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NISSAN CSR SCORECARD

Nissan makes year-round use of the CSR scorecard as a fundamental tool to manage, review and validate its progress in each of eight sustainability strategies defined for its CSR activities.

The table below shows some of the values behind our present activities in these areas and the indices used in the scorecard to gauge our performance.

ENVIRONMENT FY2012 target achievement rate: ● Achieved ○ Mostly Achieved △ Not Achieved – Not Calculated

Strategy	Major Activity or Value	Scope of Application	Indicators of Progress	FY2011	FY2012		FY2016 (Target)	Long-Term Vision (Year2050)					
				Result	Target	Result							
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.	Implementation and promotion of Nissan Green Program 2016 (NGP2016)	Zero-emission vehicle penetration	Global	Number of zero-emission vehicles sold	Global Nissan LEAF sales: 23,000 units	Promote EV sales globally	Global Nissan LEAF sales: 30,500 units Cumulative sales since its launch in 2012: more than 58,000 units	○	Cumulative sales 1.5 million EVs under Renault-Nissan Alliance by FY2016, securing leadership in zero-emission mobility	90% reduction in CO ₂ emissions from new vehicles from FY2000	Reduce environmental impact and resource usage of Nissan corporate activities and vehicles to within the Earth's natural ability to absorb		
			Global	Number of new EV models introduced	(Nissan LEAF introduced already in FY2010)	Promote development of EVs	Implemented field test of the all-electric commercial vehicle, e-NV200	○	4 models including Nissan LEAF released				
			Global	Promotion of activities toward realization of zero-emission society	Efforts underway, including development of "LEAF to Home" system, road tests of Nissan New Mobility Concept ultracompact EV	Promote the activities with regional government and other industries	Launched the "LEAF to Home" power supply system with "EV Power Station" Promoted rollout of "LEAF to Home" power supply system at public facilities, houses, condominiums	○	Realization of zero-emission society				
		Fuel-efficient vehicle expansion	Global	Corporate average fuel efficiency (CAFE) (Japanese, U.S., European, Chinese markets)	15% improvement from FY2005	Improve CAFE by introducing HEV and other technologies to improve fuel efficiency	24.9% improvement from FY2005	○	35% improvement in CAFE from FY2005 (Japanese, U.S., European, Chinese markets)				
			Global	Number of models launched with class-leading fuel efficiency* *as of launch	Tiida (China), Versa Sedan (U.S.)	Introduce 4 models	Altima (U.S.), Note, Latio (Japan), Sylphy (China)	○	Global rollout				
			Global	Cumulative number of hybrid models launched	Development underway of front-wheel drive hybrid vehicles, plug-in hybrid electric vehicles (PHEVs)	Introduce 2 models	Cima HEV, and Serena S-HYBRID in Japan	○	Global rollout				
			Global	Number of CVT-equipped units sold	11.08 million cumulative sales	Promote sales of CVT equipped vehicles	2.28 million units 13.36 million of cumulative sales since 1992)	○	20 million cumulative sales				
		Corporate carbon footprint minimization	Global	Rate of CO ₂ emission reduction for corporate activities (production, logistics, offices, sales companies; t-CO ₂ /unit, from FY2005)	8.0% reduction	Promote activities to reduce CO ₂ emissions	8.3% reduction	○	20% reduction				
					Plants (t-CO ₂ /unit, from FY2005)		20.5% reduction	15.2% reduction	○			27% reduction	
					Offices (Japan, North America, Europe, China; output level basis)		2.6% reduction	17.7% increase	△			1% annual reduction (FY2010 as base)	
					Sales companies (Japan; output level basis)		11.9% reduction	1.8% increase	△			1% annual reduction (FY2010 as base)	
		New natural resource use minimization	Global	Recycled material use ratio per vehicle	Efforts underway, including reuse of steel and aluminum plate scraps generated during manufacturing in new plate metal	Continue activities	Promoted activities	○	Improve recycled material use ratio to 25%				
					Japan	Resource recovery rate	98.8%	Promote activities	99.3%			○	Top-level recovery rate
					Global	Waste reduction percentage at plants	8.4% reduction in Japan 12.3% reduction globally	Promote activities to minimize wastes	10.3% reduction in Japan 3.2% reduction globally			○	Japan: 2% annual reduction (compared to business as usual) Global: 1% annual reduction (compared to business as usual)
					Global	Number of facilities with water-resource management	4 facilities (Australia, India, China, Mexico)	Implement water-resource management in 3 facilities	Implemented in Spain, Egypt and South Africa			○	All production facilities

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SAFETY FY2012 target achievement rate: ◎ Achieved ○ Mostly Achieved △ Not Achieved — Not Calculated

Strategy	Major Activity or Value	Scope of Application	Indicators of Progress	FY2010	FY2011	FY2012		Long-Term Vision	
				Result	Result	Target	Result		
Nissan develops innovative technology and plays an active role in safety promotion, making the automobile society safer for all.	Establishment of quantitative reduction targets for Nissan-related traffic deaths, etc., real-world analysis of accidents to build safer cars and implementation of driver-education programs	Japan, U.S., U.K.	Reduction from 1995 levels in Nissan-related traffic deaths and injuries (Figures are available approx. two years later due to calculation based on publicly released data)	Japan: 54% reduction U.S.: 50% reduction U.K.: 61% reduction	Japan: 59% reduction U.S.: 54% reduction U.K.: 58% reduction	Develop and boost use of safety-related technologies based on Nissan Safety Shield approach to reduce fatal and serious injuries from previous FY, progressing toward ultimate goal	Figures to be calculated once data is released	—	Aim for ultimate goal of zero fatalities and serious injuries involving Nissan vehicles

PHILANTHROPY FY2012 target achievement rate: ◎ Achieved ○ Mostly Achieved △ Not Achieved — Not Calculated

Strategy	Major Activity or Value	Scope of Application	Indicators of Progress	FY2010	FY2011	FY2012		Long-Term Vision	
				Result	Result	Target	Result		
Nissan carries out social contribution activities as a corporate citizen, focusing on the environment, education and humanitarian support.	Clarification of Nissan's philanthropy policy, reinforcement of in-house organization and enhancement of philanthropic activities	Global	Clarification of Nissan's philanthropy policy and establishment of an in-house promotion organization	Launched joint projects with Habitat for Humanity, beginning in March 2010 in India and in March 2011 in Indonesia and Thailand	<ul style="list-style-type: none"> Designated officers to head CSR, philanthropic efforts at 3 main bases, including Global Headquarters; created system for global promotion and cooperation Signed global agreement with Habitat for Humanity, an NGO Nissan North America has partnered with since 2006; set FY2012 course for stronger participation in poverty relief Held talks with 10 NPOs active in the March 11 disaster zone to provide maximum support possible targeting high-need areas Held a town meeting in Yokohama in connection with Omoiari Light Promotion safety campaign; carried out dialogue with wide range of experts, other stakeholders 	<ul style="list-style-type: none"> Review March 11 disaster relief and advance measures to create environment conducive to employee participation in volunteer efforts Work on systems allowing swift decisions on form of relief efforts following disasters Develop existing programs to enable more global activities delivering value more widely 	<ul style="list-style-type: none"> Through cooperation with the NGO Habitat for Humanity Japan, NML organized volunteer tours for employees in the tsunami-affected area in Ofunato, Iwate Prefecture. Special paid holiday was given to participants. A total of some 100 employees participated Started discussion to establish "Natural Disasters Response Policy" among headquarters in Japan/U.S./Europe Started discussion to expand school-visit educational programs globally 	◎	Continually implement unique philanthropic programs centered on "environmental awareness," "education" and "humanitarian support," balancing global perspectives with the most appropriate activities for each region

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QUALITY FY2012 target achievement rate: ● Achieved ○ Mostly Achieved △ Not Achieved — Not Calculated

Strategy	Major Activity or Value	Scope of Application	Indicators of Progress	FY2010	FY2011	FY2012		Long-Term Vision
				Result	Result	Target	Result	
Nissan provides top-level quality in its products and services around the world.	Score of external indicator that is most influential to customers	Global	[North America] Consumer Reports J.D. Power IQS/VDS	Achieved nearly all FY2010 targets	Achieved nearly all FY2011 targets	Improve rankings in respective KPIs	U.S. - J.D. Power Initial Quality Study (IQS); Infiniti EX, Infiniti M, Frontier, Quest took the top spot in each segment.	○ Under quality improvement goals of Nissan Power 88, make Infiniti a leading luxury brand and make Nissan a leading global automotive brand by FY2016
			[Europe] U.K.: <i>What Car?</i> Germany: ADAC Italy: <i>Quattroruote</i>	<ul style="list-style-type: none"> U.K.: Qashqai and Note earned high marks in <i>What Car?</i> Italy: Qashqai earned high marks in <i>Quattroruote</i> Germany: Qashqai and Note earned reputation for high reliability in ADAC 	<ul style="list-style-type: none"> U.K.: Qashqai and Note earned high marks in <i>What Car?</i> Germany: Qashqai and Micra won high reliability marks in ADAC 		U.K.: Qashqai and Note earned high marks in <i>What Car?</i> Germany: Qashqai and Micra won high reliability marks in ADAC	
			[Other] China: J.D. Power IQS/VDS South Africa: Pled Piper PSI Brazil: <i>Quatro Rodas</i> India: J.D. Power IQS	China JDP/IQS: 3 models earned top 3 rankings	China: 3 models in top 3 rankings for J.D. Power IQS, 4 models in top 3 for J.D. Power VDS South Africa PSI: 3 models in top 3 rankings		South Africa - Synovate Product Satisfaction Index (PSI): X-TRAIL and NP200 ranked first, Micra and Navara ranked among the top three in each segment, Brazil - <i>Quatro Rodas</i> : Versa, March took top rank in each category.	
	Achievement of Sales and Service Quality objectives, resulting in the highest levels of customer loyalty and service retention	Global	Customer satisfaction survey results relating to Sales and Service Quality in focus countries (Nissan and Infiniti)	Improvements carried out according to plan toward achievement of Top-Level Quality objectives	Maintained Top-Level Quality in those focus markets where already attained; improved rankings in other markets by implementing <i>kaizen</i> actions.	Continue Sales and Service Quality improvement in focus markets toward Top-Level Quality achievement	Maintained Top-Level Quality in those focus markets where already attained; improved rankings in other markets by implementing <i>kaizen</i> actions.	○ Achieve Top-Level Quality in all focus markets by FY2016

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VALUE CHAIN FY2012 target achievement rate: ◎ Achieved ○ Mostly Achieved △ Not Achieved — Not Calculated

