

Nissan's Approach to CSR

Guided by the vision of Enriching People's Lives, Nissan seeks to create value through the provision of its products and services and to contribute to sustainable social development through all its global activities. To this end, we listen carefully to the concerns of stakeholders around the world, working together with them as we pursue activities that meet society's needs.

Our Idea of CSR

Nissan aims for both sustainable, profitable growth and sustainable social development. The task of balancing the two has made it important to incorporate CSR concepts into our management. Our belief is that strengthening CSR initiatives will help forge relationships of trust with our customers, business partners and other stakeholders.

In its pursuit of CSR-based management, Nissan views three balances as key. First is the balance between short- and long-term perspectives. Faced with a range of challenges, we must make business decisions from a balanced viewpoint taking both short- and long-term concerns into account. Second is the balance between growth and societal development. Rather than pursuing only our own profit, we heed society's concerns and seek mutual sustainable development. And third is the balance of value provided by Nissan to all stakeholders. We take care to provide value to all categories of stakeholder, rather than prioritizing certain ones.

At Nissan, we use CSR as a process-management tool in the pursuit of these three balances in our various fields of business.

Balancing Profitable Growth with Sustainable Development



Three Balances We Pursue

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| 1. A balance between short- and long-term perspectives | 2. A balance between corporate growth and societal development | 3. A balance of value provided by the company to all its stakeholders |
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Our CSR Management

We have defined our approach to CSR management by establishing the Nissan CSR Policy and eight key areas of focus for efforts in this field. We have also set up a CSR Steering Committee, composed of 20 midlevel managers of the sections involved with those areas, as a means of organizing and tracking developments in each field across the company. (The committee was unable to meet in fiscal 2010 because of the impact of the March 11, 2011, Tohoku earthquake and tsunami.)

Nissan strives to conduct its business in a way that aligns corporate activities with the demands of society, while taking into careful consideration the views of many stakeholders. At the core is our stance of listening to the voices of society and identifying the seeds of both opportunity and risk. The framework for this plan is built around the PDCA, or "plan, do, check and act," cycle shown below.

Our Vision Nissan: Enriching People's Lives

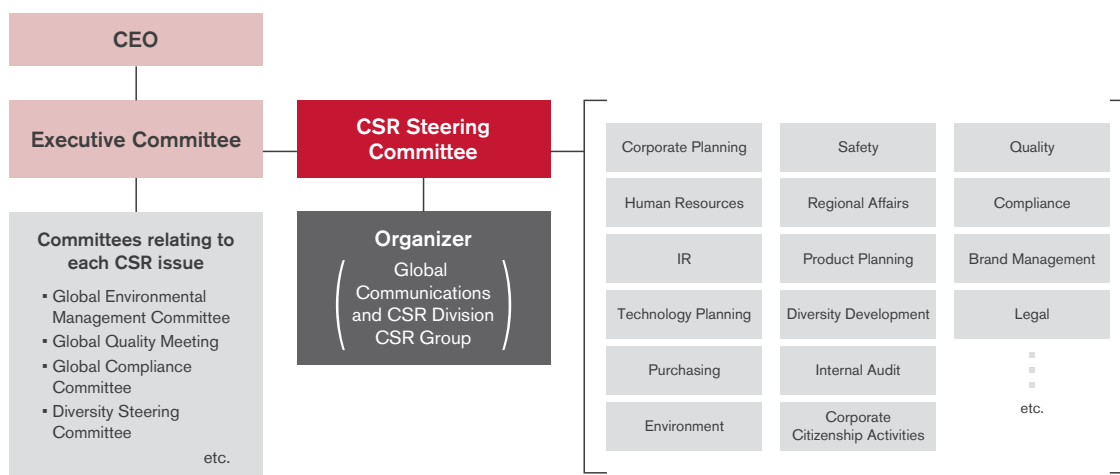
Our Mission Nissan provides unique and innovative automotive products and services that deliver superior measurable values to all stakeholders in alliance with Renault.

Our Business Principles The Nissan Way: "The power comes from inside"
The focus is the customer, the driving force is value creation and the measurement of success is profit.

