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ENVIRONMENT	SAFETY	PHILANTHROPY	QUALITY	VALUE CHAIN	EMPLOYEES	ECONOMIC CONTRIBUTION	CORPORATE GOVERNANCE & INTERNAL CONTROL

## NISSAN'S CSR STRATEGIES AND MANAGEMENT

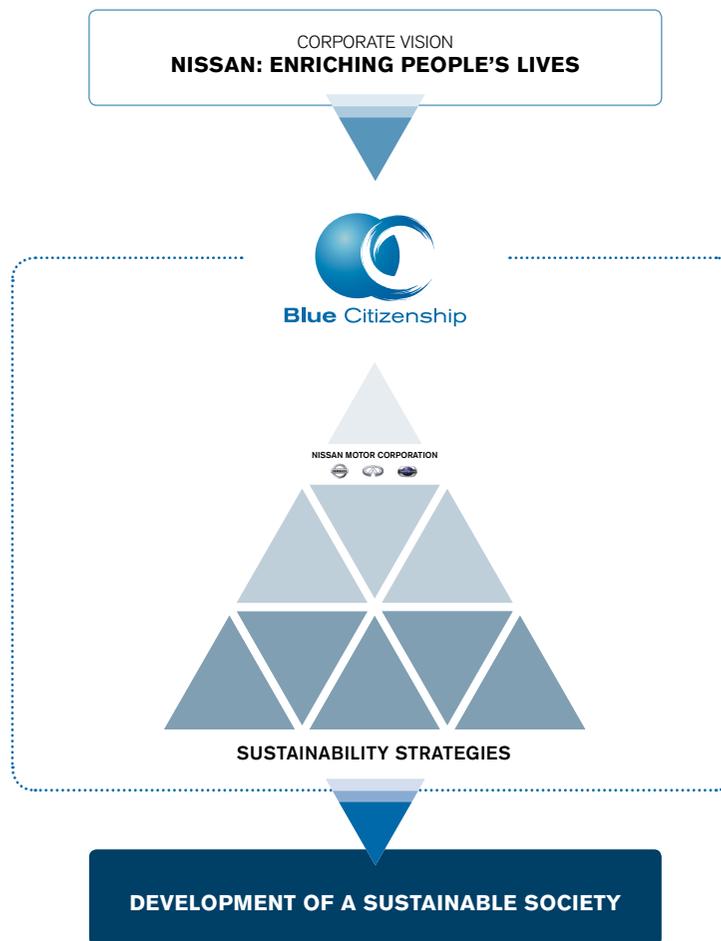
In addition to delivering growth with sustainable profits, Nissan seeks to contribute to the sustainable development of society. To this end, the company pays close attention to its diverse range of stakeholders, working with them as it pursues activities that meet society's needs.

### NISSAN'S CSR VISION

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

As a leading global automaker, Nissan also seeks to contribute solutions to humanity. The company is committed to all of its stakeholders—including customers, shareholders, employees and the communities where it does business—in delivering engaging, valuable and sustainable mobility for all. Through its business activities, Nissan aims not only to create economic value but also to actively contribute to the sustainable development of society.

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



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

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**MATERIALITY ASSESSMENT**

Nissan's strategies to realize its CSR vision come from the highest levels of the company. Top management discusses key societal themes to prioritize the issues that Nissan, across all Group companies, must address as a global automobile manufacturer. This process provides the basis for the development of a Materiality Matrix, built on a materiality assessment of sustainability issues relevant to the business and analysis of the company's underlying opportunities and challenges.

