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CORPORATE PROFILE

Date of Establishment	December 26, 1933
Location of Organization's Headquarters	1-1, Takashima 1-chome, Nishi-ku, Yokohama, Kanagawa 220-8686, Japan
Group Structure and Business Outline	The Nissan Group consists of Nissan Motor Co., Ltd., subsidiaries, affiliates and other associated companies. Its main business includes sales and production of vehicles, marine products and related parts. The Nissan Group also provides various services accompanying its main business, such as logistics and sales finance.
Brands	Nissan, Infiniti, Datsun
Consolidated Number of Employees (as of March 31, 2014)	142,925
Global Network (as of March 2014)	R&D: 15 countries/areas (Japan, USA, Mexico, U.K., Spain, Belgium, Germany, Russia, China, Taiwan, Thailand, South Africa, Brazil, India, Vietnam; total of 43 sites)
	Design: 5 countries (Japan, USA, U.K., China, Brazil; total of 7 sites)
	Automobile Production: 19 countries/areas (Japan, USA, Mexico, Brazil, U.K., Spain, Russia, China, Taiwan, Thailand, Indonesia, Malaysia, Philippines, Vietnam, India, Pakistan, South Africa, Kenya, Egypt; total of 33 sites)



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FINANCIAL DATA

	(FY) billion yen				
	2009	2010	2011	2012	2013*
Consolidated net revenue	7,517.3	8,773.1	9,409.0	9,629.6	10,482.5
Consolidated operating profit	311.6	537.5	545.8	523.5	498.4
Ordinary profit	207.7	537.8	535.1	529.3	527.2
Profit before tax	141.6	480.1	529.3	516.7	529.4
Net income	42.4	319.2	341.4	342.4	389.0
Capital expenditure	273.6	312.0	406.4	524.5	536.3
Depreciation	363.3	372.1	334.4	315.8	347.1
R&D costs	385.5	399.3	428.0	469.9	500.6

	thousand units				
Global Sales Volume	3,515	4,185	4,845	4,914	5,188
Japan	630	600	655	647	719
China	756	1,024	1,247	1,182	1,266
North America	1,067	1,245	1,404	1,466	1,648
Europe	509	607	713	660	676
Others	553	709	826	959	879

	thousand units				
Consolidated Production Volume	2,954	3,755	4,266	4,310	3,760
Japan	1,025	1,073	1,199	1,060	1,000
North America	837	1,074	1,221	1,344	1,558
Europe	445	571	647	643	683
Others	647	1,037	1,199	1,263	519

* Since the beginning of fiscal 2013, Nissan has reported figures calculated under the equity method accounting for its joint venture with Dongfeng in China.

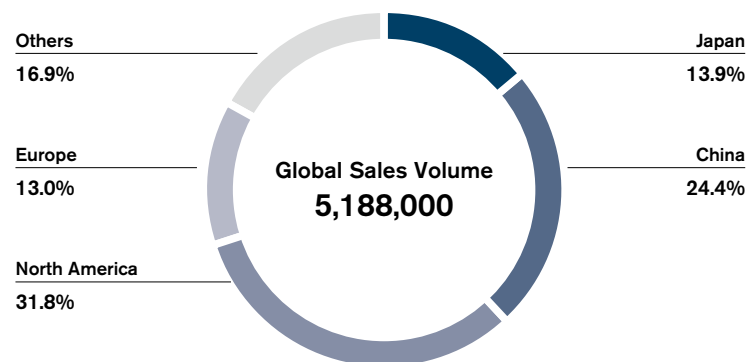
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Click here for more detailed financial information at Nissan's IR website.

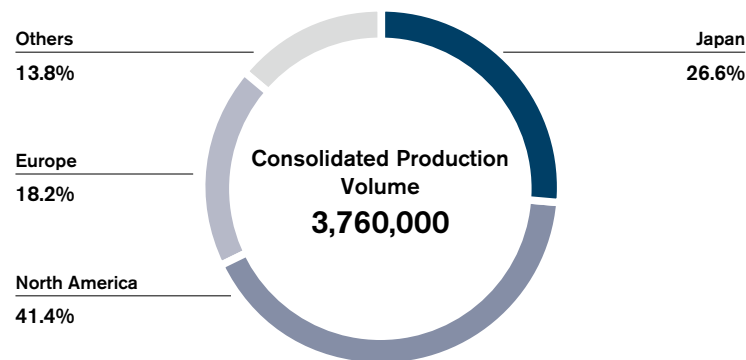


▶▶ GRI G4 Indicators
▶▶ G4-8/G4-9

FY2013 global sales volume and consolidated production volume



Region	% of global sales volume	thousand units
Japan	13.9%	719
China	24.4%	1,266
North America	31.8%	1,648
Europe	13.0%	676
Others	16.9%	879



Region	% of production volume	thousand units
Japan	26.6%	1,000
North America	41.4%	1,558
Europe	18.2%	683
Others	13.8%	519



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EMPLOYEE DATA

		(FY)		
		2011	2012	2013
Nissan Motor Co., Ltd.				
Number of employees		24,240	23,605	23,085
	Male	22,327	21,675	21,153
	Female	1,913	1,930	1,932
Average age (years)		42.8	42.6	43.0
	Male	43.0	43.1	43.5
	Female	37.8	37.9	37.9
Average service (years)		20.5	20.5	19.4
	Male	20.9	21.0	19.9
	Female	14.7	14.7	14.0
Employee turnover rate		2.9 ²	4.1 ²	3.8
	Voluntary leave	0.7	1.0	0.9
	Company initiated	2.2	3.1	2.9
Average annual salary (yen) ¹		7,058,538	6,996,504	7,665,078
Disabled employment ratio		1.95	1.88	2.09
Number of employees taking parental leave		192	219	233
	Male	7	6	3
	Female	185	213	230
Ratio of returnees from parental leave		98	99	99
	Male	100	100	100
	Female	98	99	99
Number of employees taking nursing care leave		9	17	9
	Male	7	11	6
	Female	2	6	3
Number of employees taking maternity leave		185	213	230
Days of paid holiday taken		18.1	17.7	18.3
Taken paid holiday ratio		90.5	88.5	91.5
Average overtime hours/month		17.5	19.9	18.9
Number of unionized employees		23,122	22,865	22,196

¹ Average annual salary for employees not in managerial positions; includes bonuses and overtime pay. Beginning in fiscal 2013, calculated for employee base including managerial positions.

² Updated from Sustainability Report 2013 due to scope change.

		(FY)		
		2011	2012	2013
Number of female managers		176	170	183
	Ratio	6.7	6.8	7.1
	Target	10% in FY2016		
General and higher-level managers		34	38	44
	Ratio	4.1	4.7	5.0
Number of female corporate officers		1	1	1
	Ratio	2.1	2.1	2.0
	Target	(Internal target)		
Number of female board members		0	0	0
	Ratio	—	—	—
- Female board members (internal)		0	0	0
	Ratio	—	—	—
- Female board members (external)		0	0	0
	Ratio	—	—	—
Number of auditors		0	0	0
	Ratio	—	—	—
Number of new graduates hired				
Bachelor/master graduates		208	219	324
	Male	155	157	249
	Female	53	62	75
Others		206	196	213
	Junior college, tech school graduates	18	19	18
	High school graduates	188	177	195
Retention				
Number of new recruits 3 years ago		279	46	231
	Male	207	44	196
	Female	72	2	35
Number of the above 3 years later		263	46	222
	Male	197	44	190
	Female	66	2	32

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	2011	2012	(FY) 2013 ²⁾
Consolidated			
Consolidated number of employees ¹⁾	157,365 (34,775)	160,530 (36,449)	142,925 (21,750)
Japan	69,141	67,290	65,480
North America	24,702	28,637	32,272
Europe	14,725	15,198	15,931
Asia	46,516	46,187	24,383
Other overseas countries	2,281	3,218	4,859

¹⁾ Numbers in brackets represent part-time employees not included in the consolidated number of employees.
²⁾ Since the beginning of fiscal 2013, Nissan has reported figures calculated under the equity method accounting for its joint venture with Dongfeng in China.

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 22,196 as of March 31, 2014.

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.



▶▶ GRI G4 Indicators
 ▶▶ G4-9/G4-10/G4-11/G4-12/G4-38/
 G4-EC1/G4-LA1/G4-LA3/G4-LA12

SOCIAL CONTRIBUTION ACTIVITY DATA

	2011	2012	(FY) 2013
Donations for disaster relief	¥11.9 million (by Nissan Motor Co., Ltd. for Great East Japan Earthquake)	¥17.0 million (by Nissan Motor Co., Ltd. for Great East Japan Earthquake)	¥12.0 million (by Nissan Motor Co., Ltd. for Great East Japan Earthquake)
	¥10.0 million (by Nissan Motor Co., Ltd. for Typhoon No. 12)	¥10.0 million (by Nissan Motor Co., Ltd. for heavy rains in northern Kyushu)	3.0 million yuan (about ¥48.0 million) (by Nissan Motor Co., Ltd., Nissan [China] Investment Co., Ltd., and Infiniti Business Unit [China] for Sichuan earthquake in China)
	¥55.1 million (by Nissan Motor Co., Ltd. and Nissan Motor [Thailand] Co., Ltd. for 2011 Thailand floods)	€100,000 and a vehicle (by Nissan International SA and Nissan Italia S.r.l for Northern Italy earthquakes)	¥20.0 million in total (by Nissan Motor Co., Ltd. for typhoon in the Philippines)
	¥10 million (Nissan Europe S.A.S., for Horn of Africa crisis)	\$20,000 and a vehicle (Nissan North America, Inc. for Hurricane Sandy)	\$10,000 (by Nissan North America, Inc. for tornado in Illinois, USA)

Global social contributions (FY2013): Approx. ¥1.5 billion (including donations and monetary contributions)

Breakdown of FY2013 social contributions (Nissan Motor Co., Ltd.)

	Activity costs	Monetary donations	Donations of items (value)	Total
Amount (¥ million)	248	232	30	510
% of total	48.6	45.5	5.9	100.0



▶▶ GRI G4 Indicators
 ▶▶ G4-EC1

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THE CURRENT STATE OF NISSAN'S RISK MANAGEMENT

Below we present some of our efforts to address Nissan's corporate risks.

1 Risks Related to Financial Market

1) Automotive

1. Liquidity

An automotive business must have adequate liquidity to provide for the working capital needs of normal day-to-day operations, ongoing research and development, capital investment needs for future expansion and repayment of maturing debt. Liquidity can be secured through cash and cash equivalents, internal cash flow generation and external funding.

As of the end of fiscal year 2013 (March 31, 2014), Nissan's automotive business had ¥717 billion of cash and cash equivalents (compared with ¥771 billion as of March 31, 2013). In addition to cash, Nissan had approximately ¥457 billion of committed lines available for drawing as of March 31, 2014.

As for external funding, Nissan raises financing through several sources including bond and commercial paper issuance in capital markets, long- and short-term loans and committed credit lines from banks.

Nissan has a liquidity risk-management policy that is intended to ensure adequate liquidity for the business while at the same time ensuring mitigation of liquidity risks such as unmanageable bunched maturities of debt. In the policy, minimum required liquidity is defined objectively considering several factors including debt maturity, upcoming mandatory payments (such as dividends, investments and taxes) and peak operating cash needs. We also benchmark our liquidity targets with other major Japanese corporations and global auto companies to ensure we are reasonable in our assumptions.

2. Financial Market

Nissan is exposed to various financial-market-related risks, such as foreign exchange, interest rates and commodity prices. Although it is not possible to eliminate all the risks with use of derivative products, Nissan does hedge select currencies and commodity price risks on an opportunistic basis to reduce financial market risks.

● Foreign exchange

Nissan's products are produced in 20 countries and regions, and are sold in more than 170 countries and regions. Nissan's procurement activities for raw materials, parts/components and services are conducted in many countries.

Nissan faces various foreign currency exposures that result from the currency of purchasing cost being different from the currency of sale to customers.

In order to minimize foreign exchange risk on a more permanent basis, Nissan is working to reduce foreign currency exposure by such measures as shifting production to the countries where vehicles are sold and procuring raw materials and parts in foreign currencies.

In the short term, Nissan may limit risks in foreign exchange volatility within a certain range by using derivative products in accordance with the internal policies and procedures for risk management and operational rules regarding derivative transactions.

● Interest rate

The interest rate risk-management policy is based on two principles: long-term investments and the permanent portion of working capital are financed at fixed interest rates, and the non-permanent portion of working capital and liquidity reserves are built at floating rates.

Nissan may hedge risks of interest rate fluctuation by using derivative products in accordance with the internal policies and procedures for risk management and operational rules regarding derivative transactions.

● Commodity prices

Nissan purchases raw materials in the form of parts provided by the suppliers, as well as direct purchase. Nissan is exposed to the price fluctuation risks of raw materials, no matter whether purchased directly or indirectly.

For precious metals, which are used in catalysts, Nissan is making continuous efforts to reduce its usage by technological innovation in order to minimize commodity price risk. In the short term, Nissan manages commodity price volatility exposure through the use of fixed-rate purchase contracts in which commodity prices are fixed for a period of time; Nissan may also hedge risks in commodity price volatility within a certain range by the use of derivative products in accordance with the internal policies and procedures for risk management and operational rules regarding derivative transactions.

● Marketable securities

Nissan may hold marketable securities for various reasons including strategic holding, relationship management and cash management. Nissan defines the authority for decision concerning such transactions within the internal policies and procedures for risk management. The company also takes measures for these risks including mandatory periodical reporting with fair value of such financial transactions.

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3. Counterparties

Nissan does business with a variety of local counterparties, including sales companies and financial institutions in many regions around the world. Nissan is exposed to the risk that such counterparties could default on their obligations.

Nissan has established transaction terms and conditions for operating receivables in Japan and overseas based on credit assessment criteria. These criteria enable Nissan to take measures to protect such receivables, and may include bank letters of credit and/or advance payment requirements.

As for financial transactions including bank deposits, investments and derivatives, Nissan manages its counterparty risk by using an evaluation system based on external credit ratings and other analysis. Nissan enters into such transactions only with financial institutions that have a sound credit profile.

4. Pensions

Nissan has defined benefit pension plans mainly in Japan, the United States and the United Kingdom. The funding policy for pension plans is to make periodic contributions as required by applicable regulations. Benefit obligations and pension costs are calculated using many different drivers, such as the discount rate and rate of salary/wage increase.

Plan assets are exposed to financial market risks as they are invested in various types of financial assets including bonds and stocks. When the fair value of these assets declines, the amount of the unfunded portion of pension plans increases, which could materially increase required cash pension contributions and pension expenses.

As countermeasures to manage such risks, the investment policy of these pension plans is based upon the liability profile of the plans, long-term investment views and benchmark information regarding asset allocation of other global corporations' pension plans.

Nissan holds Global Pension Committee meetings on a periodic basis to review investment performance, manager performance and asset allocations and to discuss other issues related to pension assets and liabilities.