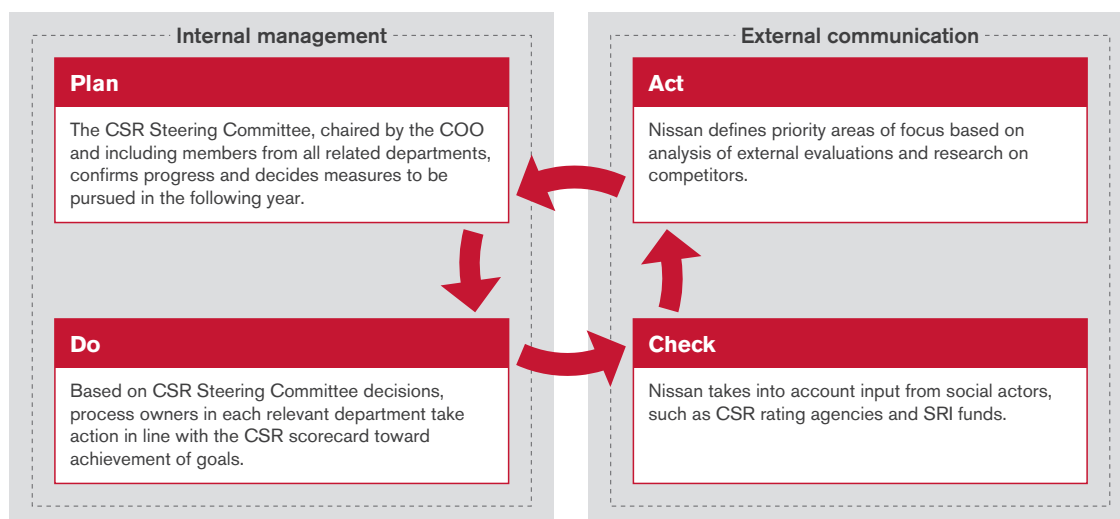
Our CSR Policy

- Ethical conduct, strong corporate governance with a high degree of transparency and a clear focus on diversity are the foundation for all our activities worldwide.
- We aim for the sustained profitable growth of the company, and at the same time contribute proactively to the sustainable development of mobility and society.
- We will listen to, and work with, our stakeholders around the world and create trust, opportunity and long-term sustainable value.

CSR Steering Committee Organization



PDCA Cycle to Promote CSR at Nissan



Defining Our Key Areas and Advancing CSR in Focused Ways

As a global automaker, Nissan specifies eight key areas of focus for its CSR efforts. Each area is indispensable to Nissan's continued viability as a corporation that society trusts and needs. At the same time, we forge even stronger bonds of trust by providing society with added value. Nissan listens to social concerns regarding each of the eight areas, working to swiftly grasp opportunities and risks in each of them as a means of continually improving its business.

