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## NISSAN'S CSR STRATEGIES AND MANAGEMENT

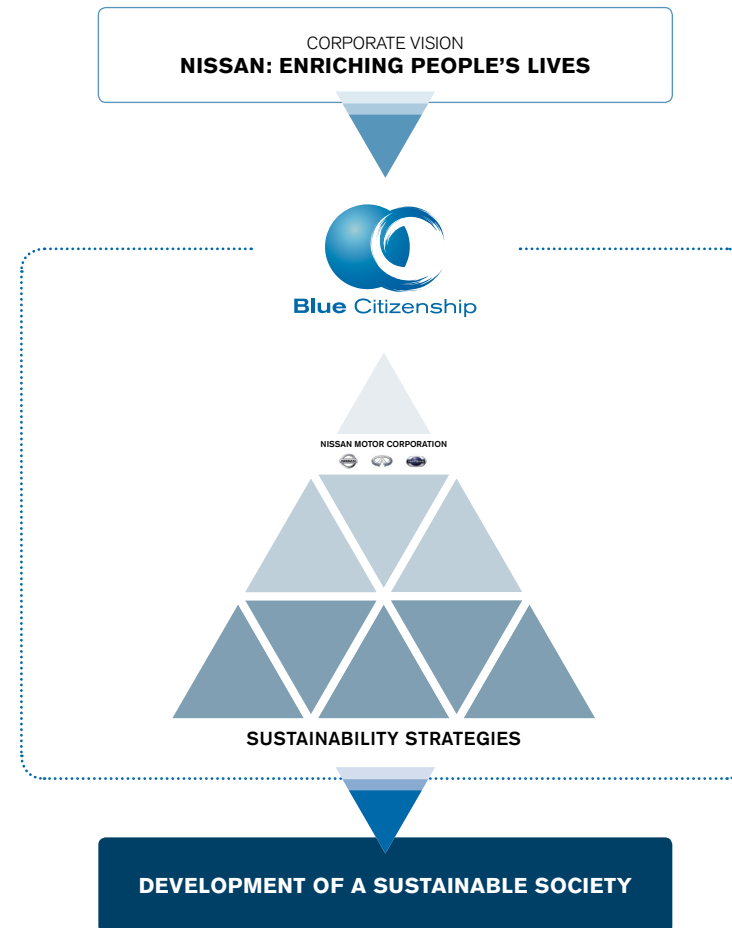
In addition to providing the obvious benefit of growth with sustainable profits, Nissan seeks to contribute to the sustainable development of society. To this end, the company listens carefully to its diverse stakeholders, working with them as it pursues activities that meet society's needs.

### NISSAN'S CSR VISION

Guided by the corporate vision of Enriching People's Lives, Nissan seeks to contribute to sustainable societal development through all its activities, globally. The company's mission is to provide unique and innovative automotive products and services that deliver superior values to all stakeholders in alliance with Renault.

As a leading global automaker, Nissan also seeks to contribute solutions to humanity. The company is committed to all of its stakeholders—including customers, shareholders, employees and the communities where it does business—in delivering engaging, valuable and sustainable mobility for all. Through its business activities, Nissan aims to create economic value and to actively contribute to the development of a sustainable society.

Corporate Vision	Nissan: Enriching People's Lives
Corporate Mission	Nissan provides unique and innovative automotive products and services that deliver superior measurable values to all stakeholders in alliance with Renault.
CSR Vision	To be one of the leading sustainable companies in the industry



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Click here for more information on Nissan's eight sustainability strategies.

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**MATERIALITY ASSESSMENT TO ANALYZE SOCIETAL ISSUES**

Nissan's strategies to achieve its CSR vision come from the highest levels of the company. Top management discusses key societal themes to identify the priorities Nissan must address as an automobile manufacturer. The company then produces a Materiality Matrix based on materiality assessment of the results of that discussion and analysis of the company's underlying opportunities and challenges. In 2013 the company carried out the first review of societal themes to be addressed. These reviews will take place periodically from fiscal 2014 onward. Through a robust discussion process, Nissan pursues a balance between the sustainable development of society and its own profitable growth.