2) Sales Finance

1. Liquidity

Nissan operates majority owned captive sales finance companies in Japan, the United States, Canada, Mexico, China, Australia, Thailand and Indonesia. In addition, Nissan is a minority shareholder in a sales finance company (bank) in Russia. In these countries, banks and other financial institutions also provide financing solutions to Nissan's customers and dealers.

In Europe and other regions, RCI Banque and several other banks/ financial institutions are providing financing to Nissan's customers and dealers.

We monitor the liquidity of sales finance companies on an ongoing basis to ensure we have adequate liquidity to meet maturing debt and continue operations. According to its policy, Nissan aims to match maturity of liabilities with maturity of assets wherever possible. In some of the countries where Nissan operates, long-term capital markets are not developed and thus it is not always possible to be perfectly match-funded. Match-funding policy allows us to meet maturing debt obligations even in an environment in which we cannot raise additional debt due to the state of capital markets.

In addition to match-funding, we manage liquidity risk in sales financing through several measures including keeping adequate liquidity in the form of cash and unutilized committed lines, unencumbered assets (mainly vehicle loans and leases), liquidity support from auto operations to the extent we have excess cash in auto operations, diversified funding sources and geographical diversification of capital market access.

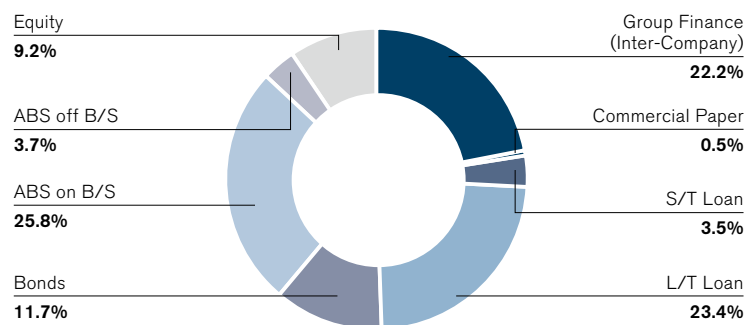
As of March 31, 2014, sales finance companies' liquidity (cash and unutilized committed lines) was approximately ¥745 billion. Additionally, we have a healthy mix of secured (29.5%) and unsecured and other (70.5%) funding sources, which support a stronger balance sheet and incremental liquidity through utilization of unencumbered assets.

The pie chart on the following page describes our diversified funding sources in sales finance business.

During fiscal year 2013, we were able to raise new funding through bank loans, asset-backed securities, asset-backed commercial paper, commercial paper and bonds reflecting our diversified access to financing instruments.

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Sales Finance Business Funding Sources (As of March 2014)



2. Interest Rate Risk Management

The sales financing business is exposed to interest rate risks. Interest rate risk is defined as the potential variance in the earnings of an entity or the fair value of the portfolio that would result from a fluctuation in the general level of market interest rates where funds with differing fixed-rate periods or differing terms are financed and invested.

Nissan measures the risks by using the sensitivity analysis with various interest rate scenarios and determines the risk tolerance level. Nissan controls the interest rate maturities of both assets and liabilities to maintain the risks within an acceptable tolerance level.

The sensitivity analysis mentioned above uses statistical models, such as the Monte Carlo Simulation Method; however, the actual fluctuation of market interest rates and its impact may deviate significantly from the assumptions used in the models. Nissan enters into interest rate derivative financial instruments to maintain the potential variability of interest rates at the desired level of risk exposure. The main objective of these transactions is to mitigate the risks and not to pursue speculative profit maximization.

3. Credit Risks

Nissan is exposed to the risks of failure to recover the full value of financial receivables for its Auto credit and Lease business with retail customers and for its Dealer finance business, due to changes in the economic situation and credit quality of customers. Nissan manages the credit risks closely by

establishing an effective screening and collection system and structure. Credit applicants are all subject to credit assessments of their creditworthiness under a detailed scoring system. Based on the information directly obtained from applicants and from credit bureaus, loan authorization is made in a comprehensive manner by considering the following points: applicant's credit history; applicant's capacity to pay, which is estimated by debt ratio, payment to income ratio and disposable income; applicant's stability; and loan conditions including the loan collateral, loan advance and payment terms. In addition to carrying out this screening process, whenever required, Nissan takes into account qualitative information by conducting field visits to customers or referring to past business records with Nissan in accordance with characteristics of regional business practices and risks.

Dealer finance for inventory vehicles is authorized on the basis of an internal rating system that takes into account the financial position of dealers, and if necessary, personal guarantees and/or mortgage collateral are taken in pledge in addition to pledges of inventory vehicle collateral. These scoring models are regularly reviewed and revised to keep them adequate in actual practice.

In some regions and products, Nissan also offers different pricing depending on the applicant's credit score to compensate for the risks.

As a matter of accounting policy, Nissan maintains an allowance for doubtful accounts and credit losses adequately to cover probable losses. Nissan makes best efforts to recover the actual losses from bad debt accounts as quickly as possible by taking necessary actions, including flexible and effective organization change for collection and utilization of third-party collection services.

4. Residual Value Risks

Vehicles on operating leases and some balloon-type credits, where Nissan is the lessor, are guaranteed end-of-term residual value by Nissan. Nissan is therefore exposed to the risk that the sale value of the vehicle could fall below its contractual residual value when the financed vehicle is returned and sold in the used-car market at the end of the contract term.

To mitigate these risks, Nissan objectively sets contractual residual value by using the future end-of-term market value estimation by third parties such as the Automotive Lease Guide in North America, and the estimation from statistical analysis of historical data on the used-car market in Japan. To

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support used-car market value Nissan takes several strategic initiatives, including control of sales incentives for new car sales promotion, fleet sales volume control and introduction of a certified pre-owned program. As a matter of accounting policy, Nissan evaluates the recoverability of carrying values of its vehicles for impairment on an ongoing basis. If impaired, Nissan recognizes allowance for potential residual value losses in a timely and adequate manner.

2 Risks Related to Business Strategies and Maintenance of Competitiveness

1) Product Strategy

To secure profitability and sustainable growth based on the future product lineup plan, as part of its product strategy developing process Nissan monitors the impact of various risk scenarios—such as global market changes and demand deteriorations—on its future profitability based on the plan.

Risk Scenario Examples:

1. Drastic decline of total global demand, using past examples as reference
2. A demand shift between vehicle segments drastically faster than Nissan's mid-term planning assumptions
3. A demand shift from mature markets to emerging markets drastically faster than Nissan's mid-term planning assumptions

The company periodically monitors the impact of these scenarios to secure future profitability and sustainable growth, as well as updating its future lineup plan periodically based on the results. To improve the robustness of its product lineup against these risks, the company's main approach is to take the following countermeasures when planning its product strategy:

- Expand availability of individual products across markets to mitigate the risk of single market demand fluctuations
- Increase volume and efficiency per product through a consolidation and rationalization of the portfolio to lower the breakeven point and thereby reduce the profit risk of global total industry volume (TIV) declines
- Prepare a more balanced product portfolio meeting needs in a broader range of markets and segments reducing reliance on specific large markets

2) Quality of Products and Services

Nissan is making a companywide effort toward "Enhancing Quality," one of the six areas of focus defined by Nissan Power 88, its mid-term business plan through fiscal 2016. Under this plan, actions are being carried out with numerical targets for the following areas:

- Product quality: Quality of Nissan's products based on the customer's actual experiences as an owner of the vehicle
 - Perceived quality and attractiveness: Customers' impressions of a vehicle's quality when they look at and touch it in a dealer's showroom
- For example, the target for "product quality" is to attain the top level in the Most Influential Indicators (MIIs) in each region. In order to achieve the target, internal indicators for each model correlating with the MIIs have been established. Progress of all quality improvement activities is monitored on an ongoing basis with those internal indicators.

With respect to new model projects, in order to achieve quality targets, milestone meetings are held for processes from design, production preparation and production, at which key check points are confirmed, such as achievement of quality targets, prevention of recurring problems, and adoption of measures for potential risks related to new technology and mechanisms and design changes. Commercial production can be started after confirmation at the Start of Production (SOP) Judgment Meeting, which confirms all issues are solved and quality targets can be achieved. The final decision that the model can be sold is made at the Delivery Judgment Meeting after confirmation of the quality of commercial production and preparedness for service/maintenance.

Nissan is implementing thorough quality checks before new model launches. Nissan is advancing quality improvement activities after launch as well by constantly gathering quality information from markets and promptly deploying countermeasures if problems arise. In case safety or compliance issues do occur, necessary actions such as recalls are implemented with close cooperation with the marketing side based on a management decision reached by an independent process. Incidents are thoroughly investigated and analyzed, and the lessons are applied to existing or upcoming models to prevent a recurrence.

In addition to these activities, such as quality assurance for new model projects and quality improvement activities on a daily basis, the "Quality Risk Management" framework has been newly developed from fiscal 2009. While quality-related risks have consistently been assessed and dealt with for new models, the new framework represents a higher-level system to ensure successful quality management for both ongoing and future projects. Appraisal involves an objective evaluation of whether risk exists and the level of such risk for the company and the assignment of responsible persons

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based on the level for follow-up activities. These processes are implemented by the Quality Risk Management Committee, chaired by an executive tasked with heading this activity, twice a year.

3) Environment, Climate Change

The automotive industry is affected globally by various regulations related to the environment and safety, such as exhaust emissions, CO₂/fuel efficiency, noise, chemical substances and recycling, and these regulations are getting more stringent year by year. To comply with these regulations and to meet society's expectations, Nissan formulates an environmental strategy based on materiality assessments of management risk factors, analyzing the company's potential issues and opportunities and identifying issues that are crucial for both Nissan and its stakeholders.

In this context, Nissan believes that one effective solution from a long-term perspective will be the widespread use of zero-emission vehicles. Nissan started sales of Nissan LEAF, the world's first affordable, mass-produced EV, in 2010. The Renault-Nissan Alliance has a goal of becoming a leader in zero-emission vehicles and is considering partnering with national and local governments to promote zero-emission mobility and to help build a supporting infrastructure.

Nissan will help to reduce CO₂ emissions by continuously developing technologies to improve fuel efficiency in internal combustion engines and bringing them widely into the market. In particular, the company will promote highly fuel-efficient, low CO₂ emitting vehicles labeled PURE DRIVE, equipped with such technologies as its hybrid system, fuel-efficient direct injection engine and continuously variable transmission (CVT).

Stricter controls on environment-impacting substances are being implemented in countries around the world. In accordance with a globally uniform policy on reducing the use of environment-impacting substances, Nissan is strengthening its management of environment-impacting substances, adhering to a well-planned schedule for their reduction and advancing the use of alternative substances. In 2005, the company drew up policies regarding the use of substances scientifically recognized as being hazardous or carrying high hazard risks, as well as those identified by NGOs as dangerous. In 2007, these policies became unified global standards for Nissan, restricting environment-impacting substances to a stricter degree than the domestic laws of the countries where it operates. Based on this approach, Nissan has developed internal engineering standards restricting the use of

designated substances. The standards identify the chemicals whose use is either prohibited or controlled, and they are applied in selecting the materials, parts and articles for Nissan vehicles from the stage of initial development.

Demand for mineral resources and fossil fuels has steadily increased in response to the economic growth of emerging countries. In addition to promoting reduced use of virgin natural resources through resource-saving and resource-recycling measures, it is becoming important to procure natural resources that have a lower impact on the Earth's ecosystems, not only from the standpoint that these resources are limited but also considering the wide-ranging effects that resource extraction has on ecosystems. Nissan has raised to 25% the target for the use of recycled material in new vehicles by 2016. To achieve this, the company promotes design centered on the vehicle lifecycle, reduces the use of scarce resources, reduces waste and promotes expanded use of recycled materials.

The issue of water resources is ever more serious with the retreat of glaciers and rainfall fluctuation due to climate change, in addition to increasing water use due to the growing world population and economic development. Nissan, which uses water resources in its production process, seriously recognizes the importance of this issue and continuously works to preserve water resources at plants around the world, such as by reducing consumption and recycling water discharged in the production process.

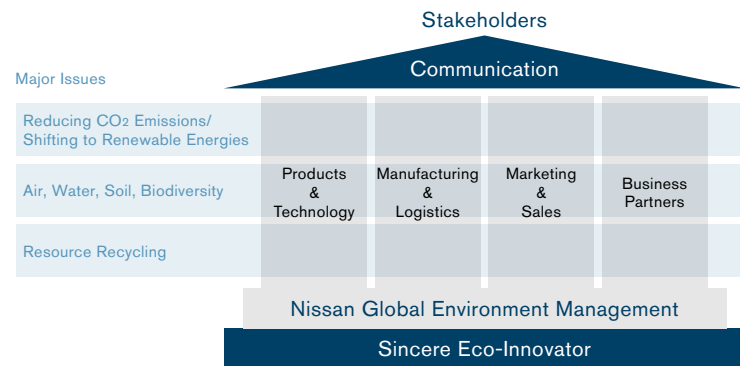
The purchasing divisions of Nissan and Renault carry out supply-chain management in a manner consistent with *The Renault-Nissan Purchasing Way*, a booklet outlining policies for dealing with suppliers, and the *Renault-Nissan CSR Guidelines for Suppliers*. With respect to environmental issues, Nissan has set standards for the efforts of its automobile parts and material suppliers in the form of the Nissan Green Purchasing Guidelines. In fiscal 2012 the company added a number of environment-related criteria in selecting its suppliers to coordinate its efforts to reduce environmental impact; Nissan now asks suppliers to furnish data regarding their CO₂ emission levels and energy use and also consider their management of environment-impacting substances, recycling of resources and water-conservation efforts.

Nissan is working to achieve autonomous guidelines and targets as part of its corporate social responsibility as well as to comply with laws and regulations. In order to promote this environmental management on a global basis, the Global Environment Management Committee (G-EMC), consisting

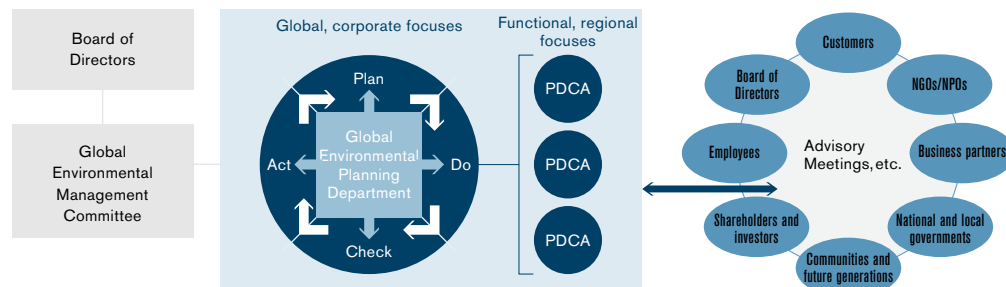
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of corporate officers chosen depending on the issues being discussed, meets twice annually to determine overall policies and the content of reports to be put before the Board of Directors. The Environmental Planning Department within the Corporate Planning and Business Development Division makes decisions on activity targets for each department and region and conducts effective follow-up of the progress based on "plan, do, check, act" (PDCA) management.

