

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.

FY2011 target achievement rate:  Achieved  Mostly Achieved  Not Achieved  Not Calculated

Eight Key Areas	Major Activity or Value		Scope of Application	Indicators of Progress	FY2009 (Result)	FY2010 (Result)	FY2011 (Target)	FY2011 (Result)	FY2012 (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	Compliance/ Code of Conduct	Consolidated companies	Establishment/ global development of compliance promoting organizations and codes of conduct	Introduced internal reporting systems in each region	<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) 	<ul style="list-style-type: none"> Clarified compliance-related risks and confirmed action plans for each region in the Global Compliance Committee; regularly followed up progress thereafter Formulated medium-term regional action plans (FY2011-13) Launched anti-bribery activities in line with expanding scope of Nissan's business; defined global policy, reached decision to implement related training 	<ul style="list-style-type: none"> Further enhance improvement activities based on PDCA cycle and prevent compliance infractions Set global anti-bribery policy and implement training activities 	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"> 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"> 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 	<ul style="list-style-type: none"> Reviewed responses to Great East Japan Earthquake for each function; reflected results in the BCP and shared the findings throughout the company; verified progress through further simulation training, enhancing level of readiness Disclosed information on risk management activities via Annual Report and Sustainability Report, adding items and updating content of disclosure Re-implemented benchmarking activities following Renault's shift to new system 	<ul style="list-style-type: none"> Carry out risk management activities to support successful achievement of mid-term business plan goals Continue disclosing information and updating its content 	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"> 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 	<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	<ul style="list-style-type: none"> Continued monitoring compliance with personal information safeguarding policies at Nissan Motor and its sales companies, confirming that level was maintained or improved Globally implemented, tracked progress in annual information security management plan, confirming that level was maintained or improved Implemented process for monitoring information security incidents that occurred outside of Nissan and confirmed that similar issues could not take place within the company 	Maintain/raise level of information security management	Contribute to pursuing stable corporate activities and social responsibility by globally implementing PDCA cycles on information security

FY2011 target achievement rate: Achieved Mostly Achieved Not Achieved Not Calculated

Eight Key Areas	Major Activity or Value	Scope of Application	Indicators of Progress	FY2009 (Result)	FY2010 (Result)	FY2011 (Target)	FY2011 (Result)		FY2012 (Target)	Long-Term Vision
Economic Contribution	Implementation and promotion of Nissan Power 88	Consolidated companies	Consolidated operating profit ratio	4.1%	6.1%	4.9% (forecast)	5.8%	◎	6.8% (forecast)	Achieve sustainable, profitable growth by advancing a sustainable mobility society; continue providing value to all stakeholders over the long term
			Global market share	5.5%	5.8%	6.1% (forecast)	6.4%	◎	6.7% (forecast)	
	Company stock	Nissan Motor Co., Ltd.	Dividend	¥0/share	¥10/share	¥20/share	¥20/share	◎	¥25/share	
Quality	Score of external indicator that is most influential to customers	Global	[North America] <i>Consumer Reports</i> J.D. Power IQS/VDS	Achieved nearly all FY2009 targets	Achieved nearly all FY2010 targets	Improve rankings in respective KPIs	Achieved nearly all FY2011 targets	◯	Improve rankings in respective KPIs	Under quality improvement goals of Nissan Power 88, make Infiniti a leading luxury brand and make Nissan a leading global automotive brand by FY2016
[Europe] U.K.: <i>What Car?</i> Germany: <i>ADAC</i> Italy: <i>Quattroruote</i>	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>		▪ 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>	U.K.: Qashqai and Note earned high marks in <i>What Car?</i> Germany: Qashqai and Micra won high reliability marks in <i>ADAC</i>	◯					
[Other] China: J.D. Power IQS/VDS South Africa: Pied Piper PSI Brazil: <i>Quatro Rodas</i> India: J.D. Power IQS	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	China: 3 models in top 3 rankings for J.D. Power IQS, 4 models in top 3 for J.D. Power VDS South Africa PSI: 3 models in 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)	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	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	Maintained Top-Level Quality in those focus markets where already attained; improved rankings in other markets by implementing "kaizen" actions.	◯	Continue Sales and Service Quality improvement in focus markets toward Top-Level Quality achievement	Achieve Top-Level Quality in all focus markets by FY2016





Note: Please see the detailed information on the NGP2016 activities on p. 24.