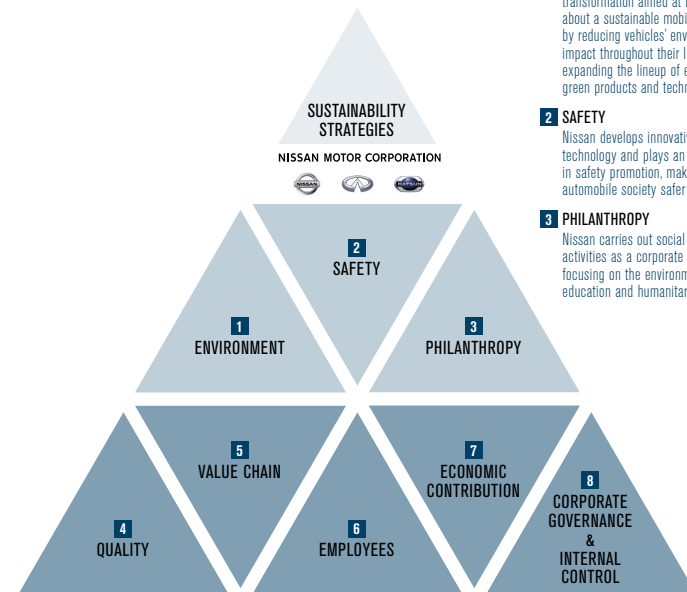
Materiality Matrix 2014



**SUSTAINABILITY STRATEGIES**

Nissan has defined eight sustainability strategies to form its CSR approach. As a leading automaker, it is uniquely positioned to pursue actions under the three strategies of Environment, Safety and Philanthropy. While helping to find solutions to issues involving automobiles and contribute to the realization of a truly sustainable mobility society, Nissan aims to be an engine for CSR activities across the entire corporate sector. To remain trusted and needed by society, the company must also pursue the other five strategies—Quality, Value Chain, Employees, Economic Contribution, and Corporate Governance & Internal Control. By steadily advancing these eight sustainability strategies and being transparent on its progress and challenges, Nissan fulfills its responsibilities to society and builds trust.

Nissan's Eight Sustainability Strategies



**1 ENVIRONMENT**

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.

**2 SAFETY**

Nissan develops innovative technology and plays an active role in safety promotion, making the automobile society safer for all.

**3 PHILANTHROPY**

Nissan carries out social contribution activities as a corporate citizen, focusing on the environment, education and humanitarian support.

**4 QUALITY**

Nissan provides top-level quality in its products and services around the world.

**5 VALUE CHAIN**

Nissan promotes ethical, environmentally sound actions in all stages of the supply chain.

**6 EMPLOYEES**

Nissan aims to form an attractive organization where diverse human resources can achieve personal growth through experience in global business.

**7 ECONOMIC CONTRIBUTION**

Nissan aims for sustainable, profitable growth, contributing to economic development for all of society.

**8 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.

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## CSR MANAGEMENT

### Company Organizations for CSR

In fiscal 2011, the CSR Department came under the direct control of Chief Executive Officer Carlos Ghosn. Within the organization, CSR has become a central aspect of corporate management.

In the past, the CSR Steering Committee was responsible for setting goals and confirming progress in the eight sustainability strategy areas, managing CSR activities in a comprehensive way throughout the company. Beginning in fiscal 2013, the Executive Committee, Nissan's top decision-making body, defines the overall course to be taken and the measures toward achieving the company's sustainability goals. The Executive Committee includes 10 members directly involved in company management, from the executive vice president level on up. Unlike the CSR Steering Committee, which met just once each year, the Executive Committee convenes monthly, allowing speedy, focused decisions to be reached. For fiscal 2013, Nissan identified future sustainability targets and challenges to address at the Executive Committee meeting in July 2013. Another high-level meeting held in February 2014 confirmed Nissan's materiality priorities. By closely linking CSR actions and business operations, Nissan is pursuing corporate management that consistently aligns the twin goals of sustainable profit and growth for the company and sustainable development for society.