Nissan's Framework for Global Environment Management



Nissan's Global Environment Management Organization



4) Compliance and Reputation

Nissan produced the Nissan Global Code of Conduct for all employees of the Nissan Group worldwide. To ensure thorough understanding of the code, training and education programs such as e-learning are improved and the company's compliance with laws and ethical standards is monitored by the Global Compliance Committee. Nissan has also adopted an internal whistleblowing system (Easy Voice System). This allows any employee to submit opinions, questions, requests or suspected compliance issues directly to Nissan's management.

Nissan also has created sets of internal regulations globally covering the prevention of insider trading, personal information management, information security and prevention of bribery and corruption. Nissan makes efforts to prevent compliance infractions and reputation risk to the company by continuous implementation of various education and training programs.

3 Business Continuity

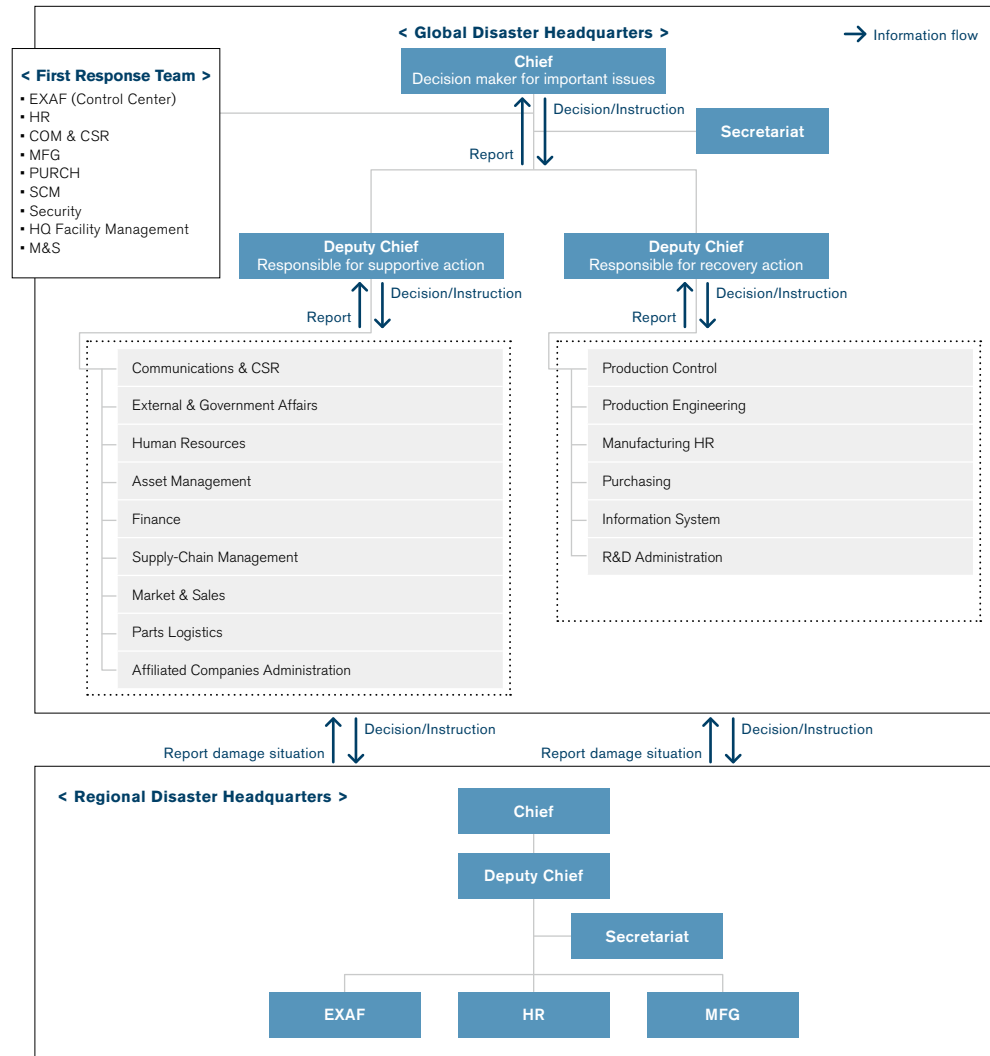
1) Natural Disaster Measures

In case of an earthquake measuring 5-upper or higher on the Japanese seismic intensity scale or other natural disasters causing heavy damage affecting Nissan's business activities, a First Response Team (organized by the main units of the Global Disaster Headquarters) will gather information and decide actions to be taken based on the information. If necessary, the Global Disaster Headquarters and Regional Disaster Headquarters will be set up to gather information about employees' safety and the damage situation of facilities and to work for business continuity.

At the same time, Nissan is working with suppliers to develop a Business Continuity Plan (BCP). This includes assessment of the priority of work by each and every function and development of countermeasures to continue priority work. The BCP will be reviewed annually in the process of the PDCA cycle.

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Organization for Disaster Recovery (Earthquake)



Policy and Principles in Case of Earthquake:

1. Human life as the first priority (utilization of employee safety confirmation system)
2. Prevention of secondary disaster (in-house firefighting organization, stockpiling, provision of disaster information)
3. Speedy disaster recovery and business continuity (measures for hardware, improvement of contingency plan and development of BCP)
4. Contribution to local society (cooperation/mutual aid with neighboring communities, companies, local and central governments)

The Global Disaster Headquarters and Regional Disaster Headquarters conduct simulation training assuming a large earthquake to prepare for a catastrophe. The drills test the effectiveness of this organization and contingency plan and clarify the issues to be improved. The contingency plan is reviewed based on the feedback.

In the aftermath of the March 11, 2011, disaster, Nissan's periodic simulation training helped to ensure the smooth launch of its Global Disaster Headquarters and Regional Disaster Headquarters on the initiative of the First Response Team. This also helped to complete confirmation of employees' safety and checks on the extent of the damage.

Additionally, based on the policy of contribution to local society, the company reacted rapidly to provide rest space to people who could not return home on March 11 and to support damaged areas.

At the stage of business recovery, the Disaster Headquarters and the project teams of each function continuously shared up-to-date information and were addressing the issues for production and business recovery with companywide cooperation. Effective communications supported the quick recovery of Nissan's total supply chain, including parts supply, production, logistics, sales and services.

The response to the March 2011 disaster was reviewed during fiscal 2011 to identify issues that came to light on a function-by-function basis and to consider countermeasures. In March 2012, simulation training was conducted based on a new scenario incorporating the review findings, and the new measures were verified.

In fiscal 2012, Nissan conducted simulation training based on a scenario of a consolidated Tokai, Tonankai and Nankai earthquake, confirming its preparedness for issues that came to light during drills held the preceding fiscal year, such as responses to wide-area disruptions to its

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logistics network and fuel shortages. In fiscal 2013, simulation training was based on a scenario of an earthquake directly beneath the Tokyo metropolitan area, carrying a severe risk of system breakdown resulting from damage to energy sources and transport infrastructure. The training tested business continuity measures at Nissan Global Headquarters and other sites in the area. Every year, Nissan also works to enhance responsiveness to earthquake disasters through advance risk estimates carried out by each of the company's divisions.

Additionally, Nissan has formed groups of employees who live near work sites and would be able to get to those sites on foot or by bicycle if a disaster struck on a non-work day. The company held training for these employees to prepare to set up Disaster Headquarters on non-work days.

In the face of its expanding global operations and the need to enhance the natural disaster response of its overseas facilities, in fiscal 2012 Nissan began undertaking horizontal development of best practices at each facility and inviting overseas personnel to observe the simulation training held in Japan. In addition, the same year it started communication training among its overseas facilities based on scenarios of major disasters in various regions of the world. This training is held regularly four times a year.

Utilizing the PDCA cycle, disaster measures will be advanced to address additional issues raised during training and in response to recent changes in the government's anticipated seismic scale announcements. The Global Headquarters building, where the Disaster Headquarters has been set up (built in August 2009), has an earthquake-resistant structure using vibration-controlling brace dampers. Safety is assured even in the case of a maximum-level earthquake at the site. Inspections after the March 2011 earthquake confirmed that the building had no problems whatsoever with its safety and functions.

2) Pandemic

In response to the outbreak of H1N1 type influenza in April 2009, Nissan established a global policy for infection prevention. Each region has organized a response team and has promoted concrete countermeasures based on the policy. Infection status can be monitored globally thanks to

firmly developed reporting lines between the global response team and each regional team.

Nissan has promoted countermeasures based on three basic principles stated in the global policy, which are:

1. Priority on employees' health and lives
2. Prevention of the spread of infection
3. Continuity of business operation

As specific actions, Nissan established the "guidelines for employees' action," which stipulated actions to be taken by employees, sections and companies, and kept employees informed.

Nissan also developed a Business Continuity Plan (BCP) for each business section, with several triggers to invoke the BCP depending on the infection ratio, to maintain business continuity even under a high infection situation.

Nissan will keep prepared for contingencies like avian flu through its PDCA cycle, such as by updating response team members and the BCP, carrying out educational activities for infection prevention and stockpiling sanitary and medical goods.

3) Countermeasures for Production Continuity Risk

Nissan's production division has dealt with various risks related to the three elements of production, as listed in the chart on the following page. For natural disasters, the company has identified the measures needed to restart production within its established goal of two weeks following a large-scale disaster. Over the years Nissan has carried out continuous prevention countermeasures to physical infrastructure (quakeproofing and reinforcement of buildings and other facilities), maintained an operations recovery manual to shorten recovery time and regularly executed BCP simulation drills. The company is also strengthening the resilience of its global production network by establishing a BCP for parts exports to enable continued operations at overseas plants.

In addition, it is absolutely important to manage risks associated with parts procured from Leading Competitive Countries (LCCs) in order to expand markets. Nissan has been conducting risk assessment before making sourcing decisions and providing support for improvement activities after

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sourcing. As part of preparations for production, the company carries out assessments of quality and of quantity management processes. In the production phase, quality checks are implemented at key points in the production and logistics process to prevent the production and utilization of imperfect parts. The company also works to reinforce measures identifying

the root causes of issues in order to secure global market expansion and growth. To efficiently and effectively promote these activities, Nissan is globally standardizing tools and practices for improving processes and assessments. Through organizations to manage supplier risk in major regions including North America, Europe, China, Japan, Thailand, India and Brazil, Nissan is reinforcing efforts to prevent risks associated with part supply.

3 elements of production Risk factor	HR/Workforce	Purchased parts/ Raw materials	Facilities
Natural disasters (earthquakes)	<ul style="list-style-type: none"> Reinforcement of office buildings (completed) Development of earthquake response manual, implementation of evacuation drills (once/year) Conducting of disaster prevention drills (once/year or more) 	<ul style="list-style-type: none"> Assessment of earthquake preparedness of major suppliers located in high quake-risk areas (FY08) Planning to adopt damage reporting system on web base (FY10) Confirmation of BCPs to be implemented at time of disaster by suppliers in high quake-risk areas (FY11) BCP for parts exports to continue production at overseas plants (FY12) 	<ul style="list-style-type: none"> Reinforcement of buildings & machinery (continued) Regular audits of each business facility Review of facility recovery manual (FY11)
Fire	<ul style="list-style-type: none"> Risk assessment based on F-PES (Fire Prevention Evaluation System) (once/year) 	<ul style="list-style-type: none"> Same as on the left 	<ul style="list-style-type: none"> Same as on the left Revision of equipment standard based on the assessment result
Workplace injury	<ul style="list-style-type: none"> Risk assessment based on SES (Safety Evaluation System) (once/year) Assessment for health & safety management system (once/year) 	<ul style="list-style-type: none"> Same as on the left 	<ul style="list-style-type: none"> Same as on the left
Pandemic	<ul style="list-style-type: none"> Development of flu response manual (FY09) 	<ul style="list-style-type: none"> Requested suppliers to develop response manual coordinated with Nissan 	—
Demand fluctuation	<ul style="list-style-type: none"> Backup from other Nissan plants (as needed) Backup from other companies (as needed) Employment of short-term employees (as needed) 	<ul style="list-style-type: none"> Regular check of demand projection and supply capacity; implementation of measures 	<ul style="list-style-type: none"> Installation of flexible manufacturing system (completed) Regular check of demand projection and production capacity; implementation of measures Development of complementary production system for main powertrains
Machinery breakdown	—	—	<ul style="list-style-type: none"> Share past incident experiences and reflect them in preventive maintenance Reflect them in equipment standards
Electric power shortage	—	—	<ul style="list-style-type: none"> Thoroughgoing energy-conservation efforts Flexibility in plant operations and working hours in response to requests from the government or power companies
Expansion of LCC-manufactured parts	—	<ul style="list-style-type: none"> Assessment of <i>monozukuri</i> ability before supplier sourcing and support for improvement activities after sourcing; assessment of quality and of quantity management processes at production preparation phase Quality check at mass production phase (action "Gate1-3") and preliminary discussion of backup suppliers to reduce supply risk Bolstering of supplier risk management teams in key areas (FY2013) 	—
Decrease of skilled workers/experts	<ul style="list-style-type: none"> Planning and implementation of training program at each plant to develop skilled workers (FY10) Global development of human resources through the Global Pilot Plant program (FY11) Development of experts to teach technical skills (planning and implementation from FY12) 	—	—

4) Supply-Chain Continuity

Control was enhanced as follows to prepare for increased supplier risk.

- Response to suppliers' financial risk
 1. Risk assessment (annual)
 - Work with Alliance partner Renault to conduct financial assessments of suppliers based on the latest data on a global basis
 2. Prompt decision on risk avoidance
 - Prompt decision making by a cross-functional committee based on risk assessment findings
 - Thoroughgoing follow-up measures for risk-avoidance policies for each supplier
 - Steady implementation of the above operational process
- Response to suppliers' disaster risk
 1. Early initial response measures
 - Preparation of global supplier address book, matching of addresses with regional natural disaster risk assessment and identification of at-risk suppliers
 - Securing of backup solutions for at-risk suppliers and single sources for parts in Japan and Asian sites, and ongoing study of backup solutions in Europe and North America
 - Completion of visualization of the supply chain (preparation of component information in supply chain by part, enabling early understanding of parts and vehicles that would be affected by disaster) in Japan and Thailand, and ongoing visualization work at other overseas sites
 - Particularly in Japan, conducting of disaster simulations based on information about suppliers' plant buildings, land and infrastructure to estimate the effects of disasters
 2. Improvement of BCPs in Japan
 - Introduction to supply chain of guidelines for drawing up BCPs available to tier-n suppliers, and implementation requirements
 - Distribution of BCP self-assessment checklists to suppliers and collection of results

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- Based on the above results, implementation of on-site checks and guidance for suppliers assessed to be high-risk

5) Risk Financing and Loss Prevention

1. Global Insurance Management Policy

Nissan manages hazard risk on a global basis with risk-management techniques that combine self-retained risk with external risk transfer via insurance.

In order to minimize the cost of risk, Nissan adheres to the following global insurance management policy. This policy has provided appropriate coverage for damage resulting from the unpredictable disasters that the world has seen in recent years.