Strategy	Major Activity or Value	Scope of Application	Indicators of Progress	FY2010	FY2011	FY2012		Long-Term Vision	
				Result	Result	Target	Result		
Nissan promotes ethical, environmentally sound actions in all stages of the supply chain.	Reduce the environmental impact of products through green procurement activities	All primary suppliers to Renault-Nissan Purchasing Organization (RNPO; responsible for 100% of total Renault-Nissan procurement by value, April 2009)	Extent to which values and codes of conduct are shared with suppliers	<ul style="list-style-type: none"> Worked with Renault to distribute "CSR Guidelines for Suppliers" from purchasing departments at operational sites to suppliers (from June) Carried out MPA revisions incorporating penalties for compliance infractions (from July) 	<ul style="list-style-type: none"> Recovery from the Great East Japan Earthquake and Thai flooding carried out with suppliers as vital activities; these were implemented and evaluated as CSR for contributing to society through support for suppliers in affected areas, prompt relaunch of production Main approaches included: <ol style="list-style-type: none"> Swift sharing of information related to production recovery Steps to deal with planned blackouts, shift to weekend operations in summer months Creation of BCPs for supply chains (Japan and Thailand) Rules created in FY2010 defining penalties for supplier compliance infractions applied to cases that arose 	Begin formulation of BCPs for overseas locations (other than Japan, Thailand) from the first half of FY2012 <ul style="list-style-type: none"> Implement survey of steps taken to address conflict mineral usage, with the goal of deepening CSR penetration through the supply chain Continued steps to address supplier infractions 	<ol style="list-style-type: none"> Requested consideration of business continuity plans (BCPs) in overseas branches (North America, Europe, China, India). We held briefings for suppliers at each branch, and are considering BCPs for the supply chain Implemented preliminary survey of conflict minerals based on CSR policies. Currently clarifying the issues and formulating plans for a full-scale survey scheduled for next fiscal year Clarified and started applying procedures to halt a request for quotation (RFQ) when a supplier has violated regulations 	○	Continually support suppliers' efforts to enhance their systems for CSR activities
	Reduce the environmental impact of products through green procurement activities	All primary suppliers around the world	Ascertaining compliance with Japan's green procurement guideline for environment-impacting substances in purchased parts, and promotion of such activities with regard to global guideline	Globally published "Nissan Green Purchasing Guidelines" on the website; initiated their deployment in North America	New management processes created in line with NGP2016, explained at supplier meetings in November; began global deployment of revised "Nissan Green Purchasing Guidelines" (enhancement of management of environment-impacting substances in Europe)	Implementation and improvement of steps under new management processes	In an effort to comprehensively comply with regulations on environment-impacting substances, we have launched a new management process which helps suppliers standardize disciplined and consistent substance control	◎	Reduce Nissan's environmental impact throughout the lifecycle by establishing structures for suppliers; enhance management scope by extending activities to the whole value chain
	Promotion of CSR activities at sales companies	Sales Companies (Japan)	Regular sharing of information with sales companies and support for voluntary activities	Further enhanced awareness of compliance through implementation of companywide self-assessment program	<ul style="list-style-type: none"> Efforts to firmly establish compliance self-assessment program helped boost compliance awareness from FY2010 levels Representative meeting in June urged greater care with personal information protection, leading to enhanced measures and stronger information management at each company 	Implement self-assessment program revised based on recent compliance trends to further boost awareness; hold regular events to exchange information (e.g. company representative meetings)	In fiscal 2012, we continued implementation of the compliance self-check program with the aim of enhancing awareness about compliance. At a meeting for dealership representatives, we shared information about examples of violations and policies to make improvements, and provided educational materials regarding improper handling of money, information security, and harassment, in order to encourage each dealer to prevent compliance problems	◎	Provide support to help cement voluntary efforts at sales companies

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EMPLOYEES FY2012 target achievement rate: ◎ Achieved ○ Mostly Achieved △ Not Achieved — Not Calculated

Strategy	Major Activity or Value	Scope of Application	Indicators of Progress	FY2010	FY2011	FY2012		Long-Term Vision
				Result	Result	Target	Result	
Nissan aims to form an attractive organization where diverse human resources can achieve personal growth through experience in global business.	Build a learning-oriented corporate culture	Nissan Motor Co., Ltd.	Trainee satisfaction: Based on surveys of employees undergoing annual training courses. Scores (on a scale of 1 to 5) are the lowest of the averages for each course	4.5 or higher	4.2 or higher	Implement education programs to enhance competency; maintain/increase satisfaction of attendees	4.3 or higher	◎ Create a learning-oriented corporate culture and a setup allowing individual employees to achieve personal growth
	Enhance management quality, employee motivation based on employee attitude surveys	Global	Improved scores for management quality, employee motivation; share of positive responses to questions in employee attitude surveys	Quality of management: 50% Employee motivation: 57%	Surveys not implemented in FY2011	Promote activities to enhance quality of management and revise corporate culture based on employee attitude surveys; raise scores on quality of management/employee motivation	Surveys not implemented in FY2012	— Improve quality of management and create an organization that inspires and enhances employee engagement
	Support for self-initiated career development	Nissan Motor Co., Ltd.	Number of successful applicants under Open Entry (employees can apply for advertised position openings) and Shift Career (employees can apply to the department or occupation of their choice, regardless of availability) Systems	103 (Open Entry and Shift Career Systems)	99 (Open Entry and Shift Career Systems)	Further advance assignment of employees to relevant positions via Open Entry/Shift Career Systems	94 (Open Entry and Shift Career Systems)	◎ Provide support for career development that emphasizes employees' self-initiative
	Creating safe and worry-free workplaces	Nissan Motor Co., Ltd.	Frequency of labor accidents (injuries or deaths per 1 million worker-hours)	0.43	0.35	0.27	0.25	◎ Build and maintain safe, worry-free workplaces
			Intensity of labor accidents (Intensity=total working hours lost/total working hours x 1,000)	0	0	No serious accidents	0	◎
	Promotion of diversity through active development, engagement with women	Global	Share of women in middle management and management positions	Japan (Nissan Motor): 6.1% Americas: 12% Europe: 14%	Global: 10% Japan (Nissan Motor): 6.7% Americas: 12% Europe: 15%	Global: 10.5%	Global: 10.3% Japan (Nissan Motor): 7.0%* Americas: 13% Europe: 16% *Including Nissan Global Co., Ltd.	○ Provide greater value to customers through diversity
			Employee survey score on diversity	Global 50%	Surveys not implemented in FY2011	Maintain/upgrade scores	Surveys not implemented in FY2012	—
	Promotion of diversity through cross-cultural recruitment	Nissan Motor Co., Ltd.	Share of non-Japanese employees	1%	1%	Maintain/upgrade share of non-Japanese employees	2%	◎

ECONOMIC CONTRIBUTION FY2012 target achievement rate: ◎ Achieved ○ Mostly Achieved △ Not Achieved — Not Calculated

Strategy	Major Activity or Value	Scope of Application	Indicators of Progress	FY2010	FY2011	FY2012		Long-Term Vision
				Result	Result	Target	Result	
Nissan aims for sustainable, profitable growth, contributing to economic development for all of society.	Implementation and promotion of Nissan Power 88	Consolidated companies	Consolidated operating profit margin	6.1%	5.8%	6.8% (forecast)	5.4%	△ Achieve sustainable, profitable growth by advancing a sustainable mobility society; continue providing value to all stakeholders over the long term
			Global market share	5.8%	6.4%	6.7% (forecast)	6.2%	△
	Company stock	Nissan Motor Co., Ltd.	Dividend	¥10/share	¥20/share	¥25/share	¥25/share	◎

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CORPORATE GOVERNANCE & INTERNAL CONTROL FY2012 target achievement rate: ● Achieved ○ Mostly Achieved △ Not Achieved — Not Calculated

Strategy	Major Activity or Value		Scope of Application	Indicators of Progress	FY2010	FY2011	FY2012		Long-Term Vision	
					Result	Result	Target	Result		
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.	Establishment/ effective management of internal control system	Compliance/ Code of Conduct	Consolidated companies	Establishment/global development of compliance promoting organizations and codes of conduct	<ul style="list-style-type: none"> Clarified key tasks in each region and formulated action plans to advance activities to prevent noncompliance Disclosed Nissan's Global Code of Conduct to outside parties worldwide 	<ul style="list-style-type: none"> Clarified compliance-related risks and confirmed action plans for each region in the Global Compliance Committee; regularly followed up progress thereafter Formulated medium-term regional action plans (FY2011-13) Launched anti-bribery activities in line with expanding scope of Nissan's business; defined global policy, reached decision to implement related training 	<ul style="list-style-type: none"> Further enhance improvement activities based on PDCA cycle and prevent compliance infractions Set global anti-bribery policy and implement training activities 	<ul style="list-style-type: none"> Discussed priority topics at the Global Compliance Committee and incorporated them into action plans for each region. Regularly monitored implementation status Established a Global Anti-Bribery Policy (see p. 114) and implemented global training 	○	A fully functioning framework (process) for the prevention of conduct violations
		Risk Management		Establishment/global development of an effective risk management system	<ul style="list-style-type: none"> Promoted common understanding among Global Headquarters and regional headquarters in the Americas and Europe regarding fundamental processes of risk management; exchanged related information with Renault Explained risk management initiatives in the Annual Report and Sustainability Report 	<ul style="list-style-type: none"> Reviewed responses to Great East Japan Earthquake for each function; reflected results in the BCP and shared the findings throughout the company; verified progress through further simulation training, enhancing level of readiness Disclosed information on risk management activities via Annual Report and Sustainability Report, adding items and updating content of disclosure Re-implemented benchmarking activities following Renault's shift to new system 	<ul style="list-style-type: none"> Carry out risk management activities to support successful achievement of mid-term business plan goals Continue disclosing information and updating its content 	<ul style="list-style-type: none"> Identified corporate risk factors that could negatively affect the mid-term plan. Under the lead of risk owners, established control methods and implemented the necessary risk reduction activities Updated "Business and other risks" in financial information (Yukashoken-Hokokusho) and "The current state of Nissan's risk management" in Sustainability Report and Annual Report These activities are reported twice a year to the Internal Control Committee and Board of Directors to ensure that the PDCA management cycle is functioning 	○	Contribute to raising corporate value with a global risk management system; obtain better external understanding through appropriate information disclosure
		Information Security		Addressing personal data protection issues and establishment of stable information security	<ul style="list-style-type: none"> Continually monitored compliance with policies to safeguard personal information at Nissan Motor Co. and its sales companies; verified levels had been maintained or improved Globally implemented an annual plan for information security management and confirmed its progress; verified levels had been maintained or improved 	<ul style="list-style-type: none"> Continued monitoring compliance with personal information safeguarding policies at Nissan Motor and its sales companies, confirming that level was maintained or improved Globally implemented, tracked progress in annual information security management plan, confirming that level was maintained or improved Implemented process for monitoring information security incidents that occurred outside of Nissan and confirmed that similar issues could not take place within the company 	Maintain/raise level of information security management	<ul style="list-style-type: none"> Continued monitoring compliance with personal information safeguarding policies at Nissan Motor Co. and its sales companies, confirming that level was maintained or improved Based on the Information Security Policy, held Information Security Committee, implemented annual education, managed information assets, managed incidents, implemented PDCA cycle for assessment, and verified that the levels are being maintained or improved Learning from recent server attacks and social engineering-related information security incidents at other companies, verified and made improvements to ensure that similar incidents do not occur at Nissan 	○	Contribute to pursuing stable corporate activities and social responsibility by globally implementing PDCA cycles on information security

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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, forklifts, marine products and related parts. The Nissan Group also provides various services accompanying its main business, such as logistics and sales finance.
Number of Employees (consolidated) (As of March 31, 2013)	160,530
Global Network (as of June 2013)	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: 4 countries (Japan, USA, U.K., China; total of 5 sites)
	Automobile Production: 15 countries/areas (Japan, USA, Mexico, U.K., Spain, Russia, China, Taiwan, Thailand, Philippines, South Africa, Indonesia, Brazil, India, Egypt; total of 27 sites)



▶▶ GRI G3 Indicators
 ▶▶ 2.4 / 2.2 / 2.8 / 2.3

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FINANCIAL DATA

	(FY) billion yen				
	2008	2009	2010	2011	2012
Consolidated net revenue	8,437.0	7,517.3	8,773.1	9,409.0	9,629.6
Consolidated operating profit	-137.9	311.6	537.5	545.8	523.5
Ordinary profit	-172.7	207.7	537.8	535.1	529.3
Profit before tax	-218.8	141.6	480.1	529.3	516.7
Net income	-233.7	42.4	319.2	341.4	342.4
Capital expenditure	383.6	273.6	312.0	406.4	524.5
Depreciation	421.2	363.3	372.1	334.4	315.8
R&D costs	455.5	385.5	399.3	428.0	469.9

	thousand units				
Global Sales Volume	3,411	3,515	4,185	4,845	4,914
Japan	612	630	600	655	647
North America	1,133	1,067	1,245	1,404	1,466
Europe	530	509	607	713	660
Others	1,136	1,309	1,733	2,073	2,141

	thousand units				
Consolidated Production Volume	2,850	2,954	3,755	4,266	4,310
Japan	1,050	1,025	1,073	1,199	1,060
North America	868	837	1,074	1,221	1,344
Europe	450	445	571	647	643
Others	482	647	1,037	1,199	1,263

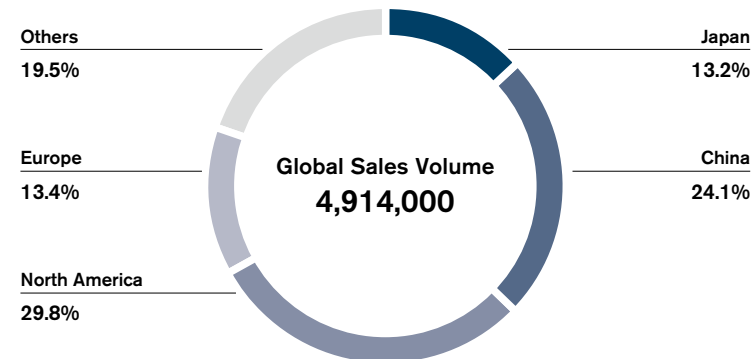
» website

To obtain more detailed financial information, please visit our IR website.

