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NISSAN CSR SCORECARD

Nissan makes year-round use of the CSR scorecard as a fundamental tool to manage, review and validate its progress in each of eight sustainability strategies defined for its CSR activities.

The table below shows some of the values behind our present activities in these areas and the indices used in the scorecard to gauge our performance.

ENVIRONMENT FY2012 target achievement rate: ● Achieved ○ Mostly Achieved △ Not Achieved – Not Calculated

Strategy	Major Activity or Value	Scope of Application	Indicators of Progress	FY2011	FY2012		FY2016 (Target)	Long-Term Vision (Year2050)				
				Result	Target	Result						
Nissan aims to lead a social transformation aimed at bringing about a sustainable mobility society by reducing vehicles' environmental impact throughout their lifecycle and expanding the lineup of effective green products and technologies.	Implementation and promotion of Nissan Green Program 2016 (NGP2016)	Zero-emission vehicle penetration	Global	Number of zero-emission vehicles sold	Global Nissan LEAF sales: 23,000 units	Promote EV sales globally	Global Nissan LEAF sales: 30,500 units Cumulative sales since its launch in 2012: more than 58,000 units	○ Cumulative sales 1.5 million EVs under Renault-Nissan Alliance by FY2016, securing leadership in zero-emission mobility	90% reduction in CO ₂ emissions from new vehicles from FY2000	Reduce environmental impact and resource usage of Nissan corporate activities and vehicles to within the Earth's natural ability to absorb		
			Global	Number of new EV models introduced	(Nissan LEAF introduced already in FY2010)	Promote development of EVs	Implemented field test of the all-electric commercial vehicle, e-NV200	○ 4 models including Nissan LEAF released				
			Global	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	Promote the activities with regional government and other industries	Launched the "LEAF to Home" power supply system with "EV Power Station" Promoted rollout of "LEAF to Home" power supply system at public facilities, houses, condominiums	○ Realization of zero-emission society				
		Fuel-efficient vehicle expansion	Global	Corporate average fuel efficiency (CAFE) (Japanese, U.S., European, Chinese markets)	15% improvement from FY2005	Improve CAFE by introducing HEV and other technologies to improve fuel efficiency	24.9% improvement from FY2005	○ 35% improvement in CAFE from FY2005 (Japanese, U.S., European, Chinese markets)				
			Global	Number of models launched with class-leading fuel efficiency* *as of launch	Tiida (China), Versa Sedan (U.S.)	Introduce 4 models	Altima (U.S.), Note, Latio (Japan), Sylphy (China)	○ Global rollout				
			Global	Cumulative number of hybrid models launched	Development underway of front-wheel drive hybrid vehicles, plug-in hybrid electric vehicles (PHEVs)	Introduce 2 models	Cima HEV, and Serena S-HYBRID in Japan	○ Global rollout				
			Global	Number of CVT-equipped units sold	11.08 million cumulative sales	Promote sales of CVT equipped vehicles	2.28 million units 13.36 million of cumulative sales since 1992)	○ 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)	8.0% reduction	Promote activities to reduce CO ₂ emissions	8.3% reduction	○ 20% reduction			80% reduction from FY2005 (t-CO ₂ /unit)	
					Plants (t-CO ₂ /unit, from FY2005)		20.5% reduction	15.2% reduction				○ 27% reduction
					Offices (Japan, North America, Europe, China; output level basis)		2.6% reduction	17.7% increase				△ 1% annual reduction (FY2010 as base)
					Sales companies (Japan; output level basis)		11.9% reduction	1.8% increase				△ 1% annual reduction (FY2010 as base)
		New natural resource use 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	Continue activities	Promoted activities	○ 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%	Promote activities				99.3%
			Global	Waste reduction percentage at plants	8.4% reduction in Japan 12.3% reduction globally	Promote activities to minimize wastes	10.3% reduction in Japan 3.2% reduction globally	○ Japan: 2% annual reduction (compared to business as usual) Global: 1% annual reduction (compared to business as usual)				
			Global	Number of facilities with water-resource management	4 facilities (Australia, India, China, Mexico)	Implement water-resource management in 3 facilities	Implemented in Spain, Egypt and South Africa	○ All production facilities				

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SAFETY FY2012 target achievement rate: ◎ Achieved ○ Mostly Achieved △ Not Achieved — Not Calculated

Strategy	Major Activity or Value	Scope of Application	Indicators of Progress	FY2010	FY2011	FY2012		Long-Term Vision	
				Result	Result	Target	Result		
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., 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: 54% reduction U.S.: 50% reduction U.K.: 61% reduction	Japan: 59% reduction U.S.: 54% reduction U.K.: 58% reduction	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	—	Aim for ultimate goal of zero fatalities and serious injuries involving Nissan vehicles

PHILANTHROPY FY2012 target achievement rate: ◎ Achieved ○ Mostly Achieved △ Not Achieved — Not Calculated