- Predictable risks with low impact and high frequency
 - ▶ Retain risks up to an acceptable level on a consolidated basis by the company
- Unpredictable risks with low frequency and high impact or shock value
 - ▶ Risks whose financial impact may exceed the acceptable level of self-retention are transferred outside the company via insurance

2. Global Insurance Programs

In order to minimize the cost of hazard risks and manage risks occurring globally and interdependently in a concentrated manner, global insurance programs have been established for main lines of insurance. The Finance Department in the Global Headquarters decides insurance conditions and structures and negotiates directly with insurance companies for these global programs. The insurance companies are important strategic partners, and they are thus selected in consideration of risk spread and financial solvency.

The following risks are covered through global programs:

- Property damage and business interruption by accidents

The program covers risks not only for property damage but also for business interruption and contingent business interruption due to accidents, taking into consideration the global expansion of the supply chain for products and parts. Nissan identifies important suppliers globally and arranges insurance for risks caused by interruption of the supply chain. Coverage limits are determined based on the probable maximum loss amount measured by third-party experts and the risk appetite of insurers.

Nissan achieved further improvement and optimization of insurance conditions by negotiating with insurance companies together with its Alliance partner Renault from fiscal 2011.

- Transportation and storage of vehicles and products for sales
This program covers risks relating to transportation and the supply chain for parts and products globally. By covering risks spread geographically under a global program, Nissan can manage loss data on a global basis and ensure stability of insurance costs.

In fiscal 2011, this program was combined with Renault's program for negotiating with insurance companies to achieve best possible results utilizing synergies of scale.

- Liability (including product liability and liability for unanticipated accidents during operations or caused by owned or managed facilities [general liability])

To manage this risk, Nissan has implemented insurance programs suitable for the legal systems and practices in each region. The programs are led by the Global Headquarters in order to implement a globally uniform strategy with consistent worldwide insurance coverage, and to achieve lower insurance costs.

3. Utilization of Group Insurance Company

For the purpose of more efficient self-retention on a consolidated basis for insurance programs, Nissan utilizes an insurance company of the Nissan Group.

Utilization of a group insurance company enables the following:

- Company can reduce insurance costs by obtaining the minimum necessary insurance
- Each group company can obtain necessary coverage
- Company can gather and analyze loss data below self-retained limit

4. Loss Prevention Activities

Nissan conducts loss prevention activities to improve loss results and reduce the cost of premiums on an ongoing basis. Since the global insurance programs have been introduced, loss prevention activities have been promoted more actively and globally to maintain low premium rates. Examples of Nissan's loss prevention activities include conducting risk-engineering surveys and obtaining recommendations for safety from third-party experts, creating manuals for actions in the event of typhoons and constructing hail nets to prevent hail damage.

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ENVIRONMENTAL DATA

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		Other Emissions	135-136
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Input/Output, Energy	120	Materials, Recycling	137-138
CO ₂	121-122	ELV Programs	138
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* Please see p. 37 for Employee Engagement and Education

Regarding Data for Publication

- Fiscal year: April 1 through March 31.
- Scope: All Nissan manufacturing facilities management offices and Nissan subsidiaries worldwide.

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GOVERNANCE

Materiality (Environment)

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 the wide variety of its stakeholders on whom our activities have dependencies and impacts, working with them in pursuit of activities that meet society's needs.

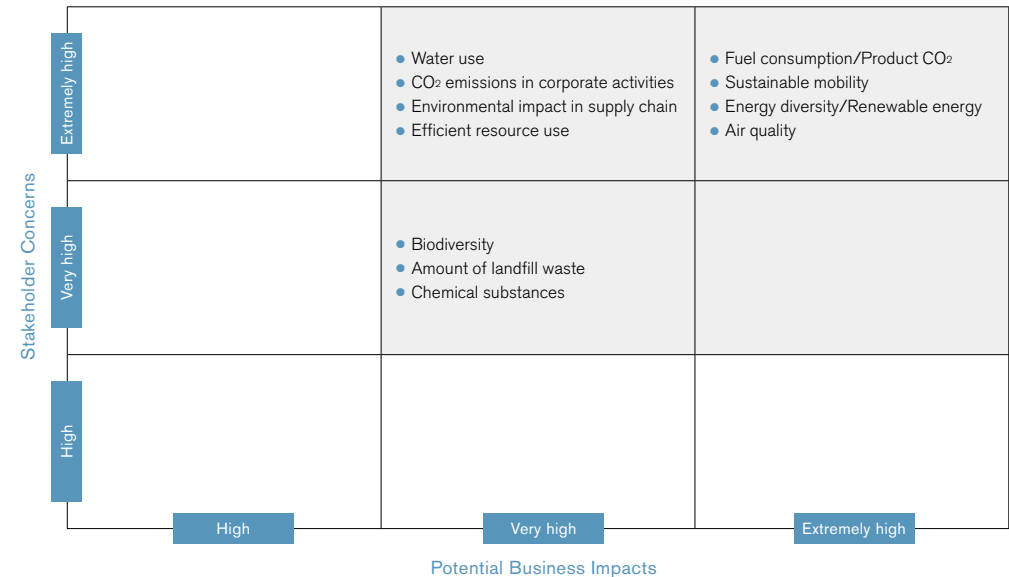
We identify key stakeholders* with the use of value-chain analysis. Opinions from those diverse stakeholders, and others who may help address issues, are engaged in our strategy processes. Nissan constantly communicates with a number of regional and international stakeholders.

Nissan creates various venues for engagement with the stakeholders. For example, the company invites globally active authorities in the environmental field, including both academics and people on the front lines of the business world, to annual Advisory Meetings. The Board of Directors and these stakeholders exchange opinions on Nissan's business direction and the validity of its strategy in the area of the environment. Nissan then uses this information in its strategies going forward.

The automotive industry is affected globally by various regulations and requirements related to the environment, such as exhaust emissions, greenhouse gases, energy, fuel efficiency, noise, materials/recycling, water, hazardous substances, wastes, and these are becoming more stringent year by year.

Nissan's strategy is built on the idea of listening to the voices of society and identifying the seeds of both opportunity and risk. The framework of this plan is built around the PDCA, or "plan, do, check and act," cycle. Nissan uses concept of materiality analysis to analyze potential opportunities and risks, taking the levels of importance that society and Nissan ascribe to various issues as indices. Priority is focused on issues to which both stakeholders and Nissan ascribe the same levels of importance. The Board of Directors and stakeholders exchange opinions on Nissan's business direction and the validity of its strategy in the area of the environment to engage in the process of creating a future environmental strategy.

* Our stakeholders include customers, shareholders, investors, business partners, suppliers, NGOs/NPOs, local communities, governments, future generations, employees and the Board of Directors.



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CORPORATE INDICATORS

Material Balance

Input		(FY)	Output		(FY)
	Unit	2013		Unit	2013
Raw materials	ton	7,508,828	Vehicles		
Water	1,000m ³	30,134	Global Sales Volume	unit	5,188,972
Energy	MWh	9,154,841	Waste	ton	172,849
			Waste for disposal	ton	17,903
			Recycled	ton	154,946
			Total wastewater	1,000m ³	22,816
			CO ₂ emissions	t-CO ₂	3,403,736
			VOC	ton	11,734
			NOx	ton	450
			SOx	ton	40

Nissan's mid-term environmental action plan, Nissan Green Program 2016 (NGP2016), focuses on reducing the environmental impact of corporate activities and pursuing harmony between resource consumption and ecology. To minimize corporate carbon footprint, Nissan aims to reduce CO₂ emissions per vehicle sold and, to improve resource efficiency, to increase the recycled material usage ratio. Four key actions, including the above, are performed throughout Nissan's corporate activities.



- ▶▶ GRI G4 Indicators
- ▶ G4-EN1/G4-EN3/
G4-EN4/G4-EN6/
G4-EN8/G4-EN16/
G4-EN21/G4-EN22/
G4-EN23

Energy Input

	Unit	2009	2010	2011	2012	(FY)
Total	MWh	6,525,000	9,353,605	9,460,190	8,984,864	9,154,841
Japan	MWh	4,142,222	5,525,097	5,573,174	4,565,499	4,461,440
North America	MWh	1,175,278	1,782,399	1,733,447	2,157,793	2,173,879
Europe	MWh	719,444	1,066,503	939,469	982,332	861,196
Other	MWh	488,056	979,606	1,214,099	1,279,240	1,658,327
Primary						
Natural gas	MWh		3,691,097	3,467,178	2,847,325	2,732,779
LPG	MWh		340,985	527,696	360,891	339,751
Coal	MWh		245,848	160,720	235,239	149,232
Heating oil	MWh		259,530	253,821	248,445	226,513
Gasoline	MWh		81,502	90,413	211,449	260,157
Diesel	MWh		18,114	20,247	72,151	71,168
Heavy oil	MWh		92,607	87,368	67,967	61,359
External						
Electricity (external source)	MWh		4,365,622	4,524,044	4,741,046	5,114,978
Chilled water	MWh		11,692	9,087	25,947	11,646
Heated water	MWh		0	0	7,492	6,227
Steam	MWh		9,022	67,940	114,281	133,849
Internal						
Electricity (in-house)	MWh		236,624	250,520	52,630	47,182
Renewable energy	MWh		962	1,157	8,341	39,191
Ratio of renewable energy	%	0.000	0.017	0.026	0.82	2.72

Despite the comprehensive energy-saving activities at Nissan facilities, energy usage was 9.15 million MWh in fiscal year 2013, 1.9% increase from fiscal year 2012. Our energy saving activities throughout corporate operations and efficient manufacturing achieved this gentle increase compared to the 2.4% increase in production volume. Within the total energy, manufacturing processes in Japan, North America and Europe used 6,248,525 MWh.*

Nissan has the objective of increasing the usage of renewable energy to 9% of total energy used in global activities by fiscal year 2016.

▶▶ page_139

* Nissan receives third-party assurance from PricewaterhouseCoopers Sustainability Co., Ltd. For details, please see p. 139.

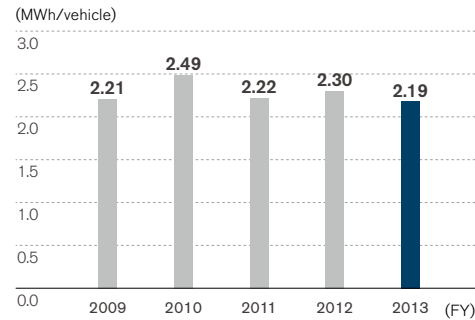


- ▶▶ GRI G4 Indicators
- ▶▶ G4-EN3/G4-EN4

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Energy per Vehicle Produced

In fiscal year 2013, comprehensive energy saving activities at Nissan facilities mainly in the United States and Europe reduced energy per vehicle produced to 2.19 MWh, an improvement of 4.9% compared to the previous fiscal year.



(By Region)

	Unit	(FY) 2013
Japan	MWh/vehicle	4.46
North America	MWh/vehicle	1.40
Europe	MWh/vehicle	1.31
Other	MWh/vehicle	1.34

Data for the Japan region includes manufacturing of powertrains and other components for overseas assembly use. Since the denominator is vehicles produced in the region, intensity tends to show higher values.



▶ GRI G4 Indicators
▶ G4-EN3/G4-EN5/
G4-EN6

CORPORATE INDICATORS – CO₂

Carbon Footprint

	Unit	2009	2010	2011	2012	(FY) 2012
Scope1	t-CO ₂	869,592	1,023,208	1,047,691	835,766	780,970
Scope2	t-CO ₂	1,587,603	1,944,684	2,051,965	2,432,889	2,622,767
Scope1 + 2	t-CO ₂	2,457,195	2,967,892	3,099,656	3,268,655	3,403,736
Japan	t-CO ₂		1,444,074	1,451,343	1,526,182	1,446,871
U.S.	t-CO ₂		610,016	623,654	758,457	814,186
Europe	t-CO ₂		316,856	311,790	284,079	213,202
Other	t-CO ₂		596,945	712,868	699,937	929,477
Scope3						
Commuting	t-CO ₂			449,110	468,346	426,487
Japan, U.S., Europe	t-CO ₂			213,538	214,619	217,091*
Logistics	t-CO ₂	1,102,000	1,438,000	1,660,000	1,490,050	1,678,903
Manufacturing only	ktCO ₂	1,805	1,899	2,589	2,822	2,872
Japan, U.S., Europe	ktCO ₂			1,698	1,934	1,846*
Other	ktCO ₂			891	888	1,026

In fiscal year 2013, CO₂ emissions from Nissan facilities increased 4.1% from the previous fiscal year, and the total of Scope 1 and 2 emissions was 3.40 million tons. This is due to an increase in the China production volume; CO₂ emissions in Europe decreased more than 20%. CO₂ reduction in manufacturing processes in Japan, North America and Europe was 88kt-CO₂.*

▶▶ page_139

* Nissan receives third-party assurance from PricewaterhouseCoopers Sustainability Co., Ltd. For details, please see p.139.

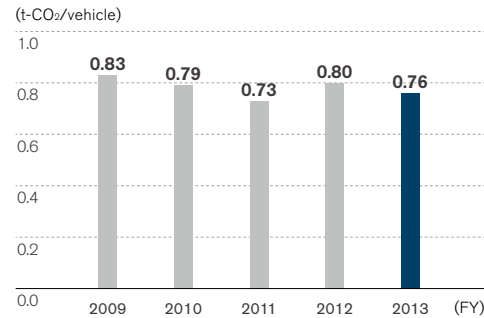


▶▶ GRI G4 Indicators
▶▶ G4-EN15/G4-EN16/
G4-EN17/G4-EN19/
G4-EN30

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Scope 1 and 2 CO₂ per Vehicle Produced

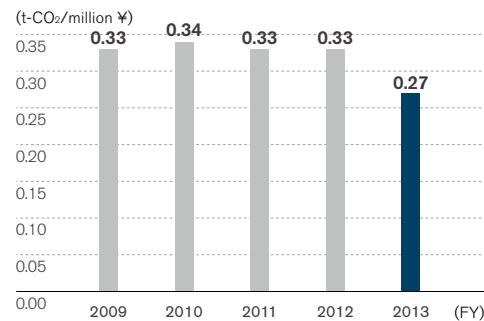
For fiscal year 2013, CO₂ emissions per vehicle produced decreased 4.6% from the previous fiscal year, with combined Scope 1 and 2 emissions at 0.76 tons. Our energy conservation diagnosis and best practice sharing among global Nissan plants contributed to significant improvements.



(By Region)

	Unit	(FY) 2013
Japan	t-CO ₂ /vehicle	0.97
North America	t-CO ₂ /vehicle	0.42
Europe	t-CO ₂ /vehicle	0.35
Other	t-CO ₂ /vehicle	0.72

Data for the Japan region includes manufacturing of powertrains and other components for overseas assembly use. Since the denominator is vehicles produced in the region, intensity tends to show higher values.