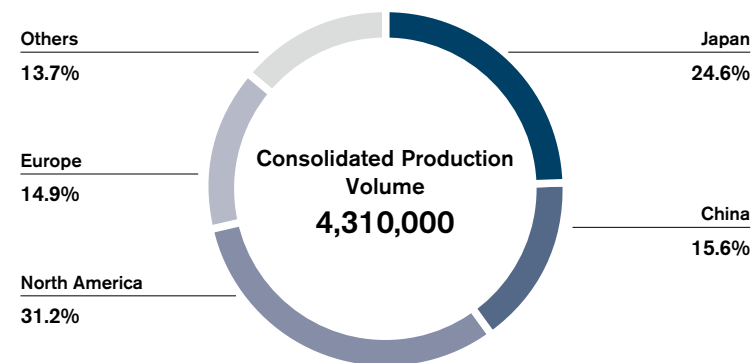


» GRI G3 Indicators
» 2.8 / A4

FY2012 Global sales volume and consolidated production volume



Region	% of global sales volume	thousand units
Japan	13.2%	647
China	24.1%	1,182
North America	29.8%	1,466
Europe	13.4%	660
Others	19.5%	959



Region	% of production volume	thousand units
Japan	24.6%	1,060
China	15.6%	672
North America	31.2%	1,344
Europe	14.9%	643
Others	13.7%	591



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EMPLOYEE DATA

	(FY)		
	2010	2011	2012
Nissan Motor Co., Ltd.			
Number of employees ¹	28,403	24,240	23,605
Number of employees by gender			
Male	26,384	22,327	21,675
Female	2,019	1,913	1,930
Average age (years)	42.4	42.8	42.6
Average service (years)	20.7	20.5 ⁴	20.5
Employee turnover rate (voluntary leave and retirement)	2.9	2.8	3.9
Average annual salary (yen) ²	6,847,796	7,058,538	6,996,504
Disabled employment ratio (%)	2.01	1.95	1.88
Number of employees taking parental leave	195	192	219
Number of employees taking nursing care leave	15	9	17
Number of unionized employees	26,790	23,122 ⁴	22,865
Consolidated			
Consolidated number of employees ³	155,099 (27,816)	157,365 (34,775)	160,530 (36,449)
Japan	72,876	69,141	67,290
North America	23,411	24,702	28,637
Europe	13,891	14,725	15,198
Asia	42,718	46,516	46,187
Other overseas countries	2,203	2,281	3,218

¹ A major reason for the decrease of 4,163 persons during FY2010–FY2011 was the employment transfer resulting from the establishment of Nissan Motor Kyushu Co., Ltd.

² Average annual salary for employees not in managerial positions; includes bonuses and overtime pay.

³ Numbers in brackets represent part time employees not included in the consolidated number of employees

⁴ Updated from 2012 Sustainability Report

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 22,865 as of March 31, 2013.

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 G3 Indicators
▶ 2.8/EC1/LA1/LA2/
LA4/LA13/LA15

SOCIAL CONTRIBUTIONS ACTIVITY DATA

	(FY)		
	2010	2011	2012
Donations for disaster relief	Over ¥430 million (by Nissan Motor Co., Ltd., Nissan North America, Nissan Europe S.A.S., etc. for Great East Japan Earthquake) About ¥6.8 million (by Nissan (China) Investment Co., Ltd. for Yushu earthquake) (by Nissan North America for 2010 Haiti earthquake)	¥11.9 million (by Nissan Motor Co., Ltd. for Great East Japan Earthquake) ¥10.0 million (by Nissan Motor Co., Ltd. for Typhoon No. 12) ¥55.1 million (by Nissan Motor Co., Ltd. and Nissan Thailand for 2011 Thailand floods) ¥10 million (Nissan Europe S.A.S., for Horn of Africa crisis)	¥17.0 million (by Nissan Motor Co., Ltd. for Great East Japan Earthquake) ¥10.0 million (by Nissan Motor Co., Ltd. for heavy rains in northern Kyushu) €100,000 and a vehicle (by Nissan International SA and Nissan Italia S.r.l for Northern Italy earthquake) \$20,000 and a vehicle (Nissan North America for Hurricane Sandy)

Global social contributions: \$13 million

(On a consolidated basis, including donations and monetary contributions)



▶ GRI G3 Indicators
▶ EC1

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NISSAN GLOBAL ANTI-BRIBERY POLICY

OVERVIEW:

The Global Code of Conduct requires the Nissan Group (as defined below) to comply with the laws and Local Guidelines (as defined below) applicable to our business activities. Nissan Group prides itself on acting fairly and ethically wherever it does business. Nissan Group's reputation is built on its values as an organization and the values of its employees. Nissan Group consistently treats customers, employees, suppliers, and communities with honesty, integrity, fairness, and trust.

This Global Anti-Bribery Policy ("Policy") sets out how you should behave and what you should do if you are confronted with corruption, the responsibilities of the Nissan Group and its Employees, and establishes the global framework for this Policy.

1 SCOPE:

This Policy applies to Nissan Motor Co., Ltd., its subsidiaries and affiliates ("Nissan Group") and their respective officers, directors, employees, contract employees, and other individuals employed by Nissan Group ("Employees"). Each Employee must comply with this policy.

2 ANTI-BRIBERY LAWS AND HOW THEY APPLY TO YOU:

The laws of Japan and of many other countries where Nissan Group does business specifically prohibit or otherwise regulate certain activities such as authorizing, paying, promising or offering to give anything of value to "government officials"¹ or private individuals in order to influence those individuals to act favorably towards Nissan Group. In some countries, these acts are criminal acts of bribery² and globally, are in all cases subject to prohibitions and regulations under the Global Code of Conduct and applicable Local Guidelines.

Since the laws and Local Guidelines applicable to companies and Employees of Nissan Group may vary from country to country, each Employee of Nissan Group must familiarize himself or herself with the laws and Local Guidelines applicable to his or her activities world-wide and, in all cases of doubt

regarding the appropriateness of conduct, consult with his or her manager, Legal Department, or Compliance Committee in order to ensure that they conduct business in compliance with applicable anti-bribery laws. These laws include, but are not limited to, the Japan Unfair Competition Prevention Act, U.K. Bribery Act 2010, US Foreign Corrupt Practices Act.

Violations of these laws and other similar laws, in many cases, are punishable by imprisonment and fines for the individuals involved, regardless of nationality. For Nissan Group, a violation may result in substantial fines and restrictions, greatly impacting the Nissan brand, reputation and financial position.

In addition to applicable laws, you also should consult relevant portions of Nissan corporate policies relating to Code of Conduct, and Code of Ethics, Gift Policy, and Conflict of Interest, where applicable.

¹ Individuals that act in a public capacity and including government employees, employees of government controlled or owned entities, elected or appointed officials (including candidates), any official or agent of a public international organization, and members of a royal family in some countries, are treated as "government officials" under the anti-bribery laws of some countries.

² While the laws of each country may vary, prohibited acts of "bribery" are generally recognized as including acts such as offering, giving, accepting, receiving, or soliciting something of value to or from a "government official" or private individual where the intent is to improperly obtain or retain business or gain an advantage. It may also include any promise, representation or conduct without actually carrying through the bribe, if that promise, representation or conduct influences a person to act improperly.

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3 GOVERNING PRINCIPLES OF THE POLICY:

3.1. Nissan Group will only conduct business in compliance with the laws. Nissan will institute zero tolerance for acts constituting bribery which violate this Policy.

3.2. Nissan Group shall comply with the following principles:

- 3.2.1. Keep and maintain impartial and fair relationships with all third parties with whom Nissan Group conducts business.
- 3.2.2. Do not give, or promise, offer to give anything of value (money, gifts, entertainment, travel, preferential treatment, etc.) in violation of applicable anti-bribery laws and/or the Nissan Group Code of Conduct, Ethics, and Gift Policies to obtain a business advantage or to obtain or retain business for the benefit of Nissan Group. Do not receive, or offer to receive anything of value (money, gifts, entertainment, travel, preferential treatment, etc.) from another person or entity seeking to do business with Nissan Group resulting in such violation. With respect to certain limited circumstances (e.g., bona fide marketing activities to promote Nissan products) special and/or local exceptions to the foregoing may be provided under the Local Guidelines to the extent permitted by applicable laws.
- 3.2.3. "Facilitation or Grease payments" are small financial payments to low-level government officials that have non-discretionary power for the purpose of expediting a routine government action. Facilitation or grease payments are also prohibited except to the extent clearly approved under Local Guidelines and are subject to the required approval being obtained in advance as set forth in any such Local Guidelines.

- 3.2.4. Take affirmative steps to prevent third parties acting for or on behalf of Nissan Group from engaging in Bribery. Nissan Group expects its suppliers, contractors, vendors, distributors, third party agents, consultants, or individuals acting for or on behalf of Nissan Group to also comply with all applicable laws and company policies regarding anti-bribery.
- 3.2.5. Report violations of this Policy, Local Guidelines, or any other related policies. Refer to Local Guidelines for specific reporting requirements, processes, and local contacts.
- 3.2.6. Keep accurate records such as invoices, receipts, payments made, and purpose of such receipts/payments in accordance with the Nissan Group record retention policies. Full and accurate records demonstrate complete transparency.
- 3.2.7. Do not retaliate for reported violations. Retaliation against anyone who reports a potential violation in good faith or who participates in an investigation is strictly prohibited.

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3.3 Examples of Prohibited and Permitted Activities:

3.3.1. Examples of bribery:

- ▶ Cash, gifts, travel, and entertainment, except those allowed under 3.3.2 below, in exchange for awarding or retaining Nissan business.
- ▶ Gifts or favors (such as offer of employment, loaning a vehicle) to a family member of a government official.
- ▶ Cash or gift made by a third party agent or sales company on behalf of Nissan to government official or private individual to secure vehicle sales.
- ▶ Cash payment in exchange for reduction of custom duties or favorable tax treatment.
- ▶ Supplier offers gift to Nissan employee to influence placement on Nissan supplier panel or sourcing decision.
- ▶ Expensive gifts, dinners, entertainment, and travel made to government official or employee of a government owned company resulting in the recipient taking actions in favor of Nissan.
- ▶ Foreign service assignee makes a small payment or gift to government official or government owned company for purpose of securing or retaining Nissan business.

3.3.2. Examples of acceptable entertainment and hospitality gifts:

- ▶ In certain limited circumstances, reasonable (moderately priced) entertainment and small gifts may be acceptable so long as it is allowed under applicable laws.
- ▶ Entertainment or gift value must be a small amount measured against (a) prevailing market rates for similar expenses, (b) Nissan business expense guidelines and corporate policies, and (c) custom, locally and within the industry. Lavish or expensive entertainment or gifts are not permitted and considered to be unreasonable.
- ▶ Small gifts (giving and receiving) for purposes of marketing activities such as promoting one's product or services so long as it does not violate Nissan's corporate policies on gift giving, conflict of interest, or code of conduct and is not made on a frequent basis in same calendar year.

In each instance, you must refer to Local Guidelines, applicable anti-bribery laws, and any other relevant corporate policies to confirm such entertainment or gift is allowed. When in doubt, consult your manager, HR representative, Legal Department, or Compliance Committee. Where required under Local Guidelines or Nissan corporate policies, seek necessary approvals in advance.

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4 OTHER RESPONSIBILITIES:

4.1. Global Policy

NML Legal is responsible for updating this Global Policy. Legal advice regarding the subject matter of this policy should be obtained from the legal departments of the applicable MC Region.

4.2. Local Guidelines

A regional compliance committee shall establish Local Guidelines to augment this Policy. "Local Guidelines" are regional or local Nissan policies, procedures, handbooks or other resources to augment this Policy, including but not limited to how and where to report violations, accurate record keeping, responsible department or individuals for anti-bribery policies, and internal controls to ensure compliance by Employees and the Nissan Group. Local Guidelines shall not contradict or supersede this Global Policy and shall be limited for the purpose of explaining this policy, conforming to local laws and regulations, or setting out local processes, procedures, and controls.