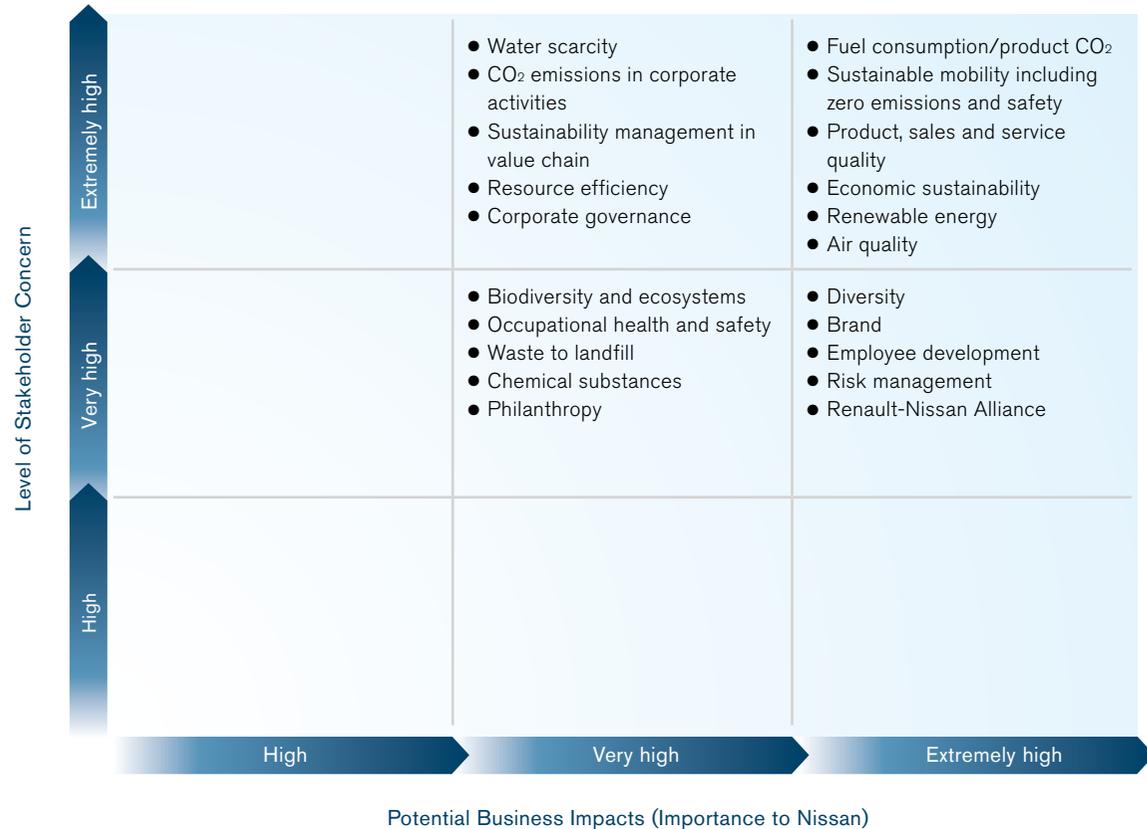
In fiscal 2014, Nissan focused on verifying the Materiality Matrix developed in fiscal 2013. This report includes a new section, "Working Toward a Sustainable Mobility Society," which provides information about Nissan's efforts toward the realization of such a society—one of the most material aspects identified in the Materiality Matrix. In fiscal 2014, Nissan also began discussing future management strategies based on the findings of the materiality analysis. Through a robust discussion process, Nissan pursues a balance between the sustainable development of society and its own profitable growth.



Working Toward a Sustainable Mobility Society

▶▶ page\_05

Materiality Matrix 2015

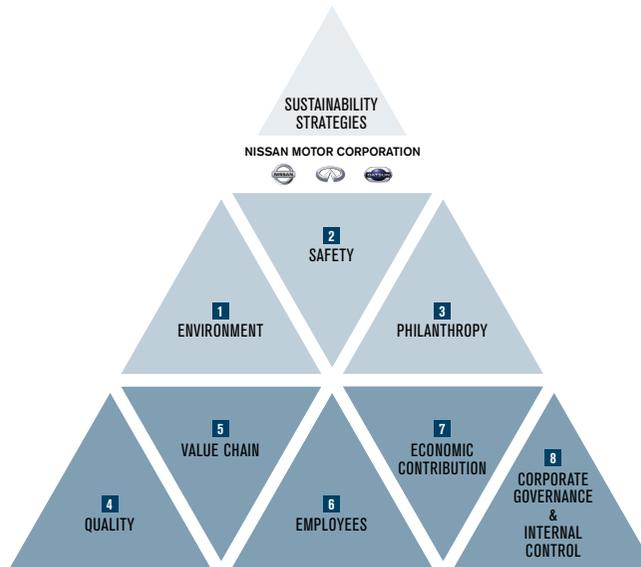


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## SUSTAINABILITY STRATEGIES

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

### Nissan's Eight Sustainability Strategies



#### 1 ENVIRONMENT

Nissan aims to lead a social transformation aimed at bringing about a sustainable mobility society by reducing vehicles' environmental impact throughout their lifecycle and expanding the lineup of effective green products and technologies.

