. [Australia] Pty. Ltd. for Australian wildfires; vehicles leased at no cost)	¥12.0 million (by Nissan Motor Co., Ltd. for 2010 Chile earthquake, etc.) \$117,000 (by Nissan North America, Inc. for 2010 Haiti earthquake, etc.)	Over ¥430 million (by Nissan Motor Co., Ltd., Nissan North America, Nissan Europe S.A.S., etc. for Great East Japan Earthquake) About ¥6.8 million (by Nissan [China] Investment Co., Ltd. for Yushu earthquake) \$100,000 (by Nissan North America for 2010 Haiti earthquake)
Nissan Motor Co., Ltd. data			
No. of employees	30,718	30,277	28,403
Average age (years)	41.6	41.8	42.4
Average service (years)	19.9	20.1	20.7
Average annual salary*	¥7,280,776	¥6,271,632	¥6,847,796
Disabled employment ratio	approx. 2.1%	approx. 2.1%	2.0%
No. of employees taking parental leave	111	161	195
No. of employees taking nursing care leave	4	9	15
No. of unionized employees	27,822	27,271	26,790

* Average annual salary for employees not in managerial positions; includes bonuses and overtime pay.

No. of Employees (as of end of March 2011)

Japan	72,876
North America	23,411
Europe	13,891
Asia	42,718
GOM	2,203
Total (consolidated)*	155,099

* Includes 27,816 nonpermanent workers.

Union Information

Nissan Motor Co., Ltd.'s employees are affiliated with the All Nissan Motor Workers' Union, for which the governing body is the All Nissan and General Workers Unions, and the Japanese Trade Union Confederation (Rengo) through the Confederation of Japan Automobile Workers' Unions. The labor-management relations of the company are stable, and the number of union workers was 26,790 as of March 31, 2011.

At most domestic group companies, employees are affiliated with their respective trade unions on a company basis, and the governing body is the All Nissan and General Workers Unions.

At foreign group companies, employees are affiliated with their respective trade unions. In Mexico, for example, workers are affiliated with a domestic trade union for which the governing body is the Confederation of Mexican Workers (CTM) or independent trade unions, whereas most employees in the United Kingdom are affiliated with the Unite the Union, Nissan Motor Manufacturing (UK) Ltd., Branch. Local employees of other group companies are affiliated with different types of trade unions according to the labor environment in each country.

Global Network (Numbers/locations as of June 2011)

R&D:

12 countries/areas (Japan, USA, U.K., Taiwan, China, Thailand, India, South Africa, Mexico, Brazil, Spain, Vietnam)

Design:

4 countries (Japan, USA, U.K., China; total of 5 design centers)

Automobile Production Plants:

20 countries/areas (Japan, USA, U.K., Spain, Taiwan, China, Thailand, Philippines, Malaysia, Indonesia, Mexico, Brazil, Iran, South Africa, Kenya, Egypt, Pakistan, Russia, Vietnam, India)

Sales by Model (Top 5)

Japan (units)

Model	FY2010 (Apr. 2010—Mar. 2011)
Serena	71,510
Note	55,629
March	51,880
Cube	43,473
Tiida	36,213



Serena

U.S. (units)

Model	FY2010 (Apr. 2010—Mar. 2011)
Altima	239,331
Rogue	114,518
Sentra	110,049
Versa (Tiida in Japan)	98,706
Infiniti G (sedan and coupe)	61,578



Altima

Europe (units)

Model	FY2010 (Apr. 2010—Mar. 2011)
Qashqai	198,823
Juke	51,797
Qashqai+2	50,234
Note	49,652
Micra	49,276



Qashqai

Environmental Indices, Human Resources, etc. (Fiscal 2010)

Environmental Indices (As of March 31, 2011)

Energy input*		
Direct usage		15,568 (1,000 GJ)
Indirect usage		16,769 (1,000 GJ)
Water input* 25,851 km ³		
CO ₂ emissions		
Production		2,486 kton
Logistics		1,586 kton
Offices and dealers		371 kton
Vehicle use		90,000 kton
Water discharge* 19,784 km ³		
Waste generated —		
Environmental impact indices	Reduction of global per-vehicle CO ₂ emissions in production	18.6% (from FY2005 level)
	Reduction of VOC emissions in production (painting)	17.1% (from FY2005 level)
	Resource recovery rate (Japan)	100%
	Recovery rate	97%
Certifications, etc.	ISO 14001 certification ratio (global)	100%
	ISO 9001 certification ratio (global)	100%

* The figures are for the Nissan Group worldwide including 71 consolidated companies.

Human Resources, etc. (As of March 31, 2011)

Board of Directors	No. of board directors	9	
	No. of representative board members	2	
	No. of female directors	0	
	No. of outside directors	1	
Auditors	No. of auditors	4	
	No. of outside auditors	3	
Shareholders	No. of shares	4,520,715,112	
	No. of shareholders	267,600	
	Ratio of stable shares	61.3%	
	Ratio of floating shares	4.6%	
	Major shareholders		Government organs (0.0%) Financial institutions (18.02%) Financial instrument traders (1.01%) Japanese companies (1.86%) Foreign companies, etc. (69.59%) Individuals, etc. (9.52%)
	Disabled Employment	No. of disabled employees	—
Employment ratio		2.0%	
Employees	No. of employees (nonconsolidated)	28,403	
	No. of employees (consolidated)	155,099	
	No. of temporary employees	27,816	
	Average age (years)	42.4	
	Average service (years)	20.7	
Graduate Employment	No. of male college graduates	—	
	No. of female college graduates	—	
Female Employment	Ratio of female managers	6%	
	Ratio of female general or higher-ranking managers	3%	
	Ratio of female executives	2%	
Occupational Accidents	Total accident frequency ratio	0.43	