Each MC Chairman and/or head of global function will ensure that their respective region and/or function comply with this Global Policy and Local Guidelines.

The regional compliance committee will:

- (a) develop, implement, and administer Local Guidelines, monitor compliance, and appoint local representatives where necessary to assist in developing and administering such Local Guidelines, and
- (b) ensure that each Nissan Group in the region has implemented Local Guidelines to ensure compliance with local laws and this Global Policy.

4.3. Training:

Nissan Group shall conduct awareness training of this Policy and applicable Local Guidelines. Nissan Global HR is responsible for the implementation and monitoring of such training of Employees.



▶▶ GRI G3 Indicators
▶▶ S02 / S03 / S04

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ENVIRONMENTAL DATA

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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

Stakeholder Engagement

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.

We identify key stakeholders with the use of value-chain analysis. Our entire value-chain, from extraction of materials to dismantling of the vehicle, has dependency to the stakeholders and also creates impacts to the stakeholders. Opinions from those diverse stakeholders and people who may help solve the issues should be engaged in our strategy processes. Nissan constantly communicates with a number of regional and international stakeholders including customers, shareholders/investors, business partners/suppliers, non-governmental organizations (NGOs), local communities, government, and future generations.

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



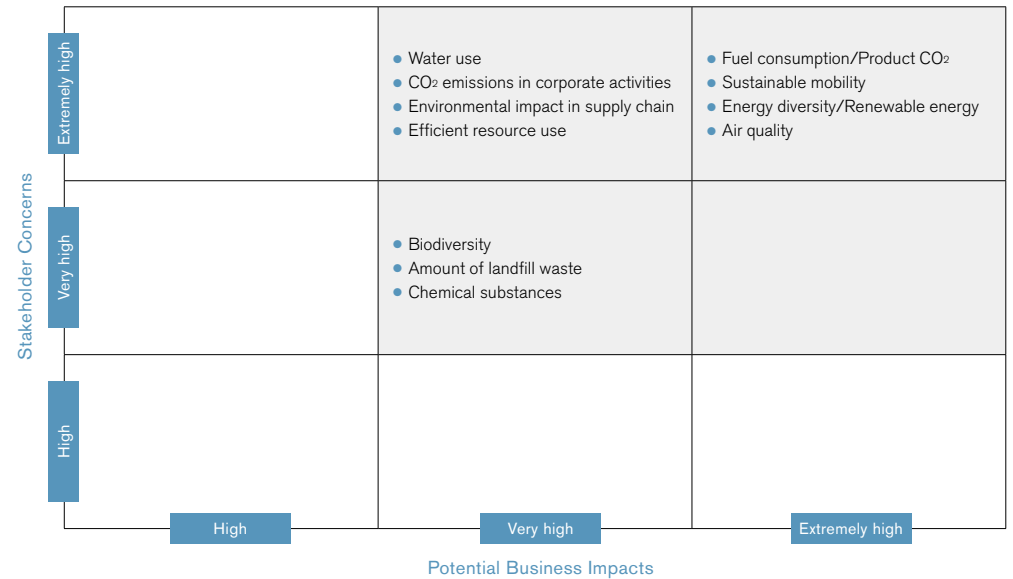
 GRI G3 Indicators
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Materiality (Environment)

The automotive industry is affected globally by various regulations and requirements related to the environment, such as exhaust emissions, greenhouse gases, fuel efficiency, noise, materials/recycling, water, hazardous substances, 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. With the conception of materiality analysis, we analyze potential opportunities and risks, taking the levels of importance that society and Nissan ascribe to various issues as our indices. Priority is focused on issues where both stakeholders and Nissan believes the same levels of importance. The board of directors and the stakeholders exchange opinions on Nissan's business direction and the validity of our strategy in the area of the environment to engage in the process of creating our future environmental strategy.



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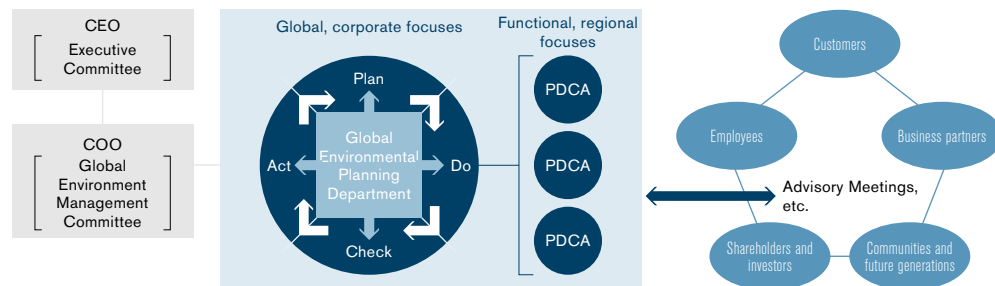
Nissan's Global Environment Management Organization

We have created specific organizational roles and responsibilities to clarify areas of activity and responsibility. Our Global Environment Management Committee (G-EMC) headed by the chief operating officer (COO), a member of the board, assembles twice a year to determine overall policies and the proposals to be put before the Executive Committee with other board members. The Environmental Planning Department, which is a part of the Corporate Planning and Business Development Division, determines which proposals will be forwarded to the G-EMC and assigns specific actions to each division.

Nissan has also implemented an environmental management system based on ISO 14001 in all of its business locations in Japan, including production and R&D facilities, offices and training centers. The COO is assigned to oversee all the company's environmental activities directly. Twice a year, review meetings with the COO are assembled to report the progress of these activities. This is part of a PDCA, or "plan, do, check and act" process, to ensure that Nissan's environmental performance will see continual improvement.

The goals defined by the COO are cascaded down through the organization's personnel for integrated ISO management to each business location and finally to individual employees, who share the goals and targets as each of them plays a role in implementing the company's environmental activities.

Environment Management Organization



Awards and Incentives for Employees

Employee engagements in environmental activities are included as a part of "commitment and target," each employee's annual performance objectives in Japan and some overseas facilities. The results of these activities are evaluated according to how well they have achieved their targets and reflected in the performance-based component of their compensation.

By forging a clear connection between the results achieved by individuals and the environmental activity performance of the company as a whole, Nissan is able to foster environmental awareness among all its employees, motivate their abilities, and support their self-realization efforts at the same time.

Exceptional contributions in the environmental area will be awarded in various ways. Managers present their workers with personal thank-you cards, and employees are honored with the Nissan Prizes presented by the CEO or COO and with awards given by factory chiefs. We seek to enrich our systems for promoting environmental consciousness among employees.



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CORPORATE INDICATORS

Material Balance

Input		(FY)	Output		(FY)
	Unit	2012		Unit	2012
Raw materials	ton	7,330,000	Vehicles		
Water	1000m ³	27,585	Group vehicles produced	ton	4,309,602
Energy	MWh	8,984,864	Waste	ton	170,910
			Waste for disposal	ton	33,479
			Recycled	ton	137,431
			Total wastewater	1000m ³	20,557
			CO ₂ emissions	t-CO ₂	3,268,655
			VOC	ton	12,305
			NOx	ton	525
			SOx	ton	43

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 our corporate carbon footprint, we aim to reduce CO₂ emissions per vehicle produced by 20% in fiscal year 2016 compared to fiscal year 2005. Furthermore, to improve resource efficiency, we aim to increase the ratio of recycled material usage per vehicle to 25% in Japan, U.S., and Europe by fiscal year 2016.

 GRI G3 Indicators
 ▶ EN1 / EN2 / EN3 / EN4 / EN8 / EN16 / EN20 / EN21 / EN22

Energy Input

	Unit	2008	2009	2010	2011	2012
Total	MWh	6,480,833	6,525,000	9,353,605	9,460,190	8,984,864
Japan	MWh	4,195,000	4,142,222	5,525,097	5,573,174	4,565,499
North America	MWh	1,267,500	1,175,278	1,782,399	1,733,447	2,157,793
Europe	MWh	683,056	719,444	1,066,503	939,469	982,332
Other	MWh	335,278	488,056	979,606	1,214,099	1,279,240
Primary						
Natural gas	MWh			3,691,097	3,467,178	2,847,325
LPG	MWh			340,985	527,696	360,891
Coal	MWh			245,848	160,720	235,239
Heating oil	MWh			259,530	253,821	248,445
Gasoline	MWh			81,502	90,413	211,449
Diesel	MWh			18,114	20,247	72,151
Heavy oil	MWh			92,607	87,368	67,967
External						
Electricity (external source)	MWh			4,365,622	4,524,044	4,741,046
Chilled water	MWh			11,692	9,087	25,947
Heated water	MWh			0	0	7,492
Steam	MWh			9,022	67,940	114,281
Internal						
Electricity (in-house)	MWh			236,624	250,520	52,630
Renewable energy	MWh			962	1,157	38,666
Ratio of renewable energy	%	0.000	0.000	0.017	0.026	0.82

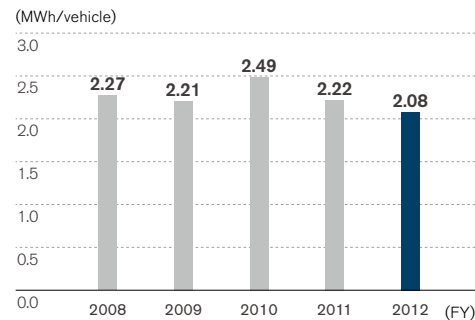
Comprehensive energy-saving activities at Nissan facilities resulted in a reduction of energy usage from 9.46 million MWh in fiscal year 2011 to 8.98 million MWh in fiscal year 2012, a reduction of 5.0% despite an increase of 1% in global production volume.

 GRI G3 Indicators
 ▶ EN3 / EN4 / EN5

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Energy per Vehicle Produced

In fiscal year 2012, comprehensive energy-saving activities at Nissan facilities resulted in an increase in the efficiency of production, leading to a reduction in energy per vehicle produced from 2.22 MWh to 2.08 MWh, a decrease of 6.0% compared to the previous fiscal year.



(By Region)

	Unit	(FY) 2012
Japan	MWh/vehicle	4.31
North America	MWh/vehicle	1.60
Europe	MWh/vehicle	1.53
Other	MWh/vehicle	1.01

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 G3 Indicators
▶ EN3 / EN4 / EN6

CORPORATE INDICATORS – CO₂

Carbon Footprint

	Unit	2008	2009	2010	2011	(FY) 2012
Scope 1	t-CO ₂	909,000	869,592	1,023,208	1,047,691	835,766
Scope 2	t-CO ₂	1,531,000	1,587,603	1,944,684	2,051,965	2,432,889
Scope 1+2	t-CO ₂	2,440,000	2,457,195	2,967,892	3,099,656	3,268,655
Japan	t-CO ₂			1,444,074	1,451,343	1,526,182
U.S.	t-CO ₂			610,016	623,654	758,457
Europe	t-CO ₂			316,856	311,790	284,079
Other	t-CO ₂			596,945	712,868	699,937
Scope3						
Commuting	t-CO ₂				449,110	468,346
Japan, U.S., Europe	t-CO ₂				213,538	214,619*
Logistics	t-CO ₂	992,000	1,102,000	1,438,000	1,660,000	1,490,050
Manufacturing only	ktCO ₂	2,189	1,805	1,899	2,589	2,822
Japan, U.S., Europe	ktCO ₂				1,698	1,934*
Other	ktCO ₂				891	888

In fiscal year 2012, CO₂ emissions from Nissan facilities increased 5.5% from the previous fiscal year, and the total of Scope 1 and 2 emissions was 3.27 million tons. While the fiscal year 2012 results show that comprehensive energy-saving activities at Nissan facilities had positive effects, CO₂ emissions increased at a higher percentage rate than global vehicle production due to changes in the CO₂ emission coefficient of electrical power generated in Japan.



▶ page_141

* Nissan receives third-party certification from PricewaterhouseCoopers Aarata Sustainability Certification Co., Ltd. For details, please see p. 141.

