

# Contents

- 2 Introduction
- 3 **CEO Interview**  
Producing the Answers People Need
- 5 Fiscal 2011 Highlights
- 6 Nissan Power 88
- 8 Disaster Response at Nissan
- 10 Nissan's Approach to CSR
- 14 The Renault-Nissan Alliance
- 16 **Corporate Governance & Internal Control**
- 23 **Environment**
- 41 **Safety**
- 49 **Quality**
- 56 **Economic Contribution**
- 58 **Employees**
- 66 **Value Chain**
- 69 **Philanthropy**
- 75 **CSR DATA**
- 76 Nissan CSR Scorecard
- 81 Fiscal 2011 Financial Review
- 82 Performance Data
- 83 Business and Other Risks
- 86 Third-Party Comments

## Our Related Websites

**Corporate Information**

<http://www.nissan-global.com/EN/COMPANY/>

**Environmental Activities**

<http://www.nissan-global.com/EN/ENVIRONMENT/>

**IR Information**

<http://www.nissan-global.com/EN/IR/>

**Product Information (by Country)**

<http://www.nissan-global.com/EN/GLOBAL/>

**Product Information (Japan)**

<http://www.nissan.co.jp/>

**Citizenship Activities**

<http://www.nissan-global.com/EN/CITIZENSHIP/>

**Corporate Social Responsibility**

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

**Quality Initiatives**

<http://www.nissan-global.com/EN/QUALITY/>

**Safety Activities**

<http://www.nissan-global.com/EN/SAFETY/>

**Latest Technologies**

<http://www.nissan-global.com/EN/TECHNOLOGY/>

**Design Activities**

<http://www.nissan-global.com/EN/DESIGN/>

**Company Information Library**

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

# Introduction

Guided by its corporate vision of Enriching People's Lives, Nissan aims to contribute to the sustainable development of society through its full range of global business activities in addition to providing value through its products and services. Our pioneering efforts to promote electric vehicles and to make mobility more affordable for people in emerging economies are part of our corporate social responsibility initiatives rooted in this vision.

In order to share our activities in these fields with as many people as possible, each year we publish this Sustainability Report, which presents our CSR-related thinking and activities. We believe that sharing this information broadly with stakeholders increases the transparency of our actions, as well as giving us an opportunity to improve our activities by incorporating external feedback, thereby contributing to the development of a sustainable society.

In 2006 we published our last print edition of the Sustainability Report. Out of consideration for the environment, we now publish the report exclusively online. It can be downloaded from our website as PDF files.

## CORPORATE PROFILE

**Date of Establishment:** December 26, 1933

**Consolidated Net Revenue (Fiscal 2011):**  
¥9.409 trillion

**Number of Employees (As of March 31, 2012):**  
157,365

### 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, forklifts, marine products and related parts. The Nissan Group also provides various services accompanying its main business, such as logistics and sales finance.

### Vision:

Nissan: Enriching People's Lives

### Mission:

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

\* Our stakeholders include customers, shareholders, employees, dealers and suppliers, as well as the communities where we work and operate.

### Editorial Policy

Nissan publishes an annual sustainability report in order to communicate to our stakeholders the social responsibilities that we must fulfill. In this year's report we focus on the progress and results that we achieved in fiscal 2011 with regard to the eight key CSR areas we address as an automobile manufacturer, explaining them in an easily understood way. The report focuses in particular on our efforts to achieve the goals set out in Nissan Power 88, our mid-term business plan announced in June 2011.

### Scope of the Report

Period Covered: The report covers fiscal 2011 (April 2011 to March 2012); content that describes efforts before or after this time period has the relevant time period indicated in the respective section.  
Organization: Nissan Motor Co., Ltd., foreign subsidiaries and affiliated companies (Nissan Europe, Nissan North America etc.) that make up the Nissan Group.  
Where we are describing regional efforts, we refer to the specific region name in the text; when no specific region is identified, the descriptions of Nissan's activities and practices pertain to Nissan Motor Co., Ltd. in Japan.

### Referenced Reporting Guidelines

GRI Guidelines, ISO26000 (The GRI overview of our disclosed information is available on our website.)

### Third-Party Certificates

No globally accepted method for third-party certification of sustainability reports has yet been established. Considering this situation, in which a review would not necessarily lead to the intended assurance of credibility, we have decided not to seek third-party certification.

### Forward-Looking Statements

This Sustainability Report contains forward-looking statements on Nissan's future plans and targets and related operating investment, product planning and production targets. Please note that there can be no assurance that these targets and plans will actually be achieved. Achieving them will depend on many factors, including not only Nissan's activities and development, but also the dynamics of the automobile industry worldwide, the global economy and changes in the global environment.

### Mistakes and Typographical Errors

All errors discovered after the report is published will be corrected and displayed at the URL below.

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

## Nissan Blue Citizenship Stories 2012

As a new means of communicating about Nissan's CSR, beginning in fiscal 2012 we are publishing a report entitled Nissan Blue Citizenship Stories 2012. Targeted at all of Nissan's stakeholders, including its employees, the first report was published in June 2012 and aims to describe Nissan's CSR activities more simply and accessibly to readers. The 2012 report is available on our website in both Japanese and English.