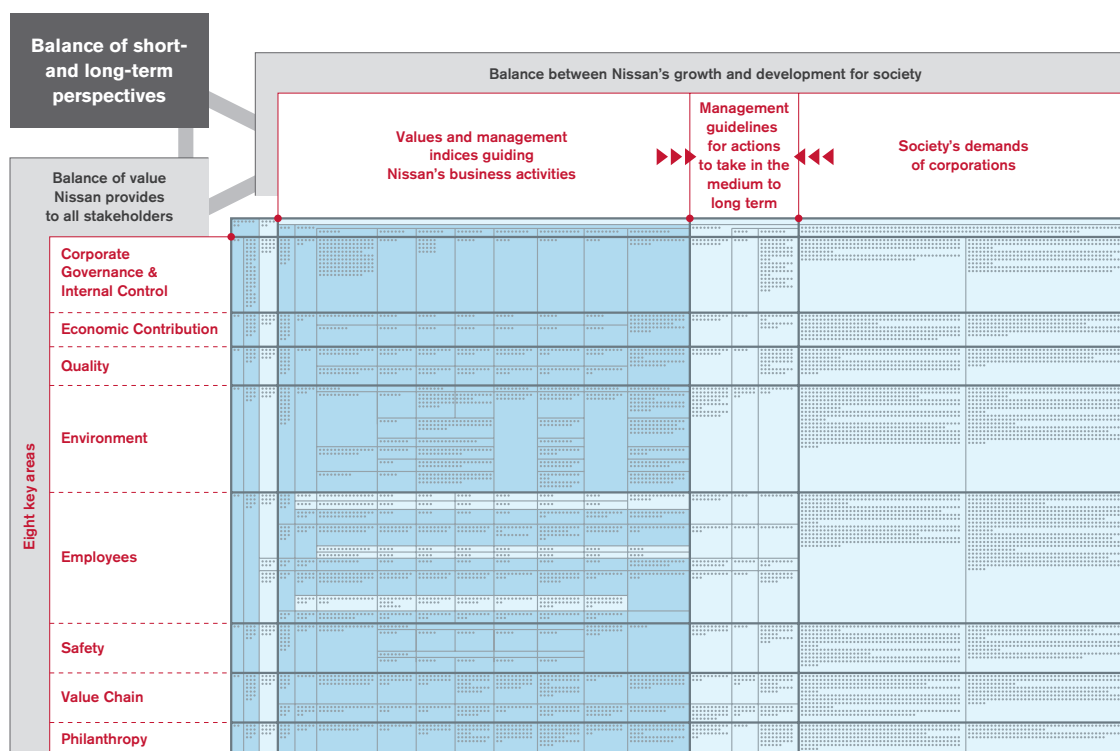
Eight Key Areas for CSR



Nissan's CSR Scorecard

Nissan makes year-round use of the CSR scorecard as a fundamental tool for monitoring and reviewing its progress and for bringing the three balances into clearer focus. On its vertical axis we list the eight key areas to check the balance between stakeholders. The horizontal axis, meanwhile, represents the points of intersection between the direction of Nissan's growth and that of society's development. Our aim is to balance short- and long-term perspectives, based on equilibrium between the two axes. Each year we revise the scorecard in line with our progress and release it to the public. (See pp. 103–107 for our scorecard.)

Nissan's CSR Scorecard



Communicating Nissan's CSR Activities Internally

In addition to sharing information with the public via the Sustainability Reports and online, Nissan has long been committed to communication inside the company. We have enhanced this internal communication to prompt individual employees to consider their connection to CSR and translate this into concrete action. Specifically, in December 2010, we published and uploaded to our website the *Nissan CSR Handbook 2010*, which clearly explains the company's CSR stance. The printed version of the handbook was distributed to all Nissan employees in Japan. Nissan holds CSR Caravan study meetings at individual departments and divisions as a means of deepening awareness. Nissan's CSR Headline site, located on our WIN (Workforce Integration @ Nissan) intranet, introduces the company's own activities and provides a wide variety of CSR-related information.



Nissan CSR Handbook 2010 is available for download from our website.

<http://www.nissan-global.com/EN/COMPANY/CSR/LIBRARY/HANDBOOK/2010/>

Future CSR Activities

Nissan will continue promoting its CSR approach by steadily implementing the PDCA cycle to advance CSR not only among management and related divisions but throughout the company as a whole. We will also engage in ongoing dialogue with our stakeholders. The economic climate surrounding the automobile industry remains difficult, but it is our belief that these challenging circumstances in fact give us an opportunity to let people know about Nissan's CSR activities. By energetically communicating these activities, we aim to strengthen our relationship of trust with stakeholders and to build mutual recognition for our respective values.

A Message from the Officer in Charge of CSR Activities



Noriko Ikari

General Manager
CSR Department
Global Communications and CSR Division

A Responsive CSR Approach with a Nissan Touch

As Nissan's business expands, so do the company's influence and responsibility. We are at the same time called upon to respond promptly to unpredictable shifts in our operating environment, such as of the financial crisis touched off by the Lehman Brothers collapse and the massive natural disaster that hit Japan on March 11. In this shifting context, all of us at Nissan are working hard to push forward our CSR initiatives, striving to meet the expectations of our stakeholders and to increase corporate value in a way that reflects the Nissan way of doing business. This is the eighth edition of the Nissan Sustainability Report. We will continue to work to increase transparency and to deepen our stakeholders' understanding of the work we do.

Nissan as a Responsible Global Citizen

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

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

The 10 Principles of the Global Compact

Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and
Principle 2: make sure that they are not complicit in human rights abuses.

Labor Standards

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
Principle 4: the elimination of all forms of forced and compulsory labor;
Principle 5: the effective abolition of child labor; and
Principle 6: the elimination of discrimination in respect of employment and occupation.

Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges;
Principle 8: undertake initiatives to promote greater environmental responsibility; and
Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.



Additional information on the Global Compact is available online.

<http://www.unglobalcompact.org/>

Joining the World Business Council for Sustainable Development

Nissan is a member of the World Business Council for Sustainable Development (WBCSD), an international association of companies with a shared interest in sustainable development based on three pillars of economic growth, environmental preservation and societal fairness.