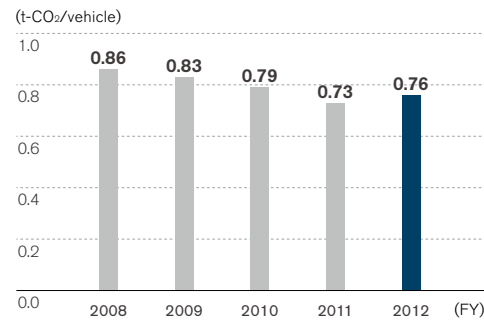


▶ GRI G3 Indicators
▶ EN16 / EN17 / EN18

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Scope 1 and 2 CO₂ per Vehicle Produced

For fiscal year 2012, CO₂ emissions per vehicle produced increased 4.4% 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; however, overall results were greatly influenced by the changes in the electrical power generated in Japan.



(By Region)

	Unit	(FY) 2012
Japan	t-CO ₂ /vehicle	1.04
North America	t-CO ₂ /vehicle	0.44
Europe	t-CO ₂ /vehicle	0.38
Other	t-CO ₂ /vehicle	0.70

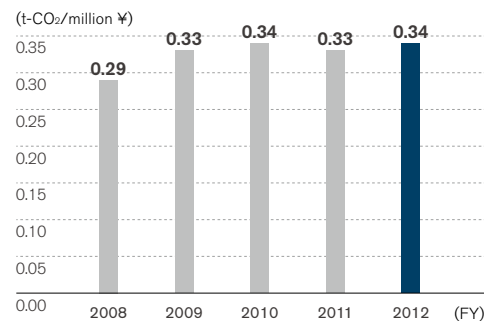
Data for the Japan region includes manufacturing of powertrains and other components for overseas assembly use. Since the denominator is vehicles produced in the region, intensity tends to show higher values.



▶ GRI G3 Indicators
▶ EN16 / EN18

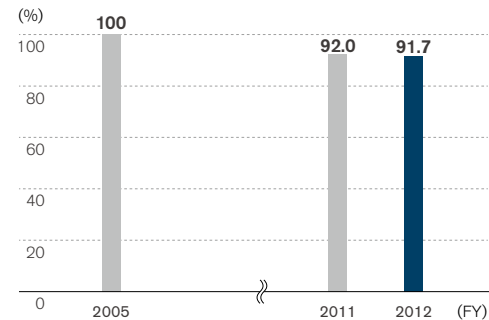
Scope 1 and 2 CO₂ per Revenue

In fiscal year 2012, as measured by sales value, the CO₂ emissions of Scope 1 and 2 totaled 0.34 tons per ¥1 million, which was the same level as in fiscal year 2011.

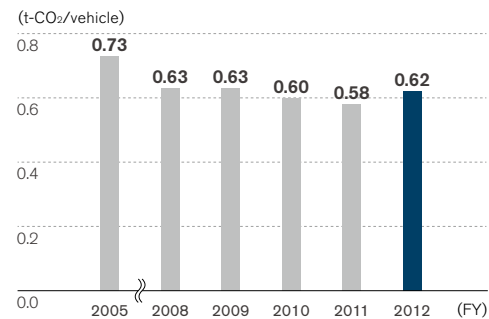


▶ GRI G3 Indicators
▶ EN16 / EN18

Corporate Carbon Footprint per Vehicle Sold



Manufacturing CO₂ per Vehicle Produced



We aim to reduce CO₂ emissions from corporate activities by 20% compared to fiscal year 2005, which focuses on manufacturing, logistics, offices, and sales companies (in Japan). From this report, we have expanded our scope to include all consolidated companies, and revised including origin and previous year results. Fiscal year 2012, even with the improvement in energy consumption in manufacturing, it was greatly influenced by the changes in the electrical power generated in Japan. However, improvement in logistics made the overall corporate emission result as 8.3% reduction compared to fiscal year 2005.



▶ GRI G3 Indicators
▶ EN16 / EN17 / EN18

In the NGP 2016, we aim to reduce CO₂ emissions per vehicle produced from manufacturing activities by 27% in fiscal year 2016 compared to fiscal year 2005. Nissan's manufacturing CO₂ emissions per vehicle produced in fiscal year 2012 were reduced by 15.2% compared to fiscal year 2005.



▶ GRI G3 Indicators
▶ EN16 / EN18

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CORPORATE INDICATORS – WATER

Water Input

	Unit	2008	2009	2010	2011	2012
Total	1000m ³	20,901	15,629	28,671	29,216	27,585
Japan	1000m ³	14,532	9,221	17,612	17,268	14,844
North America	1000m ³	3,009	2,970	4,330	4,591	4,770
Europe	1000m ³	1,954	1,315	2,297	2,276	2,252
Other	1000m ³	1,406	2,123	4,432	5,081	5,720

In fiscal year 2012, water input in our global sites was about 27,585 thousand cubic meters, a reduction of 5.6% from fiscal year 2011 despite an increase in global production volume. Change in regional production volume and efforts to reduce water use were factors in the overall reduction.



▶▶ GRI G3 Indicators
▶▶ EN8, EN10

Water Discharge

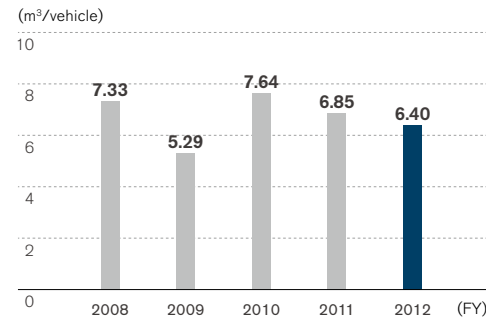
	Unit	2008	2009	2010	2011	2012
Total	1000m ³	15,970	10,435	19,281	20,398	20,557
Japan	1000m ³	11,040	6,293	13,030	13,565	13,710
North America	1000m ³	2,152	2,099	2,732	3,214	3,055
Europe	1000m ³	1,486	972	1,830	1,930	1,871
Other	1000m ³	1,292	1,071	1,689	1,689	1,920

In fiscal year 2012, water discharge from our global sites totaled 20,557 thousand cubic meters, which was about the same amount as fiscal year 2011.



▶▶ GRI G3 Indicators
▶▶ EN21

Water Input per Vehicle Produced



In fiscal year 2012, water use per vehicle produced was decreased to 6.40 cubic meters, a reduction of 6.5% from fiscal year 2011. Increased efficiency in each region contributed to the overall result.

(By Region)

	Unit	(FY) 2012
Japan	m ³ /vehicle	14.00
North America	m ³ /vehicle	3.55
Europe	m ³ /vehicle	3.50
Other	m ³ /vehicle	4.53

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.

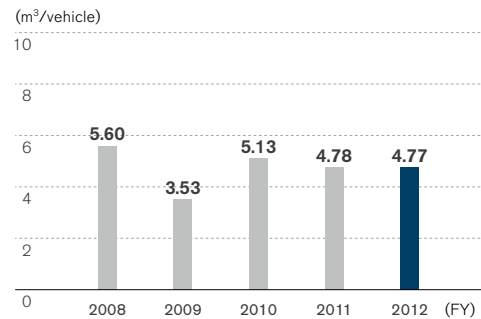


▶▶ GRI G3 Indicators
▶▶ EN8

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Water Discharge per Vehicle Produced

In fiscal year 2012, water discharge per vehicle produced was 4.77 cubic meters, which was about the same as fiscal year 2011.



(By Region)

	Unit	(FY) 2012
Japan	m³/vehicle	12.93
North America	m³/vehicle	2.27
Europe	m³/vehicle	2.91
Other	m³/vehicle	1.52

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	2008	2009	2010	2011	(FY) 2012
NOx	ton	802	755	751	731	525
SOx	ton	154	36	41	46	43



Volatile Organic Compounds (VOCs)

	Unit	2008	2009	2010	2011	(FY) 2012
Total	ton	9,514	8,615	10,130	11,424	12,305
Japan	ton	4,607	4,008	4,018	4,399	3,623
North America	ton	2,451	2,264	2,941	3,366	5,194
Europe	ton	2,456	2,343	3,171	3,658	3,488

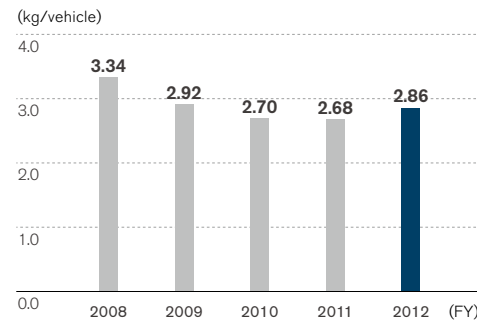
In fiscal year 2012, VOCs from manufacturing plants was 12,305 tons totally, a 7.7% increase from fiscal year 2011, partly due to the increase in global production volume.



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VOCs per Vehicle Produced

In fiscal year 2012, VOCs per vehicle produced were 2.86kg, a 6.6% increase from fiscal year 2011.



(By Region)

	Unit	(FY) 2012
Japan	kg/vehicle	3.42
North America	kg/vehicle	3.86
Europe	kg/vehicle	5.42



▶▶ GRI G3 Indicators
▶▶ EN20

PRTR Emissions* (Japan)

	Unit	2008	2009	2010	2011	(FY) 2012
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

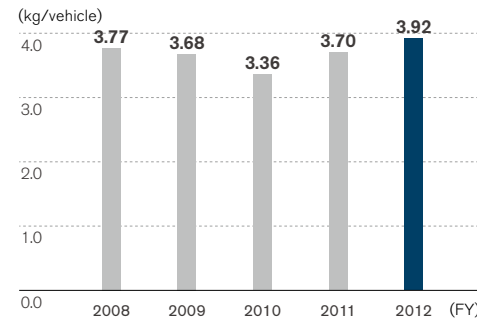
* Table shown is the chemical substance emissions calculated based on Japanese government guideline of PRTR (Pollutant Release and Transfer Register). PRTR emissions show total volume excluding substances adherent to the product.



▶▶ GRI G3 Indicators
▶▶ EN20 / EN24

In fiscal year 2012, PRTR emissions decreased by 6.4% compared to previous year influenced by the change in production volume in Japan.

PRTR Emissions per Vehicle Produced (Japan)



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



▶▶ GRI G3 Indicators
▶▶ EN20 / EN24

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CORPORATE INDICATORS – WASTE

Waste

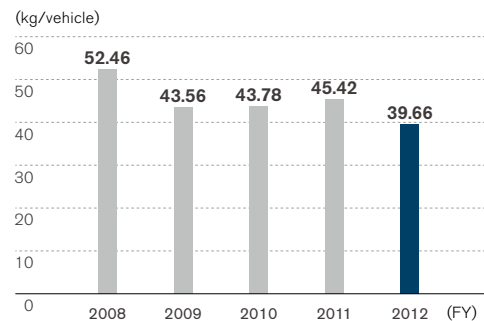
	Unit	2008	2009	2010	2011	2012 (FY)
Total	ton	149,520	128,664	164,381	193,798	170,910
Japan	ton	68,032	62,064	70,136	74,412	67,705
North America	ton	24,957	24,214	31,806	35,780	40,208
Europe	ton	52,176	39,474	59,617	56,996	45,985
Other	ton	4,355	2,912	2,822	26,610	17,012
Detail						
Waste for disposal	ton			41,288	40,048	33,479
Recycled	ton			123,093	153,750	137,431

The scope of the waste data is limited to global production facilities. For fiscal year 2012, waste totaled 170,910 tons, a decrease of 11.8% from fiscal year 2011.



Waste per Vehicle Produced

Waste per vehicle produced was 39.66kg, a decrease of 12.7% from fiscal year 2011. The improvements in waste processing are reducing the total volume of waste generated.

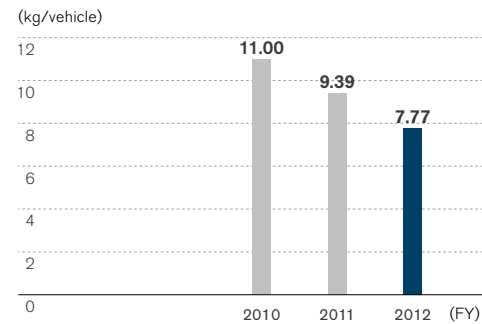


(By Region)

	Unit	2012 (FY)
Japan	kg/vehicle	63.86
North America	kg/vehicle	29.91
Europe	kg/vehicle	71.51
Other	kg/vehicle	13.48



Waste for Disposal per Vehicle Produced



Nissan production sites continue to dedicate strong efforts toward reducing waste for disposable, and the number of "Zero Waste" facilities is increasing. In fiscal year 2012, we reduced the volume of waste for disposal to a total of 7.77kg per vehicle produced, a 17.3% reduction from fiscal year 2011.



