

Nissan's Approach to CSR

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, we listen carefully to the wide variety of our stakeholders, working with them as we pursue activities that meet society's needs.

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

In order to achieve the objectives of our vision and mission, it is essential that we conduct business in a way that consistently aligns profitable growth with sustainable social development. For this reason, incorporating CSR concepts into our management is important. We believe that strengthening CSR initiatives will help forge relationships of trust with our customers, business partners and other stakeholders.

Balancing Profitable Growth with Sustainable Development



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.

Pillars of Activity

Nissan has defined eight key CSR areas where we focus our efforts as an automobile manufacturer. These areas are (1) Environment, (2) Safety, (3) Quality, (4) Economic Contribution, (5) Employees, (6) Value Chain, (7) Philanthropy and (8) Corporate Governance & Internal Control. Each of these areas is essential to making our company one that society trusts and needs. We further believe that by providing added value unique to Nissan, we can build a stronger relationship of trust with society.

Eight Key Areas for CSR

<p>Corporate Governance & Internal Control</p> <p>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.</p>	<p>Environment</p> <p>Nissan aims to lead a social transformation aimed at bringing about a sustainable mobility society by reducing vehicles' environmental impact throughout their life cycle and expanding the lineup of effective green products and technologies.</p>	<p>Safety</p> <p>Nissan develops innovative technology and plays an active role in safety promotion, making the automobile society safer for all.</p>
<p>Economic Contribution</p> <p>Nissan aims for sustainable, profitable growth, contributing to economic development for all of society.</p>	<p>NISSAN</p>	<p>Value Chain</p> <p>Nissan promotes ethical, environmentally sound actions in all stages of the supply chain.</p>
<p>Quality</p> <p>Nissan provides top-level quality in its products and services around the world.</p>	<p>Employees</p> <p>Nissan aims to form an attractive organization where diverse human resources can achieve personal growth through experience in global business.</p>	<p>Philanthropy</p> <p>Nissan carries out social contribution activities as a corporate citizen, focusing on education, environmental awareness and humanitarian relief.</p>

Nissan's Approach to CSR

In its pursuit of CSR-based management, Nissan strives to find a balance between three key factors. 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 the balance between these three factors in our various fields of business.

Three Balances We Pursue

<p>1. A balance between short- and long-term perspectives</p>	<p>2. A balance between corporate growth and societal development</p>	<p>3. A balance of value provided by the company to all its stakeholders</p>
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In October 2011 we redefined the collective term for Nissan's CSR activities as "Blue Citizenship." Through Blue Citizenship, Nissan aims to be a company that strives to meet the expectations of society while achieving global growth and meeting the objectives set out in its mid-term business plan, Nissan Power 88.

Please see our website for more information on our Blue Citizenship initiatives.
<http://www.nissan-global.com/EN/BLUECITIZENSHIP/>



Promotion Structure

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

We have also set up a CSR Steering Committee, composed of 20 midlevel managers of the sections involved in the key areas, as a means of controlling CSR activity across the company. Through regular meetings, the progress made in each area is monitored and new objectives are set annually. The steering committee meeting in April 2012 was attended by the executives and managers of the sections involved with the key areas, and was cochaired by the CEO and Chief Operating Officer Toshiyuki Shiga. A review of fiscal 2011 and new objectives for fiscal 2012 were reported and approved.

Nissan's CSR Scorecard

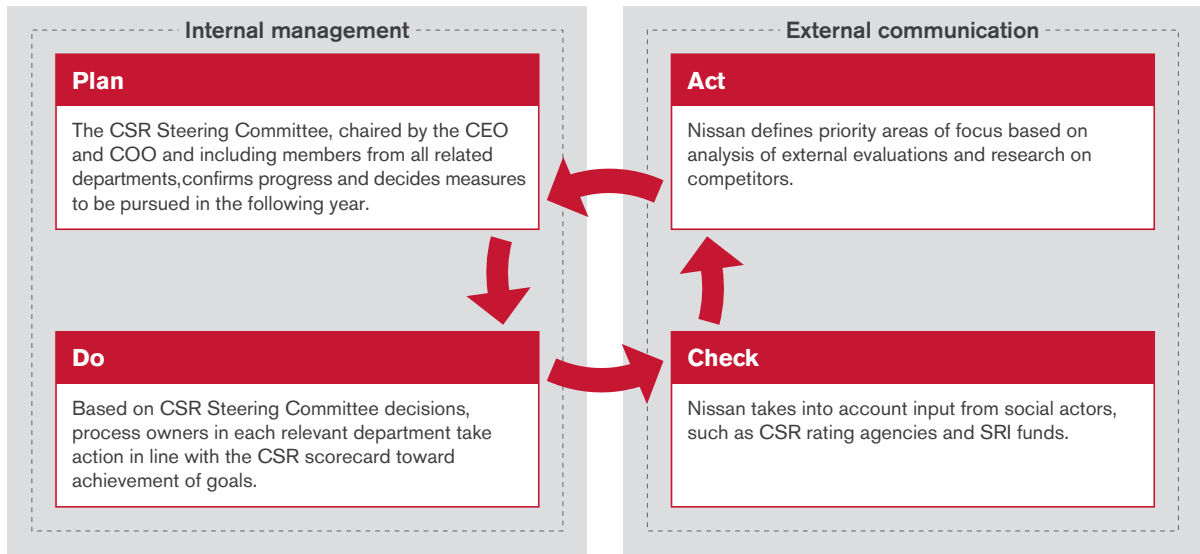
Nissan makes year-round use of the CSR scorecard as a fundamental tool for monitoring and reviewing its progress and for bringing the three balances into clearer focus. On its vertical axis we list the eight key areas to check the balance between stakeholders. The horizontal axis, meanwhile, represents 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. 76–80 for our scorecard.)

Communication With Our Stakeholders

Nissan strives to conduct its business in a way that aligns corporate activities with the demands of society, incorporating social views into our business activities. In order to accept more input from our stakeholders, we listen carefully to the voices of society and seek to identify 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.

Following the Great East Japan Earthquake in March 2011, we carried out hearings to determine the needs of local residents in affected areas and the nonprofit and nongovernmental organizations supplying relief to them. Close communications with all these parties allowed us to provide vehicles and other forms of support more effectively.

PDCA Cycle to Promote CSR at Nissan



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 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 Officer in Charge of CSR Activities

Tackling Social Challenges Through Blue Citizenship

Noriko Ikari
 General Manager
 CSR Department



Businesses struggled with many challenges in fiscal 2011. Although Nissan was no exception, under difficult circumstances we released a new mid-term business plan and environmental action plan, making it a productive year in terms of our CSR as well as our business results. Our CSR division came under direct management of the CEO and we undertook a diverse range of activities while strengthening global ties and continuing dialogue both inside and outside the company.

In fiscal 2011 we redefined the platform for Nissan's CSR activities as "Blue Citizenship." By informing employees of this change, it allowed us to greatly increase CSR awareness within the company. The core message of the Nissan Way is "The power comes from inside." Taking this to heart, we will continue to actively tackle a variety of social challenges in the future.