### Nissan's CSR Decision-Making Process



### Nissan's CSR Scorecard

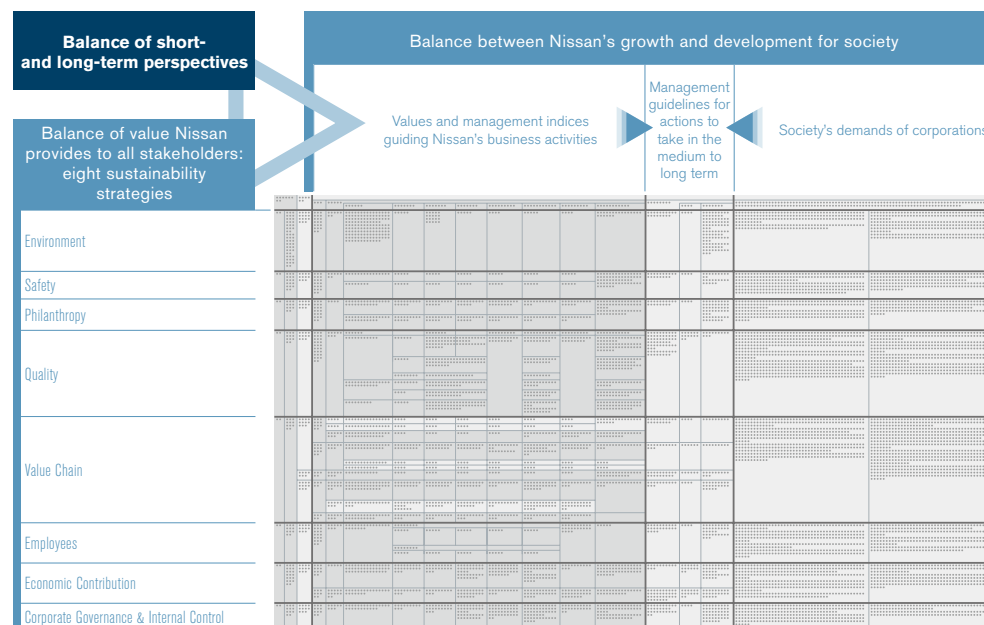
Nissan makes year-round use of the CSR scorecard\* as a fundamental tool for monitoring and reviewing its progress. Its vertical axis lists the eight sustainability strategies to check balances among stakeholders. The horizontal axis, meanwhile, represents the points of intersection between the direction of Nissan's growth and that of society's development. The aim is to balance short- and long-term perspectives, based on equilibrium between the two axes. Each year Nissan publishes the scorecard in this Sustainability Report.



\* Click below for the latest scorecard's sections on Nissan's eight strategies.

- Environment   ▶▶ page\_15
- Safety       ▶▶ page\_44
- Philanthropy   ▶▶ page\_53
- Quality       ▶▶ page\_61
- Value Chain   ▶▶ page\_69
- Employees     ▶▶ page\_76
- Economic Contribution   ▶▶ page\_92
- Corporate Governance & Internal Control   ▶▶ page\_97

### Nissan's CSR Scorecard

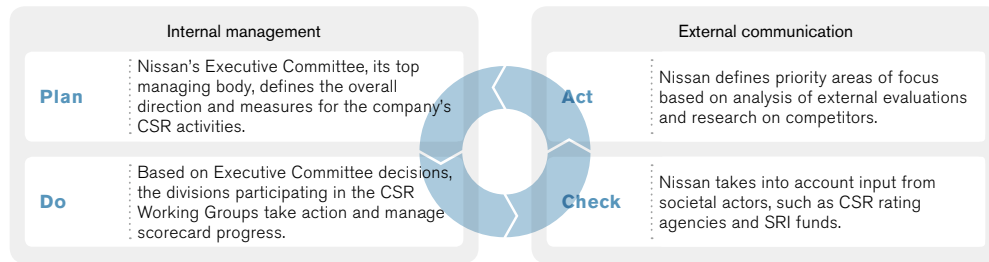


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**PDCA Cycle to Promote CSR**