▶ GRI G4 Indicators
▶ G4-EN15/G4-EN16/
G4-EN18

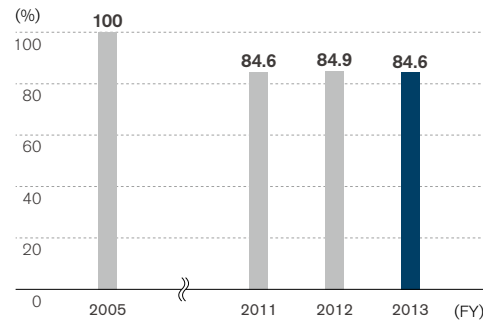
Scope 1 and 2 CO₂ per Revenue

In fiscal year 2013, as measured by the per revenue CO₂ emissions of Scope 1 and 2, result was 0.27 tons per ¥1 million, which was improved 17.8% compared to fiscal year 2012.

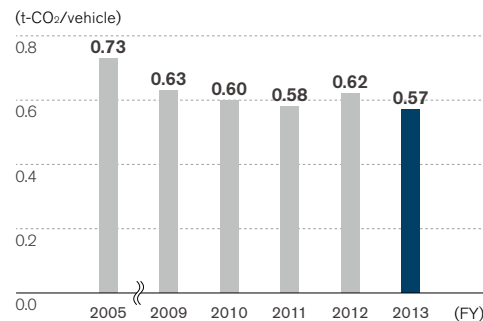


▶ GRI G4 Indicators
▶ G4-EN15/G4-EN16/
G4-EN18

Corporate Carbon Footprint per Vehicle Sold



Manufacturing CO₂ per Vehicle Produced



Nissan aims to reduce CO₂ emissions from corporate activities by 20% compared to fiscal year 2005, focusing on manufacturing, logistics, offices and sales companies in Japan. Fiscal year 2013, with the improvement in energy consumption in manufacturing and offices, saw overall corporate emissions reduced by 15.4% compared to fiscal year 2005.



▶ GRI G4 Indicators
▶ G4-EN15/G4-EN16/
G4-EN18

In Nissan Green Program 2016 (NGP2016), the company aims to reduce CO₂ emissions per vehicle produced from manufacturing activities by 27% in fiscal year 2016 compared to fiscal year 2005. In fiscal year 2013, Nissan's manufacturing CO₂ emissions per vehicle produced reached 0.57 ton, a 21.8% reduction compared to fiscal year 2005.



▶ GRI G4 Indicators
▶ G4-EN15/G4-EN16/
G4-EN18

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CORPORATE INDICATORS – WATER

Water Input

	Unit	2009	2010	2011	2012	2013
Total	1,000m ³	15,629	28,671	30,513	28,697	30,134
Japan	1,000m ³	9,221	17,612	17,268	14,844	16,818
North America	1,000m ³	2,970	4,330	4,591	4,770	5,176
Europe	1,000m ³	1,315	2,297	2,276	2,252	2,258
Other	1,000m ³	2,123	4,432	5,081	5,720	5,881



▶ GRI G4 Indicators
▶ G4-EN8

Nissan's objective is to reduce intake water by 15% in fiscal year 2016 compared with fiscal year 2010 in cubic meters per production unit. In fiscal year 2013, water input in our global sites was 30,134 thousand cubic meters, an increase of 5.0% from fiscal year 2012. Increase in global production volume influenced the usage.

Water Discharge

	Unit	2009	2010	2011	2012	2013
Total	1,000m ³	10,435	19,281	20,398	20,557	22,816
Japan	1,000m ³	6,293	13,030	13,565	13,710	15,114
North America	1,000m ³	2,099	2,732	3,214	3,055	3,658
Europe	1,000m ³	972	1,830	1,930	1,871	1,904
Other	1,000m ³	1,071	1,689	1,689	1,920	2,139

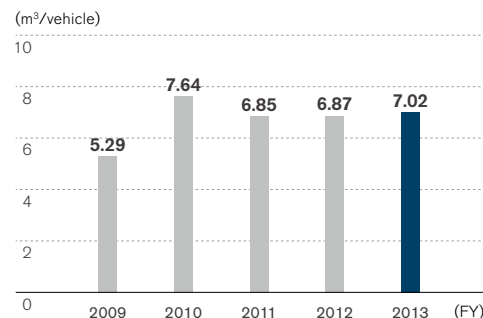
	Unit	2009	2010	2011	2012	2013
Quality						
Chemical oxygen demand (COD)	kg	11,685	12,345	13,613	18,075	16,036



▶ GRI G4 Indicators
▶ G4-EN22

In fiscal year 2013, water discharges from our global sites totaled 22,816 thousand cubic meters, which was about a 11.0% increase from fiscal year 2012.

Water Input per Vehicle Produced



In fiscal year 2013, water use per vehicle produced decreased to 7.02 cubic meters, a 2.1% increase from fiscal year 2012.

(By Region)

	Unit	2013
Japan	m ³ /vehicle	16.81
North America	m ³ /vehicle	3.32
Europe	m ³ /vehicle	3.44
Other	m ³ /vehicle	3.95

Data for the Japan region includes manufacturing of powertrains and other components for overseas assembly use. Since the denominator is vehicles produced in the region, intensity tends to show higher values.

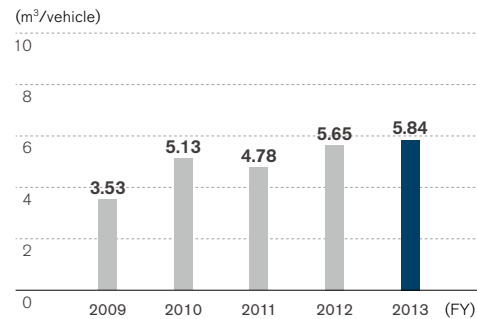


▶ GRI G4 Indicators
▶ G4-EN8

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Water Discharge per Vehicle Produced

In fiscal year 2013, water discharge per vehicle produced was 5.84 cubic meters, which was a 3.3% increase from fiscal year 2012.



(By Region)

	Unit	(FY) 2013
Japan	m³/vehicle	15.11
North America	m³/vehicle	2.35
Europe	m³/vehicle	2.90
Other	m³/vehicle	2.34

Data for the Japan region includes manufacturing of powertrains and other components for overseas assembly use. Since the denominator is vehicles produced in the region, intensity tends to show higher values.



CORPORATE INDICATORS – EMISSIONS

Emissions

	Unit	2009	2010	2011	2012	(FY) 2013
NOx	ton	755	751	731	525	450
SOx	ton	36	41	46	43	40

In fiscal year 2013, NOx and SOx emissions from our facilities were 450 tons and 40 tons, respectively.



Volatile Organic Compounds (VOCs)

	Unit	2009	2010	2011	2012	(FY) 2013
Total	ton	8,615	10,130	11,424	12,305	11,734
Japan	ton	4,008	4,018	4,399	3,623	3,492
North America	ton	2,264	2,941	3,366	5,194	5,338
Europe	ton	2,343	3,171	3,658	3,488	2,904

Nissan's objective is to reduce volatile organic compounds (VOCs) from the body manufacturing process by 15% in fiscal year 2016 compared with fiscal year 2010 in grams per square meters.

In fiscal year 2013, VOCs from manufacturing plants were 11,734 tons globally, a 4.6% decrease from fiscal year 2012. This is mainly due to the improvement in emission from the paint shop process.



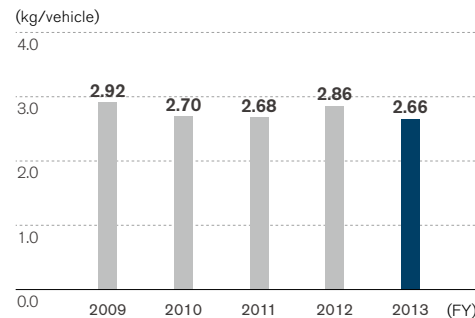
	CONTENTS	INTRODUCTION	CEO MESSAGE	BLUE CITIZENSHIP: NISSAN'S CSR	RENAULT-NISSAN ALLIANCE	CSR DATA	THIRD-PARTY COMMENT
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VOC Reduction with Paint Shop Technologies

In 2013, Nissan opened its most advanced paint plant in the world. The state-of-the-art facility in Smyrna, Tennessee, sets new standards for quality, efficiency and environmental impacts, as it is capable of reducing energy consumption by 30%, carbon emissions by 30% and volatile organic compound (VOCs) emissions by 70%. The plant uses an innovative three-wet paint process that applies all three paint layers in succession, before the vehicle goes into the oven. The plant is Nissan's "Showcase Project" as part of the Department of Energy's Better Buildings Better Plants Challenge, where Nissan has committed to reducing energy intensity in its three U.S. plants by 25% by 2020.

VOCs per Vehicle Produced

In fiscal year 2013, VOCs per vehicle produced were 2.66 kg, a 6.9% decrease from fiscal year 2012, mainly due to the improvement in emissions from paint shop processes.



(By Region)

	Unit	(FY)
Japan	kg/vehicle	2013 3.49
North America	kg/vehicle	3.43
Europe	kg/vehicle	4.42



▶▶ GRI G4 Indicators
▶▶ G4-EN21

PRTR Emissions (Japan)*

	Unit	2008	2009	2010	2011	2012	2013
Japan site total	ton	3,960	3,773	3,607	4,441	4,158	
Oppama	ton	1,111	1,263	911	981	715	
Tochigi	ton	904	897	829	915	942	
Kyushu	ton	1,145	910	1,106	1,390	1,394	
Yokohama	ton	453	429	418	555	581	
Iwaki	ton	70	13	58	320	183	
NTC	ton	276	260	284	280	343	

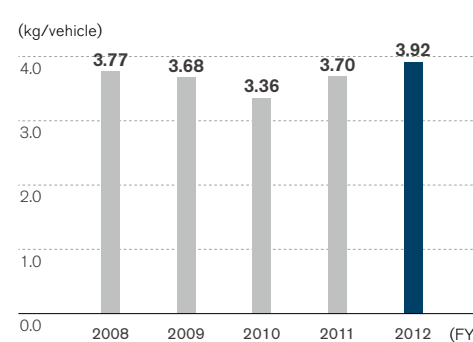
In fiscal year 2012, PRTR emissions decreased by 6.4% compared to the previous year influenced by the change in production volume in Japan. Results for fiscal year 2013 will be updated later this year.

* The table shows chemical substance emissions calculated based on the Japanese government guideline for PRTR (Pollutant Release and Transfer Register). PRTR emissions show total volume excluding substances adherent to the product.



▶▶ GRI G4 Indicators
▶▶ G4-EN21

PRTR Emissions per Vehicle Produced (Japan)



In fiscal year 2012, PRTR emissions per vehicle produced in Japan were 3.92 kg, a 5.9% increase from the previous year. The result was greatly influenced by the increase of R&D activities in Japan. Results for fiscal year 2013 will be updated later this year.



▶▶ GRI G4 Indicators
▶▶ G4-EN21

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CORPORATE INDICATORS – WASTE

Waste

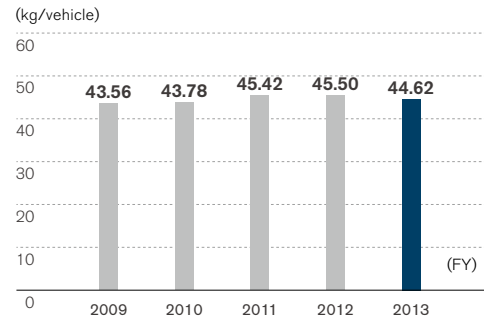
	Unit	2009	2010	2011	2012	2012
						(FY)
Total	ton	128,664	164,381	193,798	170,910	172,849
Japan	ton	62,064	70,136	74,412	67,705	61,999
North America	ton	24,214	31,806	35,780	40,208	51,767
Europe	ton	39,474	59,617	56,996	45,985	46,874
Other	ton	2,912	2,822	26,610	17,012	12,209
Detail						
Waste for disposal	ton		41,288	40,048	33,479	17,903
Recycled	ton		123,093	153,750	137,431	154,946



Nissan's objective is to reduce waste in manufacturing plants by 2% per year for Japan and 1% per year globally compared to BAU (business as usual). For fiscal year 2013, waste totaled 173 ktms, an increase of 1.1% from fiscal year 2012, mainly due to an increase in production volume, but waste intensity per vehicle produced is improving. The scope of the waste data is limited to global production facilities.

Waste per Vehicle Produced

Waste per vehicle produced was 44.62 kg, a decrease of 1.9% from fiscal year 2012. The improvements in waste processing at overseas manufacturing facilities are reducing the total volume of waste generated.

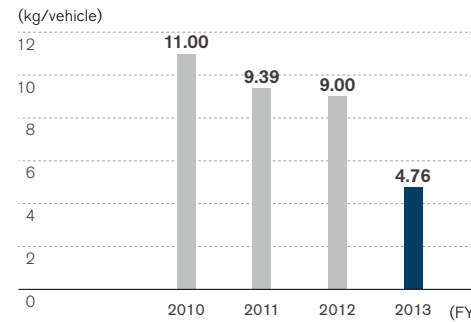


(By Region)

	Unit	2013
Japan	kg/vehicle	61.99
North America	kg/vehicle	33.23
Europe	kg/vehicle	71.39
Other	kg/vehicle	13.09



Waste for Disposal per Vehicle Produced



Nissan production sites overseas continue to make strong efforts toward reducing waste. In fiscal year 2013, Nissan reduced the volume of waste for disposal to a total of 4.76 kg per vehicle produced, a 47.1% reduction from fiscal year 2012.



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CORPORATE INDICATORS – LOGISTICS

Logistics Volume


	Unit	2009	2010	2011	2012	2013 (FY)
Total	mil ton-km	26,336	35,132	37,946	35,747	37,719
Inbound	mil ton-km	7,556	10,659	11,603	12,156	12,883
Outbound	mil ton-km	18,780	24,473	26,343	23,591	24,836
Sea	%	68.0	71.8	70.8	70.7	64.3
Road	%	21.2	19.6	20.4	20.6	24.9
Rail	%	10.5	8.2	8.1	8.2	10.5
Air	%	0.3	0.4	0.7	0.5	0.4

 GRI G4 Indicators
G4-EN30

In fiscal year 2013 global shipping rose by 5.5% from the previous year to reach 37,719 million ton-km, primarily due to increased land shipping accompanying the rise in production in geographically extensive China and North America. In the area of air freight for parts, meanwhile, enhanced management techniques allowed Nissan to considerably reduce the amount shipped, resulting in an annual reduction of 12.9% in air freight volume. Sea freight volume also fell 4.0% from fiscal year 2012.

CO₂ Emissions in Logistics

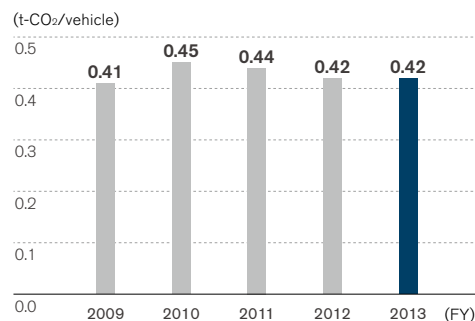
	Unit	2009	2010	2011	2012	2013 (FY)
Total	t-CO ₂	1,083,305	1,412,657	1,642,195	1,490,050	1,678,903
Inbound*	t-CO ₂	501,056	686,412	859,671	821,030	908,804
Outbound*	t-CO ₂	582,249	726,246	782,524	669,020	770,098
Sea	%	24.0	25.2	23.3	23.9	20.2
Road	%	58.4	54.7	50.8	55.3	61.7
Rail	%	5.6	4.5	4.1	4.3	5.2
Air	%	12.0	15.7	21.8	16.4	12.9

 GRI G4 Indicators
G4-EN19/G4-EN30

In fiscal year 2013, CO₂ emissions from logistics were 1,678,903 tons, an increase of 12.8% from the previous year, mainly due to a 30% increase in China and North America. On the other hand, emissions from air and sea freight were reduced by 11.4% and 4.9%, respectively.