Eight Key Areas	Major Activity or Value		Scope of Application	Indicators of Progress	FY2011 (Result)	FY2016 (Target)	Long-Term Vision	
Environment	Implementation and promotion of Nissan Green Program 2016 (NGP2016)	Penetration of zero-emission vehicles	Global	Number of zero-emission vehicles sold	23,000 Nissan LEAF units sold	Cumulative sales with Alliance partner Renault of 1.5 million EVs by FY2016, securing leadership in zero-emission mobility	90% reduction in CO ₂ emissions from new vehicles from FY2005	Reduce environmental impact and resource usage of Nissan corporate activities and vehicles to within the Earth's natural ability to absorb
Number of new EV models introduced				(Nissan LEAF introduced already in FY2010)	4 models released			
Promotion of activities toward realization of zero-emission society				Efforts underway, including development of "LEAF to Home" system, road tests of Nissan New Mobility Concept ultracompact EV	Realization of zero-emission society			
Wider application of fuel-efficient vehicles		Global	Corporate average fuel efficiency (CAFE) (Japanese, North American, European, Chinese markets)	15% improvement from FY2005	35% improvement in CAFE from FY2005 (Japanese, North American, European, Chinese markets)			
			Number of models launched with class-leading fuel efficiency	Tiida (China), Versa Sedan (U.S.)	Global rollout			
			Cumulative number of hybrid models launched	Development underway of front-wheel drive hybrid vehicles, plug-in hybrid electric vehicles (PHEVs)	Global rollout			
			Number of CVT-equipped units sold (beginning 1992)	11.08 million cumulative sales	20 million cumulative sales			
Corporate carbon footprint minimization		Global	Rate of CO ₂ emission reduction for corporate activities (production, logistics, offices, sales companies; t-CO ₂ /unit, from FY2005) • Plants (t-CO ₂ /unit, from FY2005) • Offices (Japan, North America, Europe, China; output level basis) • Sales companies (Japan; output level basis)	8.9% reduction • 20.5% reduction • 2.6% reduction • 11.9% reduction	20% reduction • 27% reduction • 1% annual reduction (FY2010 as base) • 1% annual reduction (FY2010 as base)	80% reduction from FY2005 (t-CO ₂ /unit)		
New natural resource usage minimization		Global	Recycled material use ratio per vehicle	Efforts underway, including reuse of steel and aluminum plate scraps generated during manufacturing in new plate metal	Improve recycled material use ratio to 25%	Reduce ratio of new natural resources per vehicle by 70% from FY2010		
		Japan	Resource recovery rate	98.8%	Top-level recovery rate			
		Global	Waste reduction percentage at plants	Japan: 8.4% reduction Global: 12.3% reduction	Japan: 2% annual reduction (compared to business as usual) Global: 1% annual reduction (compared to business as usual)			
			Number of facilities with water-resource management	4 facilities (Australia, India, China, Mexico)	All production facilities			

FY2011 target achievement rate:  Achieved  Mostly Achieved  Not Achieved  Not Calculated