The PDCA (plan, do, check, act) cycle is a fundamental part of Nissan's CSR activities. Following Executive Committee decisions on the overall direction for these activities, the company manages progress with the CSR scorecard. In its actions the company incorporates the views of stakeholders throughout society, as well as analyzing external assessment to reflect it in future plans. In fiscal 2013, Nissan focused on CSR actors' input and external trends in determining the materiality priorities to apply to its business operations.

PDCA Cycle



**Communicating CSR Activities Internally**

In addition to sharing information with the public via the Sustainability Reports and online, Nissan has long been committed to communication inside the company. Ongoing enhancements to this internal communication prompt individual employees to consider their connection to CSR and translate this into concrete actions.

The company includes CSR-related sessions in training for new employees and newly promoted managers. A website titled "CSR Headlines," part of WIN (Workforce Integration @ Nissan), the employee intranet system, reports on Nissan's activities and shares a range of general information on CSR.

**DIALOGUE WITH STAKEHOLDERS**



Nissan's management approach aims to align corporate activities with societal needs. The company focuses on gathering feedback from stakeholders and building relationships of trust, reflecting this input in its operations. Nissan strives to pay close attention to societal views, works to identify opportunities and risks in their early stages and provides a variety of opportunities for dialogue with stakeholders. This interaction takes place at Global Headquarters and at other business facilities in Japan and overseas. Structures are in place to ensure that feedback is shared within the company.

For specific examples of Nissan's dialogue with stakeholders, see the pages introducing the company's eight sustainability strategies.

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Stakeholders	Stakeholder Engagement
Customers	Customer service interaction, contact through dealers, website, showrooms, motor shows, events, safety driving forum, customer surveys, media (TV, magazines, social media), owners' meetings, vehicle maintenance, mailing service
Employees	Direct contact (including whistleblowing system), intranet, internal events, interviews, surveys
Suppliers and Dealers	Suppliers conference, dealer conventions, business meetings, direct contact, briefings, corporate guidelines, website, dedicated portalsite
Shareholders and Investors	Direct contact with IR team, shareholders meetings, financial results briefings, IR events, IR meetings, website, Annual Report, mailing service
Governments, Industrial Associations and Business Partners	Direct contact, joint research, studies, automotive and non-automotive organizations (Japan Automobile Manufacturers Association, WBCSD, etc.), roundtables, working groups, conferences, events, assistance via foundations
NGOs and NPOs	Direct contact, philanthropic activities, partnerships, donations, disaster relief activities, events, assistance via foundations
Local Communities	Direct contact to local business facilities, local events, plant visits, conferences, sponsoring, traffic safety awareness campaigns, assistance via foundations
Future Generations	Direct contact, philanthropic programs, plant visits, endowed courses, events, assistance via foundations, website
Media	Contact with PR team, press conferences, PR events, press releases, interviews, mailing service, website

**PARTICIPATION IN INTERNATIONAL INITIATIVES**



Nissan actively supports a number of international guidelines and agreements, respecting international policies and standards as it conducts its business operations.

**Nissan as a Responsible Global Citizen**

Since January 2004, Nissan has participated in the United Nations Global Compact, a corporate responsibility initiative built around 10 universal principles regarding human rights, labor, the environment and anti-corruption. The U.N. Global Compact was originally proposed by U.N. Secretary-General Kofi Annan in an address to the World Economic Forum (Davos forum) in 1999. Businesses may pledge to support its principles of their own free will.

In order to convey its progress in activities that contribute to fulfilling these 10 principles, Nissan publishes its annual Sustainability Reports on the U.N. Global Compact website.

Click here for more information on the Global Compact.