* "Inbound" includes parts procurement from suppliers and transportation of knockdown parts, and "Outbound" includes transportation of complete vehicles and service parts.

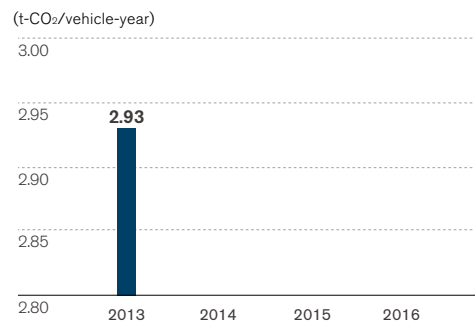
CO₂ Emissions per Vehicle Transported



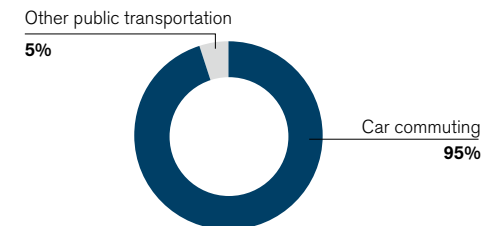
 GRI G4 Indicators
G4-EN18

In fiscal year 2013, despite an expansion in global production, the CO₂ emissions per vehicle transported were 0.42 ton, which marked an improvement through efficient logistics compared to fiscal year 2012.

Employee Commuting CO₂ Emissions



In fiscal year 2013, we introduced a companywide CO₂ reduction plan for car commuting employees in Japan. Currently, CO₂ emissions from car commuting in Japan are approximately 56 kton, or 2.93 ton-CO₂/vehicle annually. This plan encourages car commuters to shift from internal combustion engine vehicles to the zero-emission electric vehicle Nissan LEAF to reduce CO₂. The objective is to reduce emissions by 1% in ton-CO₂/vehicle annually.



CO₂ emissions from commuting
(Employees of Nissan offices and manufacturing plants in Japan, FY2012)

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CORPORATE INDICATORS – SUPPLY CHAIN

Supplier Emissions

	Unit	2011	2012 (FY)
Carbon footprint	kt-CO ₂	49,254	48,226
Direct	kt-CO ₂	22,927	22,534
Indirect	kt-CO ₂	26,327	25,692
Energy input	GWh	143,594	139,800
Renewable energy	GWh	683	703
Water input	1,000m ³	118,907	118,786
Water discharge	1,000m ³	100,555	98,661
Waste	kton	3,002	2,971



▶ GRI G4 Indicators
▶ G4-EN17/G4-EN19

A supply-chain environmental survey was conducted on global tier-1 suppliers. Calculation was made from actual submitted data from suppliers and combined with other estimated data to cover the scope. In fiscal year 2012, the carbon footprint of contract suppliers decreased by 2% from the previous year. This survey is one of Nissan's efforts to reduce CO₂ throughout the entire value chain. From fiscal year 2014, with tier-1 suppliers' own individual targets, overall CO₂ emissions are expected to improve by 1% in t-CO₂ per turnover annually. Nissan is regularly engaging with global suppliers to continuously reduce environmental impacts. Results for fiscal year 2013 will be updated later this year.

Component Ratio of Scope 3

Category	Component ratio	2013 (FY)
1. Purchased goods & services	kt-CO ₂	16,101
2. Capital goods	kt-CO ₂	1,055
3. Fuel- and energy-related activities	kt-CO ₂	369
4. Upstream transportation & distribution	kt-CO ₂	909
5. Waste generated in operations	kt-CO ₂	177
6. Business travel	kt-CO ₂	238
7. Employee commuting	kt-CO ₂	426*
8. Upstream leased assets	kt-CO ₂	0
9. Downstream transportation & distribution	kt-CO ₂	770
10. Processing of sold products	kt-CO ₂	9
11. Use of sold products	kt-CO ₂	127,312*
12. End-of-life treatment of sold products	kt-CO ₂	380
13. Downstream leased assets	kt-CO ₂	412
14. Franchises	kt-CO ₂	0
15. Investments	kt-CO ₂	0
Total	kt-CO ₂	148,161

Nissan conducted a study based on the draft Corporate Value Chain (Scope 3) Accounting and Reporting Standard from the GHG Protocol. The results showed that about 90% of Scope 3 emission was from the use of sold products. For the values marked with an asterisk, Nissan receives third-party assurance from PricewaterhouseCoopers Sustainability Co., Ltd. For details, please see p. 139.



▶ GRI G4 Indicators
▶ G4-EN17

CORPORATE INDICATORS – ENVIRONMENTAL ACCOUNTING

Environmental Emissions

	Unit	2011		2012 (FY)	
		Investment	Cost	Investment	Cost
Total	mil ¥	5,110	158,149	5,520	165,959
Business area	mil ¥	310	1,660	320	1,632
Upstream/downstream	mil ¥	0	664	-	683
Management	mil ¥	0	2,426	0	2,537
R&D	mil ¥	4,800	153,300	5,200	161,000
Social activities	mil ¥	0	99	0	106
Damage repairs	mil ¥	0	0	0	0
Total	Unit	2011		2012	
	mil ¥	2,581		2,604	
Cost reduction	mil ¥	889		900	
Profit	mil ¥	1,692		1,704	

All environmental costs are based on the guidelines provided by Japan's Ministry of the Environment, and are calculated for activities in Japan only. Results for fiscal year 2013 will be updated later this year.



▶ GRI G4 Indicators
▶ G4-EN31

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CORPORATE INDICATORS – FACILITY

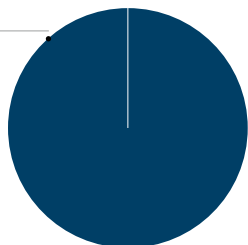
Carbon Credit

	Unit	2009	2010	2011	2012	2013
Allowance	t-CO ₂	7,308	7,308	7,308	7,308	21,015
Credit	t-CO ₂	2,681	4,934	4,066	5,261	-

Nissan Motor Iberica, S.A. in Barcelona, Spain, entered EU-ETS in fiscal year 2009. The verified allowance earned for fiscal year 2013 was 21,015 tons.

ISO 14001 Certification

Certified facilities 100%



Nissan is progressing with the introduction of environmental management systems to all its operation sites worldwide. In January 2011 the company obtained integrated ISO 14001 certification for its Global Headquarters and all main facilities in Japan for research and development, production and distribution, as well as for product development processes. Nissan has also obtained ISO 14001 certification at all production plants outside Japan.

 GRI G4 Indicators
 ▶ G4-DMA

Green Building Policy

With ISO 14001 management processes for evaluating environmental impact, Nissan makes it a key task to optimize its buildings in the construction or refurbishing stages for making all its structures greener. Evaluation metrics in this area include buildings with a smaller environmental footprint, such as lower CO₂ emissions; construction methods producing less waste and emissions; and reduced use of hazardous materials and other quality control tasks. Furthermore, in Japan Nissan uses the Ministry of Land, Infrastructure, Transport and Tourism's Comprehensive Assessment System for Built Environment Efficiency (CASBEE) as one performance index.

Among Nissan's current business facilities, the Global Headquarters in the city of Yokohama has earned CASBEE's highest "S" ranking, making it the second Nissan structure to do so following the Nissan Advanced Technology Center (NATC) in Atsugi, Kanagawa Prefecture.


The Global Headquarters gained a Built Environment Efficiency Rating of 5.6, the high rating CASBEE for a new structure, making it one of Japan's greenest office buildings. The building's use of natural energy sources to reduce its energy usage and its CO₂ emissions were highly evaluated, as were its methods of water recycling and drastic reduction in waste produced.

Since April 2000, Nissan has been deploying unique environmental facility certification system based on ISO 14001 for sales dealers called Nissan Green Shop. The company's environmental policy requires all dealers in Japan to meet a certain standard and continue to be audited by Nissan each year. The dedicated evaluation sheet has a total of 84 KPIs and is regularly revised to reflect requirements from national legislation, local communities and the Nissan Green Program.

Fines from Environmental Laws

No fines or compliance concerns from national environmental law materialized in the reporting year.

 GRI G4 Indicators
 ▶ G4-DMA

 GRI G4 Indicators
 ▶ G4-EN24/G4-EN26/
 G4-EN29

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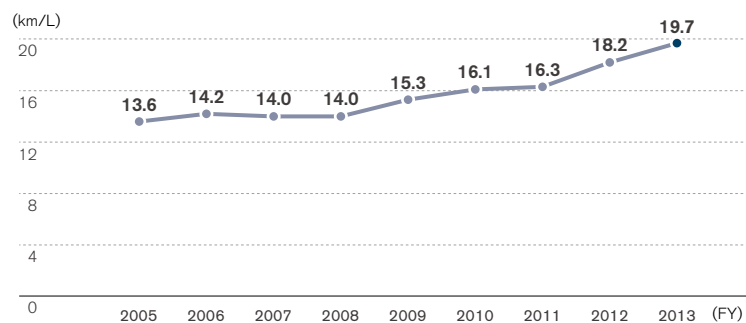
PRODUCT INDICATORS

PRODUCT INDICATORS – FUEL ECONOMY, CO₂

Japan Fuel Economy by Weight Rank

Passenger cars	Unit	2005	2006	2007	2008	2009	2010	2011	2012	2013
≤702 kg	km/L 10-15									
703-827 kg	km/L 10-15	19.9	20.6	20.9	20.8	21.7	22.5	25.0	26.2	27.3
828-1,015 kg	km/L 10-15	18.6	18.8	18.6	18.3	19.5	22.5	23.0	23.1	28.5
1,016-1,265 kg	km/L 10-15	17.3	17.6	18.1	18.3	19.5	19.4	19.4	21.8	23.0
1,266-1,515 kg	km/L 10-15	12.8	12.8	13.6	13.3	13.8	14.4	14.4	14.5	15.8
1,516-1,765 kg	km/L 10-15	11.7	11.8	11.6	12.0	12.7	13.1	14.1	15.2	16.1
1,766-2,015 kg	km/L 10-15	8.6	8.7	8.6	9.2	9.2	11.7	11.9	12.5	13.7
2,016-2,265 kg	km/L 10-15	8.3	8.3	8.3	8.4	8.4	9.2	9.4	9.7	10.1
≥2,266 kg	km/L 10-15	5.5	5.5	5.5						

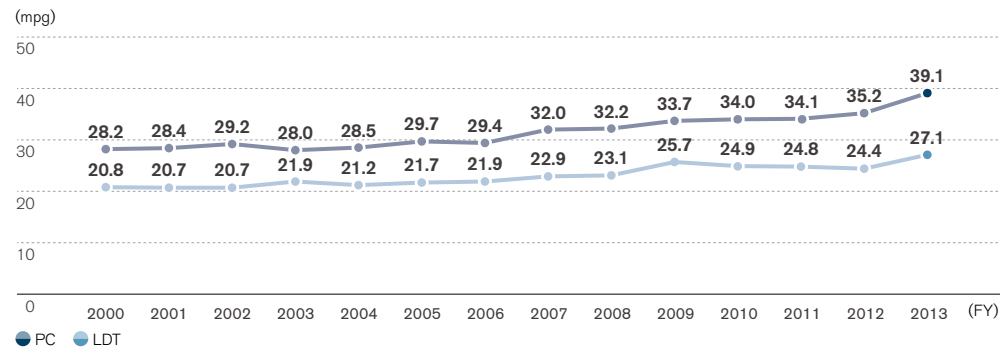
Corporate Average Fuel Efficiency (CAFE, JC08 mode) in Japan



In fiscal year 2013, mainly due to strong sales of the DAYZ and Note, the average fuel economy improved to 19.7 km/L in the JC08 mode, which is around a 8% improvement compared to fiscal year 2012.



Corporate Average Fuel Efficiency in U.S.

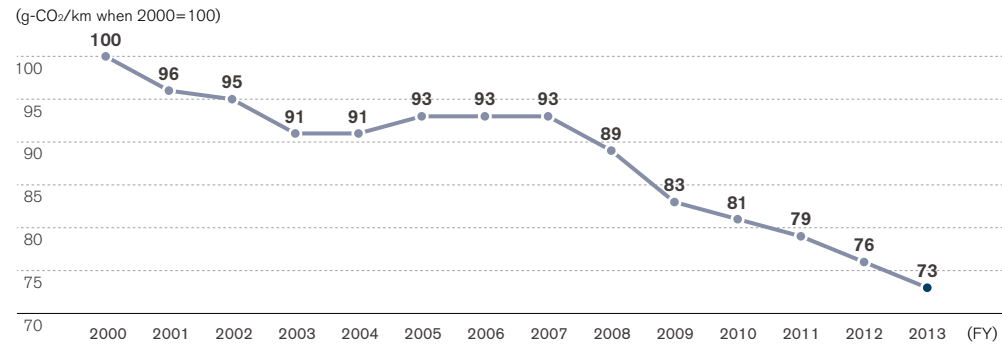


In fiscal year 2013, sales of the new Pathfinder Hybrid and the more fuel-efficient Altima and Versa resulted in CAFE of 39.1 mpg for passenger cars, an improvement of 11% from fiscal year 2012. CAFE for light duty trucks was 27.1 mpg.



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CO₂ Emission Index from Nissan Vehicles in Europe

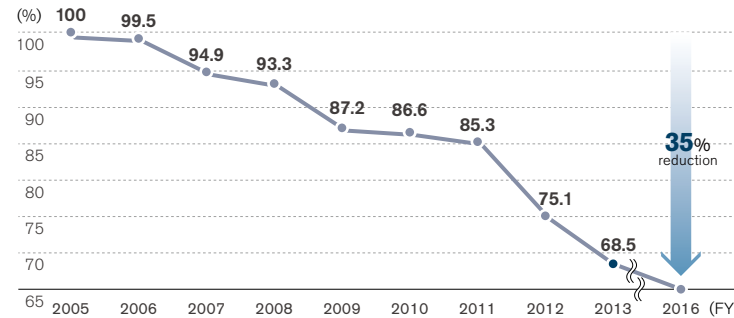



In fiscal year 2013, strong sales of the fuel-efficient new Note improved the CO₂ emission index to 27% compared to fiscal year 2000 for Nissan's European sales passenger car models.