Strategy	Major Activity or Value	Scope of Application	Indicators of Progress	FY2010	FY2011	FY2012		Long-Term Vision	
				Result	Result	Target	Result		
Nissan carries out social contribution activities as a corporate citizen, focusing on the environment, education and humanitarian support.	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 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"> Designated officers to head CSR, philanthropic efforts at 3 main bases, including Global Headquarters; created system for global promotion and cooperation Signed global agreement with Habitat for Humanity, an NGO Nissan North America has partnered with since 2006; set FY2012 course for stronger participation in poverty relief Held talks with 10 NPOs active in the March 11 disaster zone to provide maximum support possible targeting high-need areas Held a town meeting in Yokohama in connection with Omoiari 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 efforts Work on systems allowing swift decisions on form of relief efforts following disasters Develop existing programs to enable more global activities delivering value more widely 	<ul style="list-style-type: none"> Through cooperation with the NGO Habitat for Humanity Japan, NML organized volunteer tours for employees in the tsunami-affected area in Ofunato, Iwate Prefecture. Special paid holiday was given to participants. A total of some 100 employees participated Started discussion to establish "Natural Disasters Response Policy" among headquarters in Japan/U.S./Europe Started discussion to expand school-visit educational programs globally 	◎	Continually implement unique philanthropic programs centered on "environmental awareness," "education" and "humanitarian support," balancing global perspectives with the most appropriate activities for each region

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QUALITY FY2012 target achievement rate: ● Achieved ○ Mostly Achieved △ Not Achieved — Not Calculated

Strategy	Major Activity or Value	Scope of Application	Indicators of Progress	FY2010	FY2011	FY2012		Long-Term Vision
				Result	Result	Target	Result	
Nissan provides top-level quality in its products and services around the world.	Score of external indicator that is most influential to customers	Global	[North America] Consumer Reports J.D. Power IQS/VDS	Achieved nearly all FY2010 targets	Achieved nearly all FY2011 targets	Improve rankings in respective KPIs	U.S. - J.D. Power Initial Quality Study (IQS); Infiniti EX, Infiniti M, Frontier, Quest took the top spot in each segment.	○ 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: ADAC Italy: <i>Quattroruote</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 ADAC 	<ul style="list-style-type: none"> U.K.: Qashqai and Note earned high marks in <i>What Car?</i> Germany: Qashqai and Micra won high reliability marks in ADAC 		U.K.: Qashqai and Note earned high marks in <i>What Car?</i> Germany: Qashqai and Micra won high reliability marks in ADAC	
			[Other] China: J.D. Power IQS/VDS South Africa: Pled Piper PSI Brazil: <i>Quatro Rodas</i> India: J.D. Power IQS	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		South Africa - Synovate Product Satisfaction Index (PSI): X-TRAIL and NP200 ranked first, Micra and Navara ranked among the top three in each segment. Brazil - <i>Quatro Rodas</i> : Versa, March took top rank in each category.	
	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)	Improvements carried out according to plan toward achievement of Top-Level Quality objectives	Maintained Top-Level Quality in those focus markets where already attained; improved rankings in other markets by implementing <i>kaizen</i> actions.	Continue Sales and Service Quality improvement in focus markets toward Top-Level Quality achievement	Maintained Top-Level Quality in those focus markets where already attained; improved rankings in other markets by implementing <i>kaizen</i> actions.	○ Achieve Top-Level Quality in all focus markets by FY2016

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VALUE CHAIN FY2012 target achievement rate: ◎ Achieved ○ Mostly Achieved △ Not Achieved — Not Calculated

Strategy	Major Activity or Value	Scope of Application	Indicators of Progress	FY2010	FY2011	FY2012		Long-Term Vision	
				Result	Result	Target	Result		
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"> 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) 	<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 production Main approaches included: <ol style="list-style-type: none"> Swift sharing of information related to production recovery Steps to deal with planned blackouts, shift to weekend operations in summer months Creation of BCPs for supply chains (Japan and Thailand) Rules created in FY2010 defining penalties for supplier compliance infractions applied to cases that arose 	Begin formulation of BCPs for overseas locations (other than Japan, Thailand) from the first half of FY2012 <ul style="list-style-type: none"> Implement survey of steps taken to address conflict mineral usage, with the goal of deepening CSR penetration through the supply chain Continued steps to address supplier infractions 	<ol style="list-style-type: none"> Requested consideration of business continuity plans (BCPs) in overseas branches (North America, Europe, China, India). We held briefings for suppliers at each branch, and are considering BCPs for the supply chain Implemented preliminary survey of conflict minerals based on CSR policies. Currently clarifying the issues and formulating plans for a full-scale survey scheduled for next fiscal year Clarified and started applying procedures to halt a request for quotation (RFQ) when a supplier has violated regulations 	○	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	Globally published "Nissan Green Purchasing Guidelines" on the website; initiated their deployment in North America	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	In an effort to comprehensively comply with regulations on environment-impacting substances, we have launched a new management process which helps suppliers standardize disciplined and consistent substance control	◎	Reduce Nissan's environmental impact throughout the lifecycle 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	Further enhanced awareness of compliance through implementation of companywide self-assessment program	<ul style="list-style-type: none"> Efforts to firmly establish compliance self-assessment program helped boost compliance awareness from FY2010 levels Representative 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)	In fiscal 2012, we continued implementation of the compliance self-check program with the aim of enhancing awareness about compliance. At a meeting for dealership representatives, we shared information about examples of violations and policies to make improvements, and provided educational materials regarding improper handling of money, information security, and harassment, in order to encourage each dealer to prevent compliance problems	◎	Provide support to help cement voluntary efforts at sales companies