#### 2 SAFETY

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

#### 3 PHILANTHROPY

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

#### 4 QUALITY

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

#### 5 VALUE CHAIN

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

#### 6 EMPLOYEES

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

#### 7 ECONOMIC CONTRIBUTION

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

#### 8 CORPORATE GOVERNANCE & INTERNAL CONTROL

Nissan aims to conduct fair, impartial and efficient business activities, having a high degree of transparency and consistency by adhering to the applicable laws and corporate rules.

## CSR MANAGEMENT

### Company Organization for CSR

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

The Executive Committee, Nissan's top decision-making body, is responsible for setting goals and confirming progress across the eight sustainability strategies and for managing CSR activities in a comprehensive way throughout the company. It defines the overall course and the measures to be taken toward achieving the company's sustainability goals. The Executive Committee includes 10 members directly involved in company management, from the executive vice president level up, and meets monthly, enabling it to reach speedy, focused decisions. In July 2014, Nissan raised issues and confirmed future action plans relating to sustainability within the company at an executive-level management meeting. By closely linking CSR actions and business operations, Nissan is pursuing an approach to corporate management that consistently aligns the twin goals of (1) sustainable profit and growth for the company and (2) sustainable development for society.

### Nissan's CSR Decision-Making Process

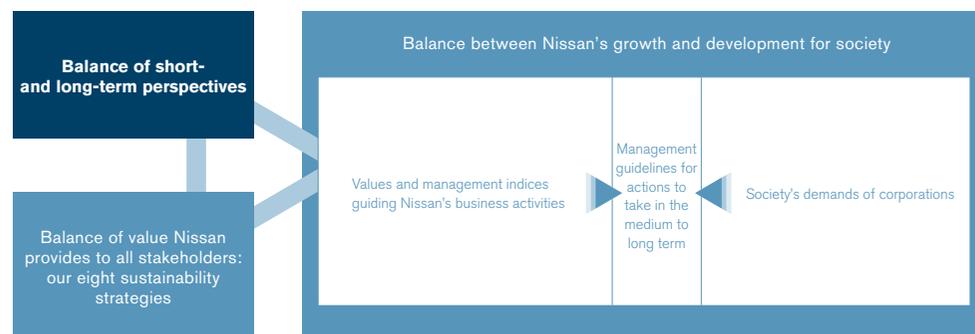


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**Nissan's CSR Scorecard**

Nissan makes year-round use of the CSR scorecard as a core tool for monitoring and reviewing its progress. The vertical axis of the scorecard lists the eight sustainability strategies to check balances among stakeholders. The horizontal axis represents the points of intersection between the direction of Nissan's growth and that of society's development. The aim is to balance short- and long-term perspectives, achieving equilibrium between the two axes. Each year Nissan publishes the scorecard in this Sustainability Report. In fiscal 2014, the company modified the scorecard to facilitate stakeholder understanding of its sustainability performances.

Nissan's CSR Scorecard



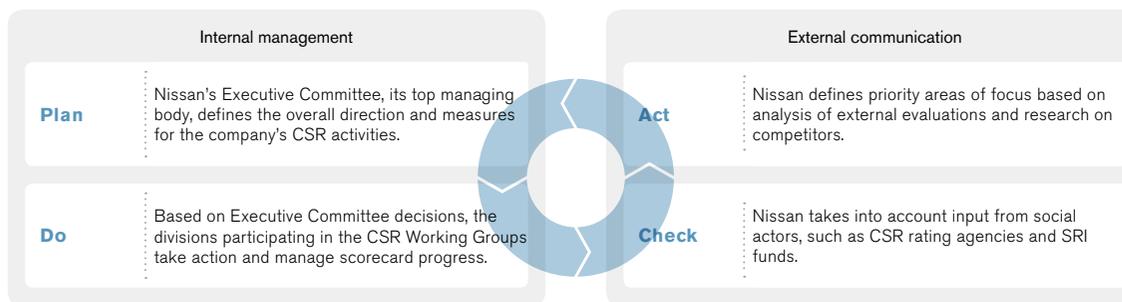
Click below for the latest scorecard's sections on Nissan's eight strategies.

Environment	▶▶ page_21
Safety	▶▶ page_48
Philanthropy	▶▶ page_57
Quality	▶▶ page_65
Value Chain	▶▶ page_73
Employees	▶▶ page_80
Economic Contribution	▶▶ page_95
Corporate Governance & Internal Control	▶▶ page_100

**PDCA Cycle to Promote CSR**

The PDCA (plan, do, check, act) cycle is a fundamental part of Nissan's CSR activities. Following Executive Committee decisions on the overall direction for these activities, the company manages progress using the CSR scorecard. In its actions the company incorporates the views of stakeholders throughout society, as well as analyzing external trends, reflecting these in future plans. In fiscal 2014, Nissan focused on the inputs of CSR actors and external trends, verified its materiality assessment within the company and began applying the findings to management strategies.