 GRI G4 Indicators
 ▶ G4-EN7/G4-EN27

Global Corporate Average Fuel Efficiency (CAFE)

Nissan's CAFE result in fiscal year 2013 represented a 31.5% improvement from the fiscal year 2005 level. The "kei" minicar DAYZ in Japan, Note in Europe and Altima and Versa in the U.S. market improved the overall CAFE result. The company is steadily progressing toward the Nissan Green Program 2016 (NGP2016) goal of a 35% improvement from fiscal year 2005 (as measured by fuel efficiency standards in the Japanese, North American, European and Chinese markets).



 GRI G3 Indicators
 ▶ G4-EN7/G4-EN27

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Top Fuel Economy Models

	Unit		(FY) 2013
Global	km/L (JC08)	Moco 0.66L 2WD + Stop/Start System	30.0
Best selling model	mpg	Altima/Teana 2.5L 2WD	42.0
Japan(excl. light vehicle)	km/L (JC08)	Note 1.2L 2WD w/Super Charger + Stop/Start System	25.2
Japan(incl. light vehicle)	km/L (JC08)	Moco 0.66L 2WD + Stop/Start System	30.0
Europe	gCO ₂ /km	Note 1.5L dCi + Stop/Start System	95.0
U.S.	mpg	Versa 1.6L 2WD	48.5
China	L/100km	Sunny 1.5L 2WD	5.8

Only models with an internal combustion engines are listed, and the 100% electric Nissan LEAF is excluded. From fiscal year 2013, fuel economy in Japan is shown in JC08 mode.



▶▶ GRI G4 Indicators
▶▶ G4-EN7/G4-EN27

ENERGY SAVINGS THROUGH ULTRACOMPACT MOBILITY

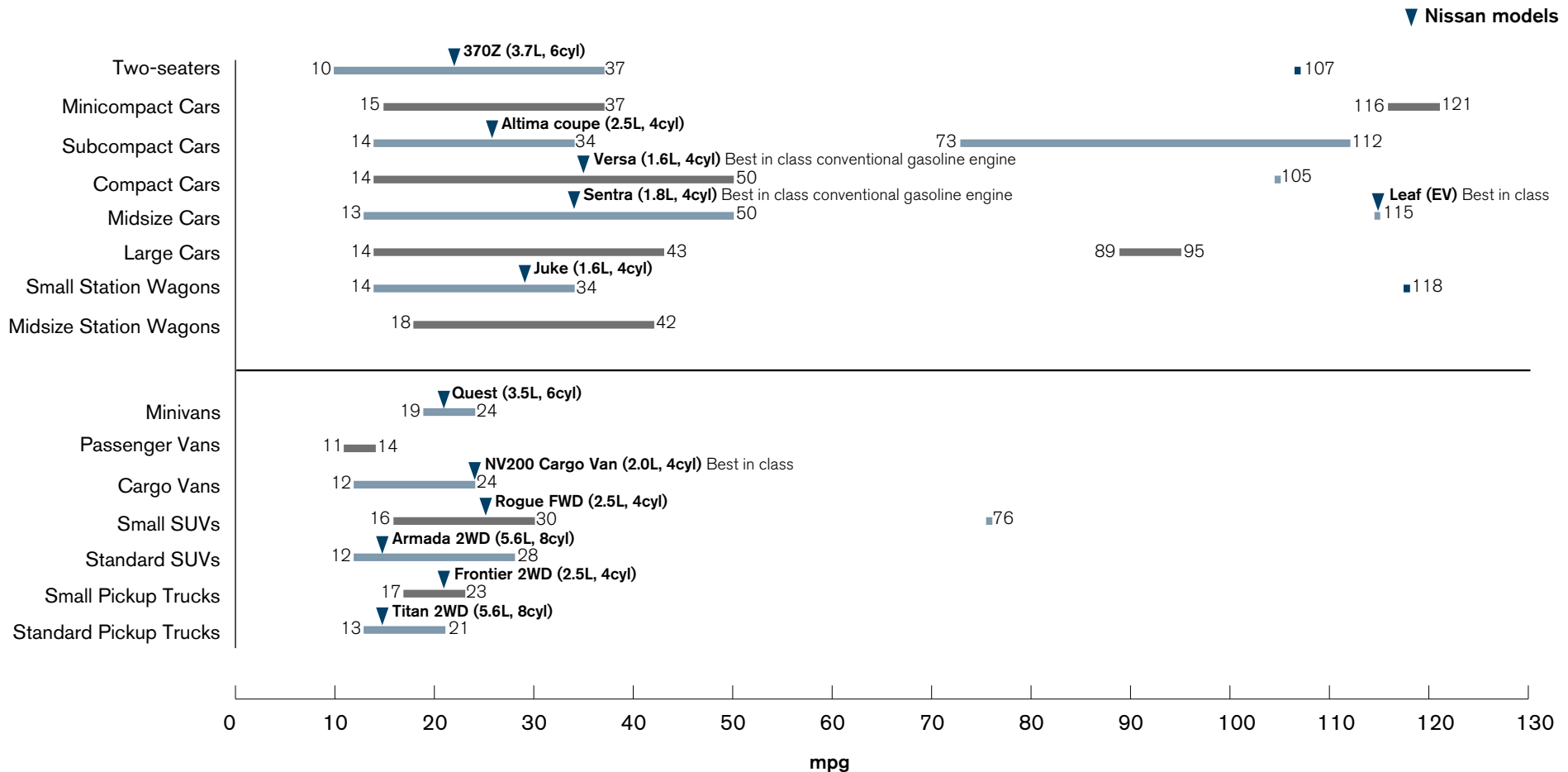
The Nissan New Mobility Concept enables efficient use of energy and realization of smooth traffic flow. This two-seat, ultracompact, lightweight vehicle, used in the car sharing program “Choimobi Yokohama,” consumed only 12,796 kWh last year, significantly less compared to a normal car.

Nissan is cosponsoring the city of Yokohama's Y-Green Partner program for wind power generation in Japan. From fiscal year 2013, by allocating purchased green power certificates for this program, Nissan is supporting the use of renewable energy in car-sharing operations.

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Fuel Economy Leaders

The *Fuel Economy Guide* published by the U.S. Environmental Protection Agency (EPA) and Department of Energy (DOE) helps buyers to choose the most fuel-efficient vehicle. Based on the *Model Year 2013 Fuel Economy Guide*, the all-electric Nissan LEAF was listed as a leader in Midsize Cars with combined fuel economy of 115 MPGe. Also, the data shows that the Nissan Versa and Sentra were best in class with conventional gasoline engines, and the NV200 Cargo Van was best in class for cargo vans.



Compiled from the *Model Year 2013 Fuel Economy Guide* by the U.S. Environmental Protection Agency (EPA) and Department of Energy (DOE)

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PRODUCT INDICATORS – TECHNOLOGIES

Sales Ratio by Powertrain Type

	Unit	Gasoline-powered vehicles	Diesel-powered vehicles	Natural-gas drive vehicles	Hybrid drive vehicles	Electric drive vehicles
Japan	%	83.0	2.8			
North America	%	97.7	0.2			
Europe	%	46.8	50.5			
Russia	%	94.3	5.7	0.04	2.01	1.08
Brazil	%	80.5	19.5			
China	%	99.7	0.3			
Other	%	82.1	17.8			

Sales of the all-electric Nissan LEAF—the world's best-selling zero-emission car—surpassed 110,000 units in fiscal year 2013. Also, sales of the Serena S-Hybrid improved the ratio of hybrid vehicles.

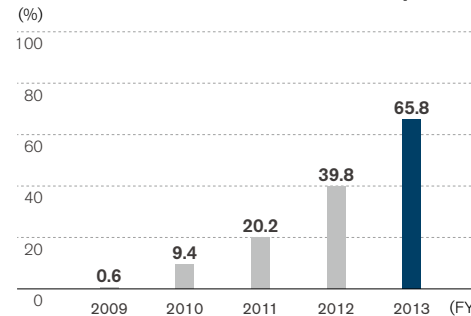


▶▶ GRI G4 Indicators
▶▶ G4-EN27

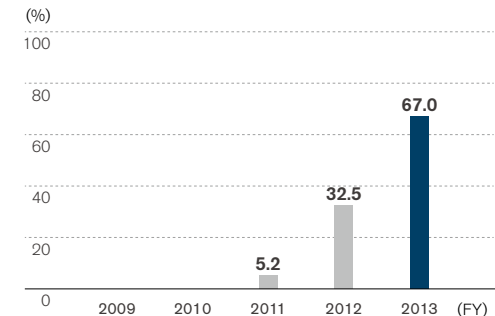
Green Product Innovation

Nissan believes it is important not only to develop and introduce zero-emission vehicles such as electric vehicles and fuel-cell vehicles, but also to improve the fuel economy of engine-powered vehicles. Nissan's PURE DRIVE title is given to vehicles that not only meet existing fuel economy requirements in each market but clear more stringent internal standards which we periodically review in line with societal demands. PURE DRIVE implements innovative environmental technologies that maximize energy efficiency to lower fuel consumption and reduce CO₂ emissions. Cars featuring these technologies are being marketed worldwide.

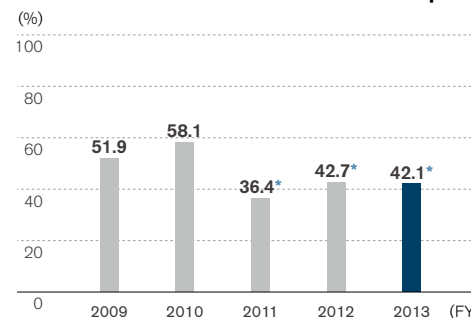
PURE DRIVE Sales Volume Ratio in Japan



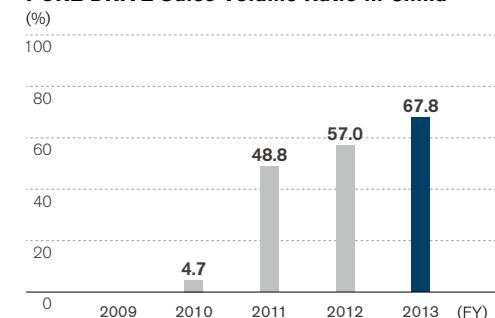
PURE DRIVE Sales Volume Ratio in U.S.



PURE DRIVE Sales Volume Ratio in Europe



PURE DRIVE Sales Volume Ratio in China



* PURE DRIVE vol./Nissan TTL (except Infiniti and EVs)

In fiscal year 2013, mainly due to higher demand for the new Rogue and Versa in the U.S. market and the DAYZ “kei” minicar sales in Japan, the PURE DRIVE introduction improved to nearly twice the level of the previous year. Results from the U.S. market are added from this fiscal year.

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PURE DRIVE was first introduced in Japan and Europe in 2008, and by 2011, it was available in almost all markets worldwide.

Country/Region	2009	2010	2011	2012	2013	2013 PURE DRIVE Line-up
Japan						CIMA, FUGA, LATIO, CUBE, NOTE, MARCH, X-TRAIL, JUKE, SERENA, LAFESTA HS, NV350 CARAVAN, MOCO, DAYZ, DAYZ ROOX
U.S.						CUBE, SENTRA, ALTIMA SEDAN, ALTIMA COUPE, JUKE, PATHFINDER, ROGUE, VERSA NOTE
Europe						NV200, NOTE, JUKE, NEW MICRA, NEW QASHQAI, PIXO, Q50 SEDAN, QASHQAI
China						SUNNY, TIIDA, SYLPHY, TEANA, LIVINA
Certain Regions of Asia/Oceania						MARCH, SYLPHY, SERENA, JUKE, ALMERA, PULSAR, TEANA
Certain Regions of Latin America						MARCH, CUBE, JUKE, QASHQAI, SENTRA, SYLPHY, TEANA, VERSA, NOTE, TIIDA SEDAN

 GRI G4 Indicators
 ▶ G4-EN27

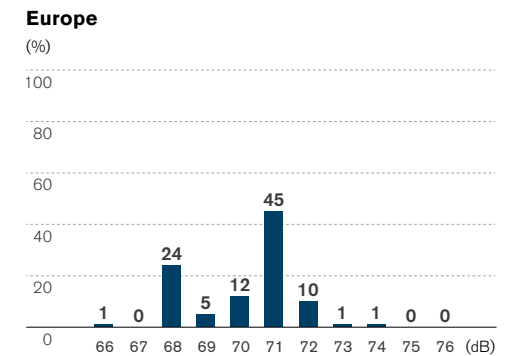
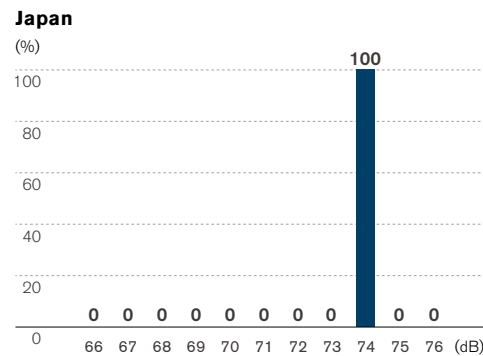
PRODUCT INDICATORS – OTHER EMISSIONS

		(FY)
Japan SU-LEV	Unit	2013
Europe Euro 5	%	98
U.S. U-LEV/SULEV/ZEV	%	100
China National 4	%	93
	%	100

While Nissan has zero-emission vehicles, the ultimate clean car, in its portfolio, the company endeavors to make the entire fleet as clean as possible by reducing exhaust emissions. Nissan has introduced vehicles that comply today with each region's or country's more stringent future emission regulations. Due to differences in regulations, there is no direct way to compare by region or country, but this shows the percentage of Nissan's fleet in each location produced to the strictest standards of that region or country. The National 5 (Euro 5 equivalent) standard is applied in some regions of China; Nissan's vehicles marketed there are 100% compliant.

 GRI G4 Indicators
 ▶ G4-EN27

Share of Noise Emissions



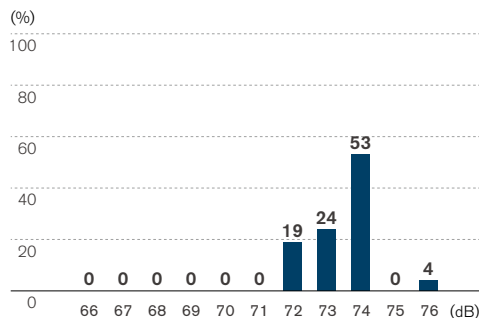
	CONTENTS	INTRODUCTION	CEO MESSAGE	BLUE CITIZENSHIP: NISSAN'S CSR	RENAULT-NISSAN ALLIANCE	CSR DATA	THIRD-PARTY COMMENT
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Noise emissions are shown by the noise produced by the acceleration of vehicle in accordance with each national regulation. Only complete, built-up imported models are shown for Europe and China data.