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CORPORATE INDICATORS – LOGISTICS

Logistics Volume

	Unit	2008	2009	2010	2011	2012 (FY)
Total	mil ton km	26,696	26,336	35,132	37,946	35,747
Inbound	mil ton km	5,751	7,556	10,659	11,603	12,156
Outbound	mil ton km	20,944	18,780	24,473	26,343	23,591
Sea	%	76.3	68.0	71.8	70.8	70.7
Road	%	13.9	21.2	19.6	20.4	20.6
Rail	%	9.4	10.5	8.2	8.1	8.2
Air	%	0.3	0.3	0.4	0.7	0.5



In fiscal year 2012, despite a 1% increase in global production volume, with our improved filling method for shipping containers and efficient modes of packaging, logistics volume showed improvement. Compared to fiscal year 2011, total volume decreased 5.8%. Although temporary airfreight use remains at a relatively high volume, we are making efforts to substitute rails, trucks and vessels whenever possible.

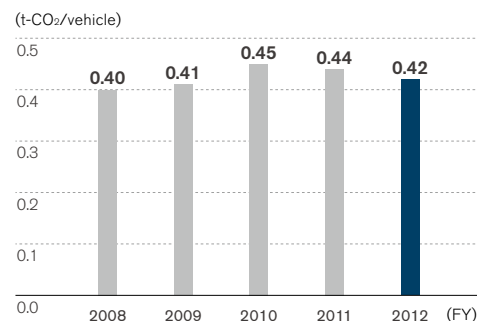
CO₂ Emissions in Logistics

	Unit	2008	2009	2010	2011	2012 (FY)
Total	t-CO ₂	981,562	1,083,305	1,412,657	1,642,195	1,490,050
Inbound	t-CO ₂	380,825	501,056	686,412	859,671	821,030
Outbound	t-CO ₂	600,737	582,249	726,246	782,524	669,020
Sea	%	30.1	24.0	25.2	23.3	23.9
Road	%	51.7	58.4	54.7	50.8	55.3
Rail	%	5.9	5.6	4.5	4.1	4.3
Air	%	12.3	12.0	15.7	21.8	16.4



In fiscal year 2012, the promotion of a modal shift, improved container filling ratios and efficient modes of packaging decreased relevant CO₂ emissions by 9.3% compared to fiscal year 2011. Note: "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



In fiscal year 2012, 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 2011.



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CORPORATE INDICATORS – SUPPLY CHAIN

CO₂ Emissions in Supply Chain

	Unit	(FY) 2011
Carbon Footprint (Direct)	t-CO ₂	12,542,888
Carbon Footprint (Indirect)	t-CO ₂	15,001,066
Energy	MWh	93,291,958
Renewable energy	MWh	542,166
Water Input	m ³	40,502,969
Water Discharge	m ³	26,351,024
Waste	ton	1,726,859

CO₂ emission results for fiscal year 2012 are scheduled to be announced by the end of 2013.



▶▶ GRI G3 Indicators
▶▶ EN17

Component Ratio of Scope 3

Category	Component ratio	(FY) 2012
1. Purchased Goods & Services	%	8.7
2. Capital Goods	%	0.5
3. Fuel- and energy-related Activities	%	0.2
4. Upstream transportation & distribution	%	0.9
5. Waste generated in operations	%	0.1
6. Business travel	%	0.1
7. Employee commuting	%	0.3
8. Upstream leased assets	%	0.0
9. Downstream transportation & distribution	%	0.4
10. Processing of sold products	%	0.0
11. Use of sold products	%	88.4
12. End of life treatments of sold products	%	0.2
13. Downstream leased assets	%	0.2
14. Franchises	%	0.0
15. Investments	%	0.0
Total	%	100

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.



▶▶ GRI G3 Indicators
▶▶ EN17

CORPORATE INDICATORS – ENVIRONMENTAL ACCOUNTING

Environmental Expenses

	Unit	2011		2012	
		Investment	Cost	Investment	Cost
Total	mil Yen	5,110	158,149	5,520	165,959
Business area	mil Yen	310	1,660	320	1,632
Upstream/downstream	mil Yen	0	664	-	683
Management	mil Yen	0	2,426	0	2,537
R&D	mil Yen	4,800	153,300	5,200	161,000
Social activities	mil Yen	0	99	0	106
Damage repairs	mil Yen	0	0	0	0

	Unit	2011	(FY) 2012
Total	mil Yen	2,581	2,604
Cost reduction	mil Yen	889	900
Profit	mil Yen	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. Expense results for fiscal year 2012 are tentative and subject to future change.



▶▶ GRI G3 Indicators
▶▶ EN30

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CORPORATE INDICATORS – FACILITY

Carbon Credit

	Unit	2008	2009	2010	2011	2012 (FY)
Allowance	t-CO ₂		7,308	7,308	7,308	7,308
Credit	t-CO ₂		2,681	4,934	4,066	5,261

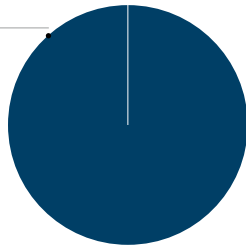
Nissan Motor Iberica, S.A. in Barcelona, Spain, entered EU-ETS in 2009. The verified emissions credit earned for fiscal year 2012 was 5,261 tons.



▶▶ GRI G3 Indicators
▶▶ EN18

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 we obtained integrated ISO 14001 certification for our Global Headquarters and all of our main facilities in Japan for research and development, production and distribution, as well as for our product development processes. We have also obtained ISO 14001 certification at our all production plants outside Japan.



▶▶ GRI G3 Indicators
▶▶ MA

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 refurbish stages for making all its structures greener. Our 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 we use the Ministry of Land, Infrastructure, Transport and Tourism's Comprehensive Assessment System for Built Environment Efficiency (CASBEE) as one of our performance indices.

Among Nissan's current business facilities, our Global Headquarters in the city of Yokohama has earned CASBEE's highest "S" ranking, making it the second of our structures 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.

Fines from Environmental Laws

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



▶▶ GRI G3 Indicators
▶▶ MA



▶▶ GRI G3 Indicators
▶▶ EN23/EN25/EN28

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CORPORATE INDICATORS – EMPLOYEE ENGAGEMENT AND EDUCATION

Employee Engagement

Nissan is implementing systems within its Quality Control (QC) circles with small-scale teams focused on *kaizen* activities to allow manufacturing employees to actively propose new environmental improvement steps and take part in them. This companywide effort headed by executive-level managers is a channel to deliver the message that employees' actions can contribute to Nissan Power 88, the company's mid-term business plan, in particular to achieve zero-emission leadership. It has developed into a way for employees to take a more active role in thinking about and making proposals related to the environment, and executives evaluate all proposals for their potential contribution to Nissan's environmental goals.

Nissan also carries out surveys to measure satisfaction with its environmental measures as part of its annual dealership satisfaction surveys. They are one of the key stakeholders for the company who interface directly with customers every day. These valuable opinions are allocated to relative departments, and the status is reported at a dealer representative meeting attended by Nissan executives and the presidents of each dealership to secure the PDCA cycle.



Employee Education

All environmental activities rest on the foundation of individual employees' knowledge, awareness and competency. From this perspective, as part of its environmental management system, Nissan implements regular environmental education sessions for its own employees and for the employees of partner companies working in Nissan production facilities. The content of these sessions includes topics in line with the Nissan Green Program (NGP), such as CO₂ reduction, energy and water conservation, waste reduction, and management of hazardous materials. We update the content of our training exercises once a year as a means of constantly improving employees' knowledge.

NGP2016, the mid-term environmental action plan announced in fiscal 2011, was communicated through town-hall-style meetings at Nissan business locations throughout Japan with the participation of company executives to discuss topics including the significance and background factors to NGP2016.

The events of these meetings are also shared through the company intranet, internal newsletters and in-house video broadcasts. The same material presented to Nissan's own employees is communicated to affiliate companies as well.



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CORPORATE INDICATORS – NISSAN GREEN PROGRAM KPIs

NGP KPIs (Corporate)

The Nissan Green Program 2016 (NGP2016), our environmental action plan for the six years through fiscal year 2016, focuses on reducing the environmental impact of corporate activities and pursuing harmony between resource consumption and ecology. The program includes activities in development, manufacturing, sales, service and all other departments companywide.

The status of each action plan of NGP2016 is as follows. The overall status column shows the progress achieved by fiscal 2012 compared to the objectives laid out for the duration of NGP2016. Each dot shows the progress achieved versus the target of the planned annual objectives.

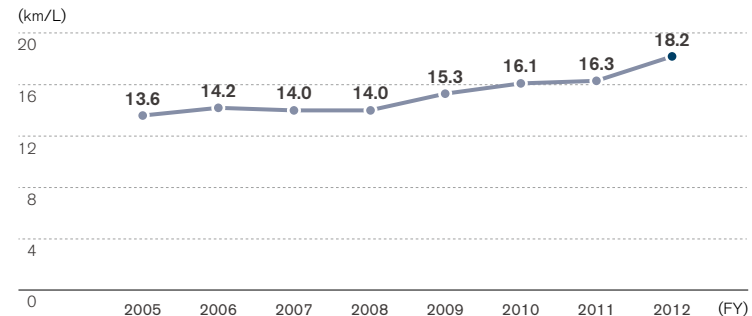
Action plans	FY2012 Status	Overall Status
Reduce CO ₂ emissions of corporate activities by 20% (t-CO ₂ /vehicle, vs. FY2005)	Reduced 8.3% from FY2005	●●●○○○
Reduce by 27% in all manufacturing sites (t-CO ₂ /vehicle, vs. FY2005)	Reduced 15.2% from FY2005	●●●●○○
Promote activities to reduce CO ₂ emissions in inbound/outbound logistics	Promoted measures including introduction of <i>Nisshai Maru</i> , our fourth energy-efficient auto shipping vessel	●●○○○○
Reduce by 1%/year in offices (Japan, North America, Europe, China, t-CO ₂ /unit)	17.7% increase from FY2010	○○○○○○
Reduce by 1%/year in dealers (Japan, t-CO ₂ /unit)	1.8% increase from FY2010	○○○○○○
Reduce waste		
Reduce waste by 2%/year (Japan) and 1%/year (global) in manufacturing plants	Waste reduced by 10.3% in Japan plants and 3.2% in global plants	●●●●○○
Reduce waste in logistics by expanding best-practice activities		
Promote water-usage management and reduction in all plants	Set targets, started activities to reduce water use in Spain, Egypt, and South Africa	●●○○○○
Enhance and promote environmental management throughout supply chain (consolidated companies, sales companies, suppliers)	Briefing held about NGP2016 with consolidated manufacturers and suppliers; environmental objectives and environmental data, activities reporting added to management items for supplier selections upstream in the supply chain	●●○○○○
Promote reduction, substitution and management of environment-impacting substances	Added our global policy related to environment-impacting substances in the Nissan Green Purchasing Guidelines and distributed it to our suppliers	●●○○○○
Reduce environmental impact of products with lifecycle assessments (LCAs)	CO ₂ assessments underway as part of product LCAs	●●○○○○

PRODUCT INDICATORS – FUEL ECONOMY, CO₂

Japan Fuel Economy by Weight Rank

	Unit	2005	2006	2007	2008	2009	2010	2011	2012
Passenger cars (≤702 kg)	km/L 10-15								
Passenger cars (703–827 kg)	km/L 10-15	19.9	20.6	20.9	20.8	21.7	22.5	25.0	26.2
Passenger cars (828–1,015 kg)	km/L 10-15	18.6	18.8	18.6	18.3	19.5	22.5	23.0	23.1
Passenger cars (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
Passenger cars (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
Passenger cars (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
Passenger cars (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
Passenger cars (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
Passenger cars (≥2,266 kg)	km/L 10-15	5.5	5.5	5.5					

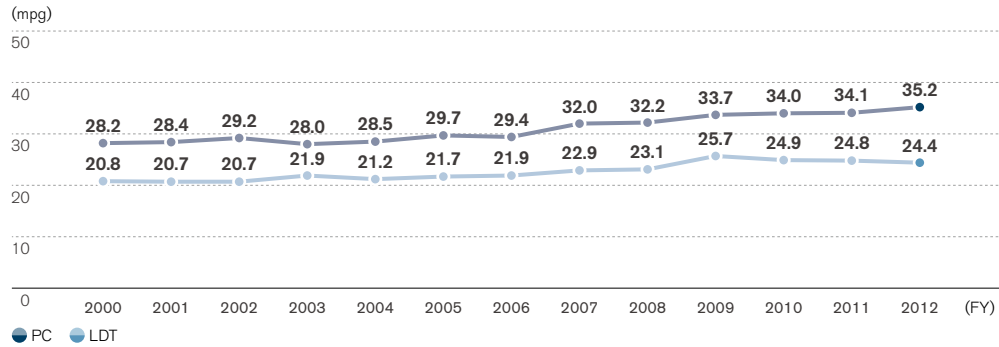
Corporate Average Fuel Efficiency (CAFE, JC08 mode) in Japan



In fiscal year 2012, the increase of sales of Note and the higher proportion of *kei* vehicles (minicars) year-on-year improved the average fuel economy to 18.2km/l in the JC08 mode, which is around a 12% improvement compared to 2011.