PDCA Cycle



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**Communicating CSR Activities Internally**

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

The company includes CSR-related sessions in training for new employees and newly promoted managers with a website titled "Blue Citizenship: Nissan's CSR," part of WIN (Workforce Integration @ Nissan), and the employee intranet system, used to report on Nissan's activities and share a range of general information on CSR.

**Dialogue with Stakeholders**

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

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

**Nissan's Stakeholders and Engagement Opportunities**



Click below for more information on stakeholder engagement.

Customers	▶▶ page_ 66
Employees	▶▶ page_ 79
Suppliers and Dealers	▶▶ page_ 72
Shareholders and Investors	▶▶ page_ 98
Governments, Industrial Associations and Business Partners	▶▶ page_ 05
NGOs and NPOs	▶▶ page_ 56
Local Communities	▶▶ page_ 62
Future Generations	▶▶ page_ 59

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

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## RESPECTING HUMAN RIGHTS

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

 Click below for more details about Nissan's guidelines.

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

Diversity >>> page\_ 82

Internal reporting system >>> page\_105

Initiatives at sales companies >>> page\_ 78

## PARTICIPATION IN GLOBAL INITIATIVES

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

### Nissan as a Responsible Global Citizen

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

Nissan's CSR management aims to enhance the full range of the company's activities based on these 10 principles.



WE SUPPORT

 [website](#) | Click here for more information on the U.N. Global Compact.

### The World Business Council for Sustainable Development

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

Nissan is also participating in the WBCSD Sustainable Mobility Project 2.0, launched in 2013. Together with 14 other mobility-related companies and in consultation with local authorities in six model cities around the world, Nissan is working to identify the key challenges and constructing a roadmap for achieving sustainable mobility.

 [website](#) | Click here for more information on the WBCSD.

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**EXTERNAL ASSESSMENT**

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



**Dow Jones Sustainability Asia/Pacific Index**

The Dow Jones Sustainability Index (DJSI) is an SRI index developed by S&P Dow Jones Indices LLC (U.S.) and RobecoSAM AG (Switzerland). Nissan was selected as a member of the DJSI Asia/Pacific Index again in 2014. Nissan has been a member since the Asia/Pacific Index was established in 2009.

▶ website | [Click here for more information on the Dow Jones Sustainability Indices.](#)



**RobecoSAM Sustainability Yearbook 2015**

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

▶ website | [Click here for more information on the RobecoSAM Sustainability Yearbook 2015.](#)



**FTSE4Good**

**FTSE4Good Index Series**

Nissan continues to be a constituent of the FTSE4Good Index, an ESG Equity Index Series of FTSE, after its 2014 review.

▶ website | [Click here for more information on the FTSE4Good Index Series.](#)



**CDP Climate Change Program**

In the CDP Climate Change Program survey, announced in October 2014, Nissan achieved a perfect score of 100A. Its successful efforts to reduce exhaust emissions earned it an A rating for performance, as well as being listed in the Climate Performance Leadership Index for the second consecutive year. Nissan was also recognized in the Climate Disclosure Leadership Index for its highly transparent information disclosure and for setting absolute targets for overall greenhouse gas emission reduction by 2050.



**Morningstar SRI**

Nissan has been selected for inclusion in the 2015 MS-SRI (Morningstar Socially Responsible Investment Index), a Japanese SRI index managed by financial information services firm Morningstar Japan K.K.



**TSE Selection as "Nadeshiko Brand"**

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

▶ page\_88 | [Click here for more information on awards for diversity.](#)

**Interbrand's Best Global Green Brands 2014**

Nissan ranked fourth in Interbrand's Best Global Green Brands 2014 after placing fifth in 2013. The results were announced in June 2014.

**Nikkei Environmental Management Survey**

Nissan ranked fifth in the manufacturing sector and second among automakers in the 18th Nikkei Environmental Management Survey. Nikkei Inc. announced the results in January 2015, giving Nissan top ratings for its environmentally friendly vehicle initiatives and environmental management systems.

**Toyo Keizai CSR Ranking**

Nissan ranked fifth in Toyo Keizai Inc.'s ninth CSR Ranking, announced in March 2015.