▶▶ GRI G4 Indicators
▶▶ G4-EN27

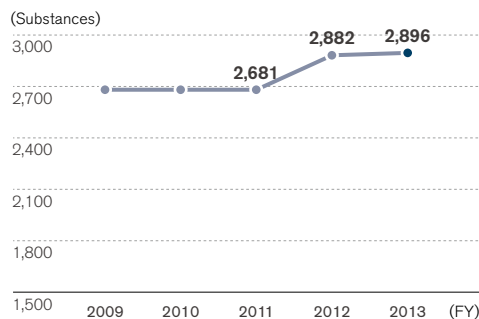
China



Regulated Chemical Substances

In 2007, Nissan created a unified global approach to reducing environment-impacting substances. Since then the company has enhanced management of these substances and advanced plans to reduce or to replace their use. Through communication with NGOs, Nissan restricts usage of substances that have potential to be hazardous, that are thought to have a high risk of falling into this category or that have been identified as potential threats even if they are not covered by laws and regulations in each country where it does business. As defined in the Nissan Engineering Standard (NES) titled "Restricted Use of Substances," these substances are banned or subject to controls in line with this approach. Nissan is working to apply this standard from the early development phase onward to the modules, raw materials and service parts that go into all Nissan vehicles. In fiscal year 2013, the NES was revised to include total of 2,896 substances. Added substances are based on the Global Automotive Declarable Substance List (GADSL), which is the result of the efforts of the global automotive, automotive parts supply and chemical/plastics industries.

Defined Chemical Substances



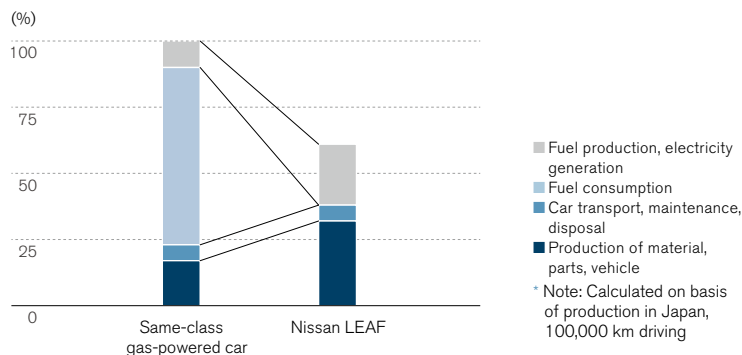
▶▶ GRI G4 Indicators
▶▶ G4-EN27

PRODUCT INDICATORS – LIFECYCLE ASSESSMENTS (LCAs)

Lifecycle Assessment to Reduce Environmental Impact

Nissan uses the lifecycle assessment (LCA) method to evaluate and comprehensively assess environmental impact in all stages of the vehicle lifecycle, from resource extraction to production, transport, customer use and vehicle disposal. The company also carries out LCAs for new technologies as they are introduced.

CO₂ Emissions over Vehicle Lifecycle for Nissan LEAF*

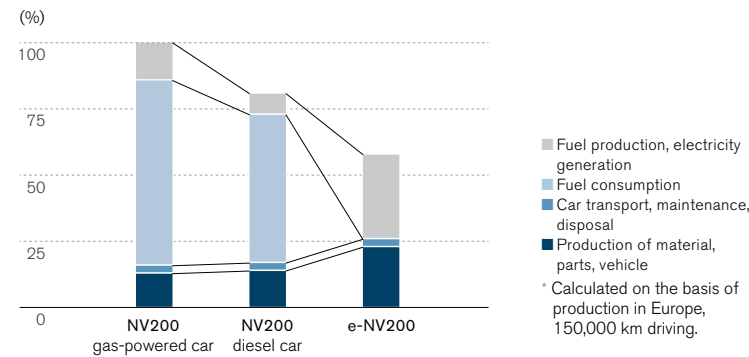


Company calculations show that Nissan LEAF reduces CO₂ emissions by up to 40% over its lifecycle compared to gasoline-powered vehicles of the same class. This assessment was certified by a third-party LCA assessment organization, the Japan Environmental Management Association for Industry.

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Nissan has also obtained LCA methodology certification from TÜV Rheinland and calculated LCAs for the e-NV200. Calculations show that electric vehicles reduce CO₂ emissions by up to 40% over their lifecycle compared to equivalent gasoline-powered vehicles and by 30% compared to diesel-powered vehicles.

CO₂ Emissions over Vehicle Lifecycle for e-NV200*



Electric vehicles' unique parts, such as their batteries, show relatively higher CO₂ emissions compared to those for ICE vehicles at the manufacturing stage. But in fuel production, electricity generation and energy use, the higher energy efficiency of electric vehicle leads to lower CO₂ emissions.

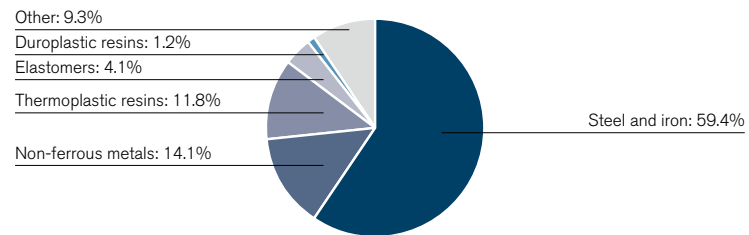
Nissan is making efforts to reduce CO₂ emissions in manufacturing by improving the yield ratio of materials, using more efficient manufacturing processes and increasing the use of recycled materials. Nissan also continues to pursue technology development on electric powertrains, power savings on ancillary devices and the use of renewable energy to reduce CO₂ emissions over the entire EV lifecycle. In the end-of-life stage, used batteries can be utilized for energy storage to contribute to comprehensive CO₂ emission reduction in society.

PRODUCT INDICATORS – MATERIALS, RECYCLING

Material Ratio

Nissan is increasing the use of renewable resources and recycled materials in addition to the traditional approach of using resources more efficiently to reduce reliance on them. The company's efforts with respect to recycled materials are based on the thought that once a natural resource is extracted, it should continue to be used, while maintaining quality, to minimize environmental impact. Nissan has set a target of increasing the recycled material usage ratio per new vehicle for which production begins in fiscal year 2016 by 25% in Japan, the United States and Europe.

Pie data shown here represents the status of fiscal year 2013.

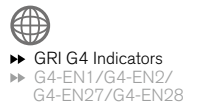


Recycling

Nissan has defined a long-term goal of maintaining global usage of these natural resources at 2010 levels through 2050.

Toward this end, Nissan is presently researching ways to increase the recovery rate further in order to reclaim and reuse valuable materials from end-of-life vehicles (ELVs). As of fiscal year 2013, company calculations showed that Nissan had achieved a recovery rate of 99.5% in Japan.

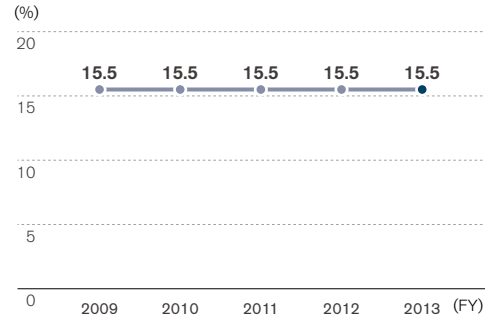
From the early development stage, Nissan considers the use of highly recyclable materials and makes structural improvements for ease of recycling. Since the Note, launched in 2005, all new models have achieved a 95% or greater recyclability rate based on the national regulations on ELVs in regions such as Europe, Japan and Korea.



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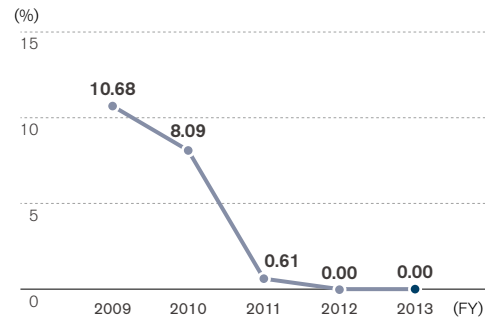
Ratio of recycled plastic to total plastic was calculated based on the bestselling model in Europe. Recycled plastics use in fiscal year 2013 was 15.5%.

Recycled Plastic Usage in Vehicle



Based on the Automobile Recycling Law in Japan, Nissan calculated the ratio of landfill to residue after removing ferrous and non-ferrous metals from ELVs. Nissan achieved a zero landfill ratio in fiscal year 2013 by enhancing recycling capability through acquiring additional facilities that comply with the law.

Automotive Shredder Residue to Landfill Ratio



▶▶ GRI G4 Indicators
 ▶▶ G4-EN2/G4-EN27

PRODUCT INDICATORS – ELV PROGRAMS

ELV Programs

Nissan has joined forces with other automotive companies to promote the recycling of ELVs through dismantling and shredding. In fiscal 2012, the program in Japan achieved a final recovery ratio for ELVs of 99.3% (actual value), at the same time reducing the amount of automotive shredder residue (ASR) related landfill and incineration disposal to zero based on the calculation method provided by the Japanese government.

This program consists of three phases: First, any Nissan ELVs entering the dismantling process are recycled, including flat steel, cast aluminum, bumpers, interior plastic parts, wire harnesses and precious rare earth metals. Second, specific items such as lithium-ion batteries are collected individually and directed to a dedicated recycling process. Third, residues from the dismantling process are shredded and collected at a dedicated facility.

Since 2004, Nissan and seven other Japanese auto manufacturers have promoted this facility to recycle ASR. Aligned with the Automobile Recycling Law in Japan, this serves as an integral part of a system to recycle ASR effectively, smoothly and efficiently. Nissan is a team leader of this alliance.

Another activity is Nissan's take-back system for ELVs in Europe. This network of Authorized Treatment Facilities was developed for individual countries in collaboration with contracted dismantlers, contracted service providers and governments to be aligned with the European ELV directive.

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ASSURANCE AND EXTERNAL RATINGS

Third-Party Assurance



Independent Practitioner's Limited Assurance Report on Sustainability Report 2014

To Mr. Toshiyuki Shiga,
Representative Director, Nissan Motor Co., Ltd.

We have undertaken limited assurance engagement of the information marked (*) (the "Selected Information") in the Nissan Sustainability Report 2014 (the "Report").

We have not performed any procedures with respect to other information in the Report and, therefore, no conclusion is expressed on such information.

Management's responsibilities

Nissan Motor Co., Ltd. (the "Company") is responsible for the preparation of the Selected Information in accordance with the Basis of Calculation of CO2 Emissions Subject to Third Party Assurance (the "Reporting Criteria"), which is available on the Company's website¹. The Company's responsibility includes the design, implementation and maintenance of internal control, relevant to the preparation of the Selected Information that is free from material misstatement, whether due to fraud or error.

Our Independence and Quality Control

We have complied with the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which includes independence and other requirements founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

In accordance with International Standard on Quality Control 1, we maintain a comprehensive system of quality control including documented policies and procedures with respect to compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Understanding reporting and measurement methodologies

The Selected Information should be read and understood together with the Reporting Criteria. As outlined in the Reporting Criteria, the quantification of greenhouse gas emission is subject to various inherent uncertainties.

The absence of a significant body of established practice on which to base the evaluation and measurement of non-financial information allows for different, but acceptable, measurement techniques. The nature of non-financial information, and the techniques and precision used to determine and evaluate it, can result in materially different measurements. This may affect comparability between different entities and periods of time. The Reporting Criteria used is applicable as at March 31, 2014.

Our Responsibility

Our responsibility is to express a limited assurance conclusion on the Selected Information based on the procedures we have performed and the evidence we have obtained. Depending on the type of information, we conducted our limited assurance engagement in accordance with:

- International Standard on Assurance Engagements 3410, Assurance Engagements on Greenhouse Gas Statements ("ISAE 3410") for Scope 1 and 2 greenhouse gas emission information.
- International Standard on Assurance Engagements 3000, Assurance Engagements other than Audits and Reviews of Historical Financial Information ("ISAE 3000" revised December 2003) for other information in the Selected Information.

These standards require that we plan and perform this engagement to obtain limited assurance about whether the Selected Information is free from material misstatement.

A limited assurance engagement undertaken in accordance with ISAE 3000 and 3410 involves assessing the suitability in the circumstances of the Company's use of the Reporting Criteria as the basis for the preparation of the Selected Information, assessing the risks of material misstatement of the Selected Information whether due to fraud or error, responding to the assessed risks as necessary in the circumstances, and evaluating the overall presentation of the Selected Information. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the

¹ The maintenance and integrity of the Company's website is the responsibility of Company management. Our engagement did not consider matters relating to the maintenance and integrity of the Company website. Accordingly, we accept no responsibility for any errors or changes to Selected Information or Reporting Criteria when presented on the website.

risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

The procedures we performed were based on our professional judgment and included inquiries, observation of processes performed, inspection of documents, analytical procedures, evaluating the appropriateness of quantification methods and reporting policies, and agreeing or reconciling with underlying records.

The procedures we performed included:

- inquiry with relevant Company management;
- evaluating the suitability of the Reporting Criteria as the basis for preparing the Selected Information;
- assessing the risk of material misstatement in the Selected Information due to fraud or error;
- visiting the Company headquarters and two manufacturing sites, selected on the basis of their inherent risk and materiality to the Company, to understand the processes and controls over the recording, collation, measurement and reporting of the Selected Information at those locations;
- performing selected limited testing at the Company headquarters and in connection with twenty manufacturing sites over the recording, collation, measurement and reporting of the Selected Information; and
- evaluating the overall presentation of the Selected Information.

The procedures performed in a limited assurance engagement vary in nature from, and are less in extent than for, a reasonable assurance engagement. As a result, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement. Accordingly, we do not express a reasonable assurance opinion about whether the Selected Information has been prepared, in all material respects, in accordance with the Reporting Criteria.

Limited Assurance Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Selected Information is not prepared, in all material respects, in accordance with the Reporting Criteria.

PricewaterhouseCoopers Sustainability Co., Ltd.
PricewaterhouseCoopers Sustainability Co., Ltd.
June 5, 2014
Tokyo, Japan

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[Remarks] Basis of calculation for CO₂ emissions subject to third-party assurance

- CO₂ emissions from production sites: Calculated based on Nissan internal standards. The energy use data of each site is based on invoices from suppliers, which are multiplied by a CO₂ emissions coefficient publicly available for each production site.
- CO₂ emissions resulting from employees' commute: Calculated based on the GHG Protocol Scope 3 Standard. Specifically, the annual CO₂ emissions resulting from each employee's commute is calculated using a standard unit of measurement announced by Japan's Ministry of Economy, Trade and Industry, Ministry of the Environment, and Ministry of Land, Infrastructure, Transport and Tourism. This figure is calculated on the basis that employees working at Global Headquarters commute by bus and others employees use cars that are vehicles designated by Nissan, based on the data they submit when applying for transportation allowances. This is multiplied by the number of employees at each facility or office.
- CO₂ emissions from the use of sold products: Calculated using the average regional CO₂ emissions per vehicle multiplied by estimated average lifecycle mileage and multiplied by fiscal year 2013 sales volumes. The average CO₂ emissions for the use phase (including direct emissions only) per unit are calculated for each of our main regions (Japan, North America, EU and China) and extrapolated from average emissions of these markets for other markets. The Sustainable Mobility Project (SMP) model issued by the International Energy Agency was used to determine estimated average lifecycle mileages.
- Scope 3 emissions figures are estimates subject to varying inherent uncertainties.

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GRI index (Environment)

Section	Index	Reference
G4-EN1	Materials used	120, 137
G4-EN2	Percentage of recycled materials	137, 138
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