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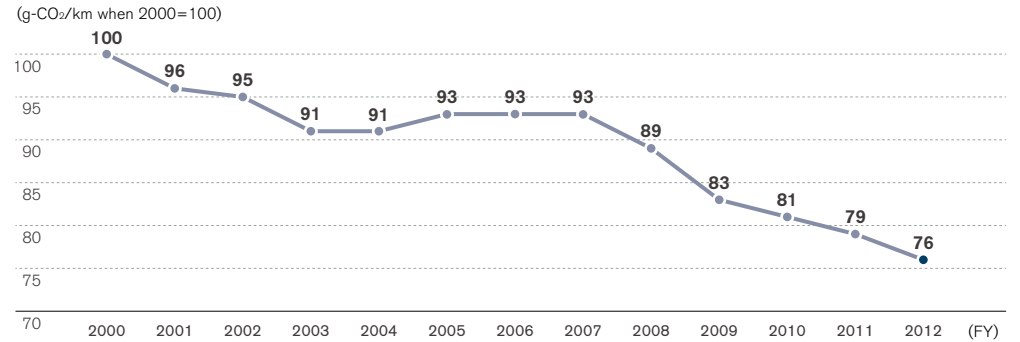
Corporate Average Fuel Efficiency in U.S.



In fiscal year 2012, strong sales of fuel-efficient vehicles equipped with the continuously variable transmission (CVT), such as the Altima and Versa, resulted in CAFE of 35.2 mpg for passenger cars, an improvement of 3% from fiscal year 2011.

 GRI G3 Indicators
EN6/EN26

CO₂ Emission Index from Nissan Vehicles in Europe



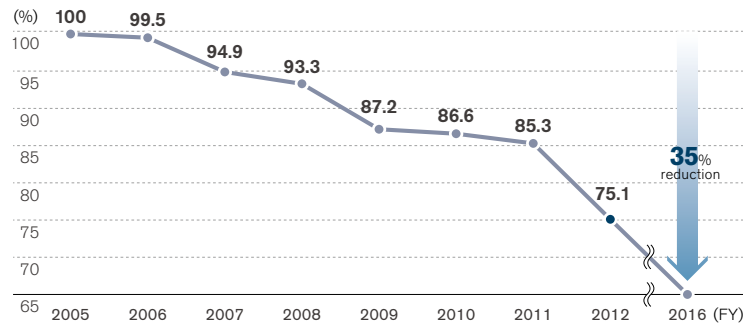
In fiscal year 2012, Nissan reduced its CO₂ emissions by more than 20% compared to fiscal year 2000 on its European sales models.

 GRI G3 Indicators
EN6/EN26

CONTENTS	INTRODUCTION	CEO MESSAGE	COO MESSAGE	BLUE CITIZENSHIP: NISSAN'S CSR	RENAULT-NISSAN ALLIANCE	CSR DATA	THIRD-PARTY COMMENT
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Global Corporate Average Fuel Efficiency (CAFE)

Nissan's CAFE result in fiscal year 2012 represented a 24.9% improvement from the fiscal year 2005 level. We are 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).





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Top Fuel Economy Models

	Unit		(FY) 2012
Global	km/L(10-15mode)	Nissan NOTE 1.2L 2WD w/Super Charger + Stop/Start System	28.0
Best selling model	mpg	Nissan Versa Sedan (Latio/Sunny/Almera) 1.6L 2WD	43.0
Japan(excl. minicars)	km/L(10-15mode)	Nissan NOTE 1.2L 2WD w/Super Charger + Stop/Start System	28.0
Japan(incl. minicars)	km/L(10-15mode)	Nissan MOCO 0.66L 2WD + Stop/Start System	29.0
Europe	gCO ₂ /km	Nissan Micra 1.2 DIG-S 2WD + Stop/Start System	95.0
U.S.	mpg	Nissan Sentra 1.8L 2WD	44.2
China	L/100km	Nissan Sunny 1.5L 2WD	5.8

Only models with internal combustion engines are listed. The 100% electric Nissan LEAF which produces zero CO₂ tailpipe emissions is excluded.



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PRODUCT INDICATORS – TECHNOLOGIES

Technologies

	Unit	Gasoline-powered vehicles	Diesel-powered vehicles	Natural-gas drive vehicles	Hybrid drive vehicles	Electric drive vehicles
Japan	%	88.9	3.1			
North America	%	98.7	0.3			
Europe	%	46.7	52.1			
Russia	%	92.5	7.5	0.05	0.89	0.68
Brazil	%	81.4	18.6			
China	%	99.7	0.3			
Other	%	77.2	22.8			

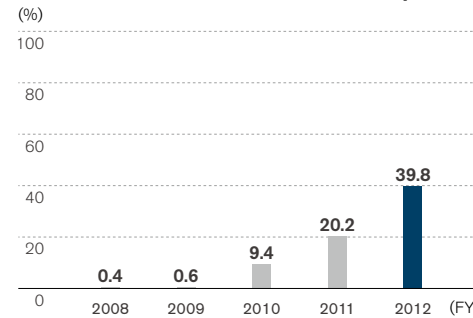
The 100% electric Nissan LEAF sold about 30,500 units in fiscal year 2012, and more than 58,000 vehicles have been sold globally since its introduction in 2010. Nissan LEAF is the bestselling electric vehicle in the world. Also, the Nissan Serena S-Hybrid was introduced in the Japan market from 2012.


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Green Products Innovation

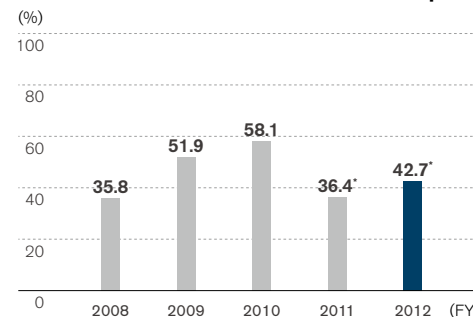
Nissan believes it is important not only to develop and introduce zero emission vehicles such as electric vehicles and fuel cell vehicles, but also to improve the fuel economy of engine-powered vehicles. Nissan's PURE DRIVE title is given to vehicles that not only meet existing fuel economy requirements 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



Sales volume ratio in Japan was nearly 40% in fiscal year 2012, almost doubled from the previous year.

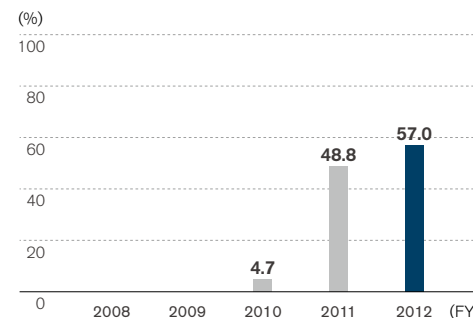
PURE DRIVE Sales Volume Ratio in Europe



Since its drop due to the PURE DRIVE criteria revision in 2011, volume ratio was improved to 42.7% in fiscal year 2012, a jump of 6.3 points.

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

PURE DRIVE Sales Volume Ratio in China



Volume ratio in China has increased to 57% in fiscal year 2012, a jump of 8.2 points from the previous 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	2008	2009	2010	2011	2012	2012 PURE DRIVE Line-up
Japan						CIMA, FUGA, LATIO, CUBE, NOTE, MARCH, X-TRAIL, SERENA, LAFESTA HS, NV350 CARAVAN, NT450 ATLAS, MOCO, ROOX
U.S.						CUBE, SENTRA, ALTIMA SEDAN, JUKE, VERSA SEDAN
Europe						NV200, NOTE, JUKE, NEW MICRA, NEW QASHQAI, PIXO, Q50 SEDAN, QASHQAI
China						SUNNY, TIIDA, SYLPHY, TEANA, LIVINA
Certain Region of Asia/Oceania						MARCH, LATIO, NOTE, SYLPHY, TIIDA, SERENA
Certain Region of Latin America						MARCH, CUBE, JUKE, QASHQAI, SENTRA, SYLPHY, TEANA, VERSA, NOTE, TIIDA SEDAN

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Product Innovation Policy

Nissan aims to be a "sincere eco-innovator." We show that we are sincere by taking a proactive stance toward addressing environmental challenges and reducing the real-world environmental impact. We believe that being an eco-innovator means providing our customers with optimal value in the form of innovative products, technologies and services as contributions to a sustainable mobility society.

As one of the objectives, we have introduced the Nissan Global CO₂ Management Way, QCT-C. This is a new set of management indices with CO₂ (C) added to the traditional QCT indices of quality, cost and time. With QCT-C, we have set CO₂ reduction targets in all areas of our business.

As steps toward becoming a "sincere eco-innovator", Nissan will annually invest 70% of its research and advanced engineering budget on environmental technologies under Nissan Green Program 2016, our environmental mid-term plan.

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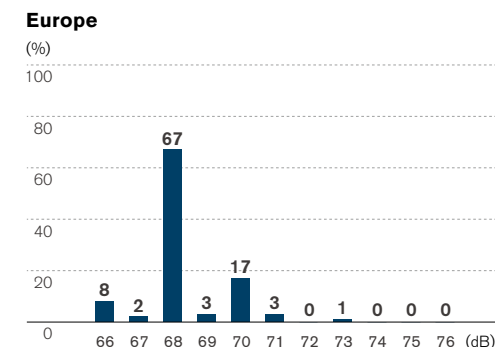
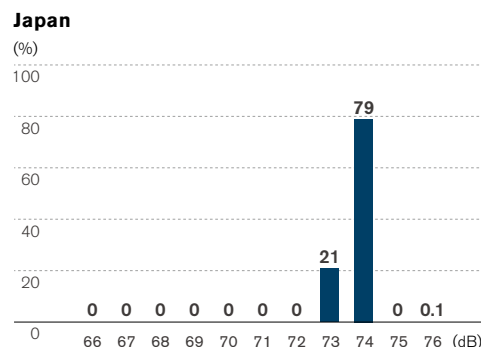
PRODUCT INDICATORS – OTHER EMISSIONS

		(FY)
Japan SU-LEV	Unit	2012
Europe Euro 5	%	98
U.S. U-LEV/SU-LEV/ZEV	%	100
China Euro 4	%	83
	%	100

While we have zero-emission vehicles, the ultimate clean car, in our portfolio, we endeavor to make our entire fleet as clean as possible by reducing exhaust emissions. We have 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 we show here the percentage of our fleet in each location produced to the strictest standards of that region or country. EURO5 vehicles are introduced in China where that standard applies.