Eight Key Areas	Major Activity or Value	Scope of Application	Indicators of Progress	FY2009 (Result)	FY2010 (Result)	FY2011 (Target)	FY2011 (Result)		FY2012 (Target)	Long-Term Vision
Safety	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., U.K.	Reduction from 1995 levels in Nissan-related traffic deaths and injuries (Figures are available approx. two years later due to calculation based on publicly released data)	Japan: 53% U.S.: 48% U.K.: 56%	Japan: 54% (Data not collected for U.S., U.K.)	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
Nissan develops innovative technology and plays an active role in safety promotion, making the automobile society safer for all.										
Employees	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	4.5 or higher	4.5	Implement education programs to enhance competency; maintain/increase satisfaction of attendees	4.2 or higher	◎	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
Nissan aims to form an attractive organization where diverse human resources can achieve personal growth through experience in global business.	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	Surveys not implemented in FY2009	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	Surveys not implemented in FY2011	—	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	94 (Open Entry and Shift Career Systems)	103 (Open Entry and Shift Career Systems)	Further advance assignment of employees to relevant positions via Open Entry/Shift Career Systems	99 (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)	0.37	0.43	0.27	0.35	△	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	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% Americas: 10% Europe: 13%	Japan (Nissan Motor): 6.1% Americas: 12% Europe: 14%	Global: 10%	Global:10% Japan (Nissan Motor): 6.7% Americas: 12% Europe: 15%	◎	Global:10.5%	Provide greater value to customers through diversity
			Employee survey score on diversity	Surveys not implemented in FY2009	Global: 50%	Maintain/upgrade scores	Surveys not implemented in FY2011	—	Maintain/upgrade scores	
	Promotion of diversity through cross-cultural recruitment	Nissan Motor Co., Ltd.	Share of non-Japanese employees	1%	1.0% (as of April 2010)	Maintain/upgrade share of non-Japanese employees	1%	◎	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	FY2009 (Result)	FY2010 (Result)	FY2011 (Target)	FY2011 (Result)		FY2012 (Target)	Long-Term Vision
Value 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	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">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 among suppliers with video and other presentations on Nissan CSR activities and examples at Nisshokai and other supplier meetings	<ul style="list-style-type: none">Recovery from the Great East Japan Earthquake and Thai flooding carried out with suppliers as vital activities; these were implemented and evaluated as CSR for contributing to society through support for suppliers in affected areas, prompt relaunch of productionMain approaches included:<ul style="list-style-type: none">1. Swift sharing of information related to production recovery2. Steps to deal with planned blackouts, shift to weekend operations in summer months3. Creation of BCPs for supply chains (Japan and Thailand)Rules created in FY2010 defining penalties for supplier compliance infractions applied to cases that arose		<ul style="list-style-type: none">Begin formulation of BCPs for overseas locations (other than Japan, Thailand) from the first half of FY2012Implement survey of steps taken to address conflict mineral usage, with the goal of deepening CSR penetration through the supply chainContinued steps to address supplier infractions	Continually support suppliers' efforts to enhance their systems for CSR activities
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 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	Held meetings with Thai suppliers to explain "Nissan Green Purchasing Guidelines"	Globally published "Nissan Green Purchasing Guidelines" on the website; initiated their deployment in North America	Create framework for promoting reduced supplier use of environment-impacting substances	New management processes created in line with NGP2016, explained at supplier meetings in November; began global deployment of revised "Nissan Green Purchasing Guidelines" (enhancement of management of environment-impacting substances in Europe)		Implementation and improvement of steps under new management processes	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)	Regular sharing of information with sales companies and support for voluntary activities	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	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. company representative meetings)	<ul style="list-style-type: none">Efforts to firmly establish compliance self-assessment program helped boost compliance awareness from FY2010 levelsRepresentative meeting in June urged greater care with personal information protection, leading to enhanced measures and stronger information management at each company		Implement self-assessment program revised based on recent compliance trends to further boost awareness; hold regular events to exchange information (e.g. company representative meetings)	Provide support to help cement voluntary efforts at sales companies
Philanthropy	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	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	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 managementDevelop new programs to assist "base of pyramid"Engage in dialogue with stakeholders twice per year as part of philanthropic activities	<ul style="list-style-type: none">Designated officers to head CSR, philanthropic efforts at 3 main bases, including Global Headquarters; created system for global promotion and cooperationSigned global agreement with Habitat for Humanity, an NGO Nissan North America has partnered with since 2006; set FY2012 course for stronger participation in poverty reliefHeld talks with 10 NPOs active in the March 11 disaster zone to provide maximum support possible targeting high-need areasHeld a town meeting in Yokohama in connection with Omoiyari Light Promotion safety campaign; carried out dialogue with wide range of experts, other stakeholders		<ul style="list-style-type: none">Review March 11 disaster relief and advance measures to create environment conducive to employee participation in volunteer effortsWork on systems allowing swift decisions on form of relief efforts following disastersDevelop existing programs to enable more global activities delivering value more widely	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
Nissan carries out social contribution activities as a corporate citizen, focusing on education, environmental awareness and humanitarian relief.										