Some 200 companies from more than 35 countries and 20 major industrial sectors have joined the WBCSD. The Council pursues the following objectives in contributing to industry:

Business Leadership: to be a leading business advocate on sustainable development

Policy Development: to help develop policies that create framework conditions for the business contribution to sustainable development

The Business Case: to develop and promote the business case for sustainable development

Best Practices: to demonstrate the business contribution to sustainable development and share best practices among members

Global Outreach: to contribute to a sustainable future for developing nations and nations in transition



Additional information on the WBCSD is available online.

<http://www.wbcsd.org/>

A Message from the Head of Nissan's Global Disaster Control Headquarters



Toshiyuki Shiga

Chief Operating Officer
Nissan Motor Co., Ltd.

The Time to Fulfill Our Corporate Social Responsibility

Japan suffered horrific damage in the Great East Japan Earthquake disaster of March 11, 2011. I extend my deepest sympathies to those whose lives have been touched by the disaster and pray that reconstruction in the affected areas proceeds as quickly as possible.

Immediately after the disaster, Nissan set up a Global Disaster Control Headquarters. As well as ensuring the safety of all employees, this taskforce has worked to ascertain the level of damage sustained in the disaster—including by our suppliers and sales companies—and has implemented a variety of measures to restore damaged facilities.

Nissan has also been proactive in extending support as a corporate citizen. On the day of the disaster itself, we decided to provide immediate cash assistance. We have made 65 of our Nissan LEAF 100%-electric vehicles available for use in the stricken areas free of charge, as well as 50 Nissan Patrol four-wheel-drive vehicles. Another contribution was our gift to the Japanese Red Cross to match donations raised by employees of the global Nissan Group. To date, Nissan has provided assistance worth a total of ¥430 million. For our employees, there are also special leave arrangements making it easier to take time off to participate in volunteer activities. We will continue to mobilize the strengths of the entire Nissan Group as we continue to do everything in our power to support those affected.

We began repairing our damaged factories soon after the disaster, even before infrastructure had been fully restored and with powerful aftershocks continuing to shake eastern Japan. As a result of concerted efforts by the entire Nissan Group, including valuable support from many other factories, we succeeded in restoring production in all our automobile assembly plants approximately one month after the disaster. The damaged Iwaki Plant also regained its full production capacity on May 17. However, many tasks remain: some of our suppliers have yet to reopen and our supply chain, including overseas factories, has yet to be fully restored. We continue to devote our energies to getting back to full operating capacity as quickly as possible.

In view of the increasingly serious energy shortage, Nissan is doing everything it can to conserve electricity as a company. We also continue to exhort all our employees to do everything they can in this regard.

Now is the time to fulfill our corporate social responsibility. Nissan's recovery and restoration to full operational capacity will have a knock-on effect on the regeneration of Japanese craftsmanship, acting as a driving force to bring renewed vigor and energy to Japan as a whole and the wider world economy.

We can do it, Japan! We can do it, Nissan!

Nissan's Response to the Great East Japan Earthquake

Nissan has been providing a wide range of assistance to hasten the recovery effort in areas in northeastern Japan afflicted by the March 11, 2011, earthquake and tsunami. In addition to providing emergency cash assistance, Nissan has sought to do its part with the products, material and humanitarian aid essential to the recovery. Some major aspects of the assistance from Nissan and its group companies as of this report's publication are as follows.

- ¥30 million donated to the NGO Japan Platform
- 50 Nissan vehicles donated to the U.N. and nonprofit groups to assist their relief activities in the disaster areas (41 vehicles in use as of the end of April)
- Seven vehicles leased free of charge to four NPOs offering on-site assistance in the disaster areas
- 65 all-electric Nissan LEAFs leased free of charge to local governments in the disaster areas where gasoline supplies are lacking
- Needed supplies donated to the disaster areas via the Kanagawa Prefectural government and the Japan Self-Defense Forces, including 700 blankets, 50,000 medical masks and 300 bottles of antiseptic
- ¥120 million donated to the Japanese Red Cross by matching contributions from employees of Nissan Motor Co. and overseas Nissan subsidiaries

In addition to the efforts outlined above, Renault has contributed €500,000 to Red Cross organizations, and Calsonic Kansei Corp., Nissan Shatai Co. and our overseas affiliates have also provided assistance. Globally, Nissan has provided total monetary and other assistance in excess of ¥400 million. Moving forward, we will be monitoring needs in the disaster areas in order to provide additional assistance while continuing our collaboration and dialogue with NPOs and the civic sector.



For more information on our post-earthquake operations and relief activities, please see our website.
<http://www.nissan-global.com/EN/110311.html>