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EMPLOYEES FY2012 target achievement rate: ◎ Achieved ○ Mostly Achieved △ Not Achieved — Not Calculated

Strategy	Major Activity or Value	Scope of Application	Indicators of Progress	FY2010	FY2011	FY2012		Long-Term Vision
				Result	Result	Target	Result	
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	4.5 or higher	4.2 or higher	Implement education programs to enhance competency; maintain/increase satisfaction of attendees	4.3 or higher	◎ 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: 50% Employee motivation: 57%	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	Surveys not implemented in FY2012	— 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	103 (Open Entry and Shift Career Systems)	99 (Open Entry and Shift Career Systems)	Further advance assignment of employees to relevant positions via Open Entry/Shift Career Systems	94 (Open Entry and 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)	0.43	0.35	0.27	0.25	◎ 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	◎
	Promotion of diversity through active development, engagement with women	Global	Share of women in middle management and management positions	Japan (Nissan Motor): 6.1% Americas: 12% Europe: 14%	Global: 10% Japan (Nissan Motor): 6.7% Americas: 12% Europe: 15%	Global: 10.5%	Global: 10.3% Japan (Nissan Motor): 7.0%* Americas: 13% Europe: 16% *Including Nissan Global Co., Ltd.	○ Provide greater value to customers through diversity
			Employee survey score on diversity	Global 50%	Surveys not implemented in FY2011	Maintain/upgrade scores	Surveys not implemented in FY2012	—
	Promotion of diversity through cross-cultural recruitment	Nissan Motor Co., Ltd.	Share of non-Japanese employees	1%	1%	Maintain/upgrade share of non-Japanese employees	2%	◎

ECONOMIC CONTRIBUTION FY2012 target achievement rate: ◎ Achieved ○ Mostly Achieved △ Not Achieved — Not Calculated

Strategy	Major Activity or Value	Scope of Application	Indicators of Progress	FY2010	FY2011	FY2012		Long-Term Vision
				Result	Result	Target	Result	
Nissan aims for sustainable, profitable growth, contributing to economic development for all of society.	Implementation and promotion of Nissan Power 88	Consolidated companies	Consolidated operating profit margin	6.1%	5.8%	6.8% (forecast)	5.4%	△ Achieve sustainable, profitable growth by advancing a sustainable mobility society; continue providing value to all stakeholders over the long term
			Global market share	5.8%	6.4%	6.7% (forecast)	6.2%	△
	Company stock	Nissan Motor Co., Ltd.	Dividend	¥10/share	¥20/share	¥25/share	¥25/share	◎

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CORPORATE GOVERNANCE & INTERNAL CONTROL FY2012 target achievement rate: ● Achieved ○ Mostly Achieved △ Not Achieved — Not Calculated

Strategy	Major Activity or Value		Scope of Application	Indicators of Progress	FY2010	FY2011	FY2012		Long-Term Vision	
					Result	Result	Target	Result		
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	<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"> 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 	<ul style="list-style-type: none"> Discussed priority topics at the Global Compliance Committee and incorporated them into action plans for each region. Regularly monitored implementation status Established a Global Anti-Bribery Policy (see p. 114) and implemented global training 	○	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"> 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"> 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 	<ul style="list-style-type: none"> Identified corporate risk factors that could negatively affect the mid-term plan. Under the lead of risk owners, established control methods and implemented the necessary risk reduction activities Updated "Business and other risks" in financial information (Yukashoken-Hokokusho) and "The current state of Nissan's risk management" in Sustainability Report and Annual Report These activities are reported twice a year to the Internal Control Committee and Board of Directors to ensure that the PDCA management cycle is functioning 	○	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"> 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 	<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 	<ul style="list-style-type: none"> Maintain/raise level of information security management 	<ul style="list-style-type: none"> Continued monitoring compliance with personal information safeguarding policies at Nissan Motor Co. and its sales companies, confirming that level was maintained or improved Based on the Information Security Policy, held Information Security Committee, implemented annual education, managed information assets, managed incidents, implemented PDCA cycle for assessment, and verified that the levels are being maintained or improved Learning from recent server attacks and social engineering-related information security incidents at other companies, verified and made improvements to ensure that similar incidents do not occur at Nissan 	○	Contribute to pursuing stable corporate activities and social responsibility by globally implementing PDCA cycles on information security