**The World Business Council for Sustainable Development**

Nissan is a member of the World Business Council for Sustainable Development (WBCSD), an international association of forward-thinking companies that galvanizes the global business community to create a sustainable future for business, society and the environment. The WBCSD provides a forum for its 200 member companies—which represent all business sectors, all continents and a combined revenue of more than \$7 trillion—to share best practices on sustainable development issues and to develop innovative tools that change the status quo.

» [website](#)

Click here for more information on the WBCSD.

**Respecting Human Rights**

Nissan conducts its business while respecting the human rights of its stakeholders. The U.N. Global Compact and national laws are guiding principles for the company, which has multiple guidelines and measures to ensure human rights in its business operations. Nissan will strengthen its human rights initiatives by continuing dialogue with stakeholders including customers, employees, business partners and local communities.



Click below for more details about Nissan's guidelines.

- Nissan Global Code of Conduct
- Renault-Nissan CSR Guidelines for Suppliers
- Action Against Conflict Minerals



Click below for more information on examples of human rights initiatives.

- Diversity » [page\\_78](#)
- Internal reporting system » [page\\_101](#)
- Initiatives at sales companies » [page\\_74](#)

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**EXTERNAL ASSESSMENT**

Today companies are assessed on their environmental and social performance as well as their financial performance. An increasing number of investors use these assessments to guide their socially responsible investment (SRI) decisions. To meet these investor needs, Nissan takes a focused approach to CSR activities and proactively discloses information about its business operations. The company's CSR performance has received high praise from external assessors.\*

\* Memberships and recognitions are current as of March 2014.

» website

Click here for more information on the Dow Jones Sustainability Indices.



**Dow Jones Sustainability Asia/Pacific Index**  
The Dow Jones Sustainability Index (DJSI) is an SRI index developed by S&P Dow Jones Indices LLC (U.S.) and RobecoSAM AG (Switzerland).  
Nissan was selected as a member of the DJSI Asia/Pacific Index again in 2013. Nissan has been a member since the Asia/Pacific Index was established in 2009.

» website

Click here for more information on the RobecoSAM Sustainability Yearbook 2014.



**RobecoSAM Sustainability Yearbook 2014**  
RobecoSAM AG (Switzerland) announces its Sustainability Yearbook every January. Nissan was recognized as Bronze Class in the Automobiles category.

» website

Click here for more information on the FTSE4Good Index Series.



**FTSE4Good**

**FTSE4Good Index Series**  
Nissan continues to be a constituent of the FTSE4Good Index, an ESG Equity Index Series of FTSE, after its semi-annual review announced in September 2013.



**CDP Global 500 Climate Change Report 2013**  
In the Global 500 Climate Change Report 2013, published by the CDP in September 2013, Nissan was listed in the Climate Disclosure Leadership Index and ranked A in the Climate Performance Leadership Index.



**Morningstar SRI**  
Nissan has been selected for inclusion in the 2014 MS-SRI (Morningstar Socially Responsible Investment Index), a Japanese SRI index managed by financial information services firm Morningstar Japan K.K.



**TSE Selection as "Nadeshiko Brand"**  
The Tokyo Stock Exchange, Inc. selects listed companies as "Nadeshiko Brands" to recognize their active support of women in the workplace. This is the second straight year for Nissan to be named a Nadeshiko Brand, a designation jointly granted by the TSE and Japan's Ministry of Economy, Trade and Industry.

**Interbrand's Best Global Green Brands 2013**  
Nissan ranked 5th in Interbrand's Best Global Green Brands 2013 after placing 21st in 2012. The results were announced in June 2013.

**Nikkei Environmental Management Survey**  
Nissan ranked 11th in the manufacturing sector and 3rd among automakers in the 17th Nikkei Environmental Management Survey. Nikkei Inc. announced the results on January 26, 2014, giving Nissan top ratings for its environmentally friendly vehicle initiatives and environmental management systems.

**Toyo Keizai 3rd Ranking**  
Nissan rose to 3rd from the previous year's 5th in Toyo Keizai Inc.'s 8th CSR Ranking, announced in March 2014.



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Click here for more information on awards for diversity.