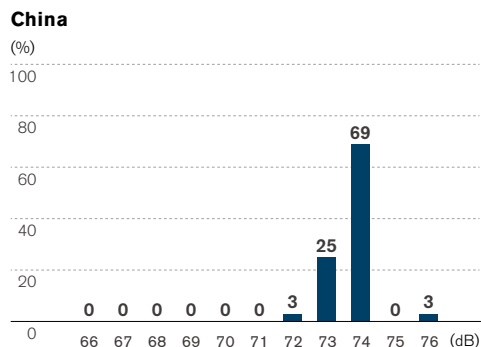
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Share of Noise Emissions



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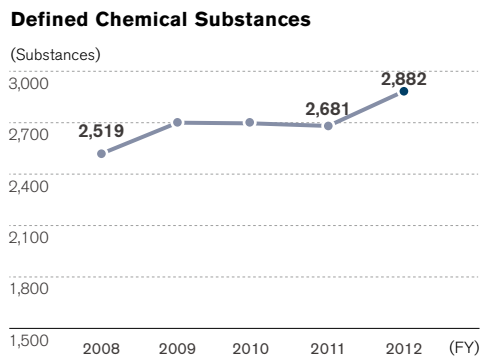
Noise emissions are shown by the noise produced by the acceleration of vehicle in accordance with each national regulation. Only complete built up imported models are shown for Europe and China data.



Regulated Chemical Substances

In 2007, Nissan created a unified global approach to reducing environment-impacting substances. Since then we have enhanced our management of these substances and advanced plans to reduce or to replace their use.

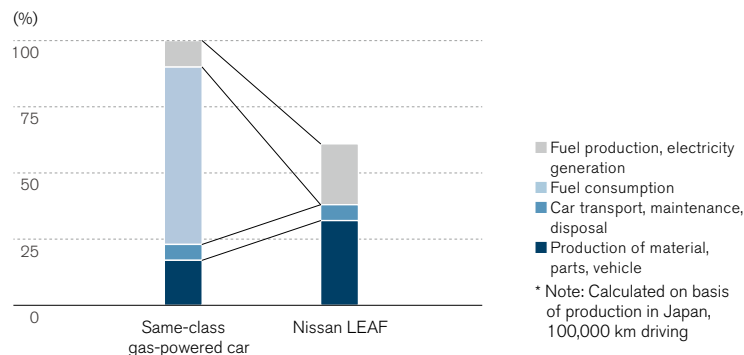
Through our communication with NGOs, we restrict usage of substances that have potential to be hazardous, that are thought to have a high risk of falling into this category or that have been identified as potential threats even if they are not covered by laws and regulations in each country where we do 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. We are 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 2012, NES was revised and added substances based on the definition of substances of very high concern (SVHC) in the EU REACH regulation, and also based on the Global Automotive Declarable Substance List (GADSL) which is the result of the efforts of the global automotive, automotive parts supplier and chemical/plastics industries.



PRODUCT INDICATORS – LIFECYCLE ASSESSMENTS (LCAs)

Lifecycle Assessment to Reduce Environmental Impact

CO₂ Emissions Over a Vehicle's Lifecycle*



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. We also carry out LCAs for new technologies as they are introduced.

Our 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.

In the future we will continue to strive to lower the vehicles' environmental impact based on new technology and more efficient manufacturing processes. We are aiming for further reductions in CO₂ emissions over the lifecycle of our new vehicles.

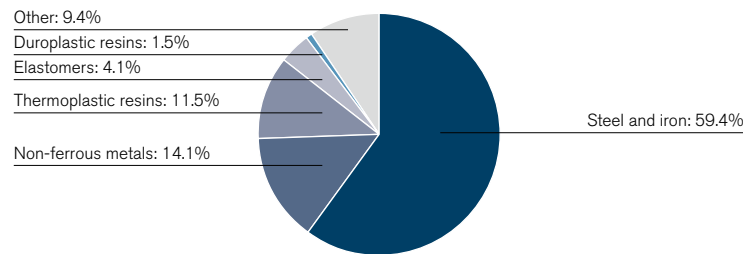
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PRODUCT INDICATORS – MATERIALS, RECYCLING

Material Ratio

We are 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. Our 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. We have set a target of increasing the usage rate for recycled materials per vehicle to 25% by fiscal year 2016.

Pie data shown here represents the status of fiscal year 2011.



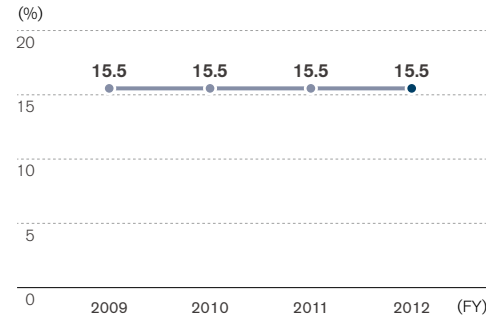
Recycling

For the efficient use of limited and precious natural resources, Nissan aims to reduce dependency on the newly extracted resources as much as possible. We have defined a long-term goal of maintaining our global usage of these natural resources at 2010 levels through 2050. As a mid-term goal, we are working to raise the ratio of recycled materials, such as plastics, aluminums, and steels, which go into each new Nissan vehicle to 25% per unit by fiscal year 2016.

Toward this end, we are 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 2012, our own calculations showed that we had achieved a recovery rate of 99.3% in Japan.

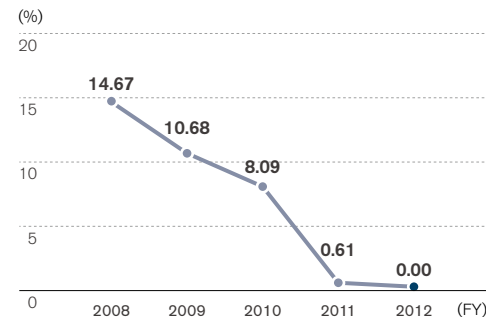
From the early development stage, we consider the use of highly recyclable materials and made structural improvements for ease of recycling. Since Nissan Note, launched in 2005, all new models have achieved a 95% or greater recyclability rate based on the national regulations on ELVs in regions such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

Recycled Plastic Usage in Vehicles



Ratio of recycled plastic to total plastic was calculated based on the bestselling model in Europe. An additional 200 g of parts have been replaced with recycled plastics since minor modifications in 2010.

Automotive Shredder Residue to Landfill Ratio



Based on the Automobile Recycling Law in Japan, we calculated the ratio of landfills to residues after removing ferrous and non-ferrous metals from ELVs. We achieved a 0.0% landfill ratio in 2012 by enhancing recycling capability through acquiring additional facilities that comply with the Automobile Recycling Law.



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PRODUCT INDICATORS – NISSAN GREEN PROGRAM KPIs

NGP KPIs (Product)

The Nissan Green Program 2016 (NGP2016), our environmental action plan for the six years through fiscal 2016, focuses on reducing the environmental impact of our corporate activities and pursuing harmony between resource consumption and ecology. The program includes activities in development, manufacturing, sales, service and all other departments companywide.


The status of each action plan of NGP2016 is as follows. The overall status column shows the progress achieved by fiscal 2012 compared to the objectives laid out for the duration of NGP2016. Each dot shows the progress achieved versus the target of the planned annual objectives.

Action plans	FY2012 progress	Overall Status
1.5 million cumulative EV sales with Alliance partner Renault	Global Nissan LEAF sales: about 30,500 units in fiscal 2012, and 58,000 units cumulatively since 2010 launch	●●○○○○
Introduce four EVs including Nissan LEAF	Promoted field test of the e-NV200	●●○○○○
Prepare to introduce fuel-cell electric vehicle (FCEV) into market	Signed agreement for joint development of common fuel-cell system with Daimler AG and Ford Motor	●●○○○○
Take global leadership in supplying batteries for electric-drive	Started battery production by Nissan North America and Nissan Motor Manufacturing (UK)	●●○○○○
Help create zero-emission society utilizing EVs and their derivative technologies with partners • Develop EV charge/discharge system and information network • Demonstrate smart house/community/grid, starting from Yokohama	Launched the "LEAF to Home" power supply system using Nichicon's EV Power Station Promoted rollout of "LEAF to Home" power supply system at public facilities, houses, condominiums	●●○○○○
Provide energy storage solution with used EV batteries through "4R" business	Promoted use of EV batteries as stationary power units for houses, apartment buildings	●●○○○○
Improve CAFE* by 35% from FY2005 (Japan, U.S., Europe, China) * Corporate average fuel economy; meet or exceed regulatory requirements	Improved CAFE by 24.9% from FY2005	●●○○○○
Introduce top fuel-efficiency models in various classes	These models had top fuel efficiency in their classes: • Note, Latio in Japan • Altima in U.S. • Syphy in China	●●○○○○
Introduce FF-HEV in C class and above; expand FR-HEV offerings	Introduced Cima Hybrid, Serena S-Hybrid in Japan	●●○○○○
Introduce plug-in hybrid vehicle (P-HEV)	Promoted P-HEV development	●●○○○○
Introduce next-generation CVT globally; expand CVT sales to 20 million cumulative units from 1992	Global CVT-equipped vehicle sales of 2.28 million; cumulative total since 1992 of 13.36 million	●●○○○○
Develop lightweight technologies with structure optimization, new materials and new manufacturing processes	Developed and used 1.2 gigapascal ultra-high tensile strength, highly formable steel in the Infiniti Q50, achieving weight reduction of about 40 kg	●●○○○○
Contribute to CO ₂ reduction by ITS technologies	Worked with Beijing Municipal Commission of Transport to confirm effectiveness of dynamic route guidance to disperse traffic congestion	●●○○○○
Collaborate with Beijing city government to improve traffic congestion, promote eco-driving		●●○○○○
Increase recycled material usage ratio per vehicle by 25% in Japan, US and Europe	Activities promoted	●●○○○○
Expand closed-loop recycling scheme with business partners • Collect and recycle scrap, waste from vehicle production • Collect and recycle end-of-life vehicles (ELVs)	Started activity to collect steel and aluminum sheet scraps generated during production, recycle them into steel and aluminum sheets for use	●●○○○○
Improve ELV recovery rate • Achieve top level ELV recovery rate (Japan) • Promote proper treatment and resource recovery globally	Achieved recovery rate of 99.3% in Japan; efforts underway globally	●●○○○○
Reduce scarce resource usage		
Reduce critical metal, rare earth usage	Developed and applied a new electric motor to reduce use of rare earth dysprosium by 40% in Nissan LEAF	●●○○○○
Comply with emission regulations in each region with minimum precious metal usage		

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ASSURANCE AND EXTERNAL RATINGS

Third-Party Assurance



This English language report is a translation of the original Independent Assurance Report in Japanese on the specific environmental performance data included in Nissan Motor Co., Ltd.'s Sustainability Report 2013 and is for reader's convenience.

Independent Assurance Report

June 5, 2013

**To: Mr. Toshiyuki Shiga, COO
Nissan Motor Co., Ltd.**

PricewaterhouseCoopers Aarata Sustainability Certification Co., Ltd.
Sumitomo Fudosan Shiodome Hamarikyū Bldg.
8-21-1 Ginza, Chuo-ku, Tokyo 104-0061, Japan

1. Objectives and Scope

We, PricewaterhouseCoopers Aarata Sustainability Certification Co., Ltd., have been commissioned by Nissan Motor Co. Ltd. (hereafter the "Company") to provide limited assurance on the Company's "Sustainability Report 2013" (hereafter the "Report").

The Company is responsible for the preparation of the Report in accordance with the Company's policies and standards. Our responsibility is to independently express a conclusion on the specific environmental performance data (scope 1 and scope 2 emissions from consolidated production sites of Japan, North America and Europe, and total of scope 3 emissions from commuting for employees of consolidated companies in Japan, U.S. and Europe) in the Report, using the Company's policies and standards as criteria as to:

- Whether the specific environmental performance data (scope 1 and scope 2 emissions from consolidated production sites of Japan, North America and Europe, and total of scope 3 emissions from commuting for employees of consolidated companies in Japan, U.S. and Europe) for the year ended March 31, 2013 included in the Report were collected and reported in accordance with the Company's policies and standards in all material respects.

The accuracy and completeness of sustainability performance indicators and information are subject to inherent limitations given their nature and methods for determining, calculating and estimating such data. Our assurance report should therefore be read in connection with the Company's policies and standards on the reporting of its sustainability performance.

2. Summary of Assurance Procedures Performed

We performed limited assurance procedures in accordance with International Standard on Assurance Engagement 3000 – Assurance Engagements other than Audits or Reviews of Historical Financial Information (ISAE3000), revised in December 2003 by the International Federation of Accountants.

In a limited assurance engagement the procedures are more limited than for a reasonable assurance engagement. Therefore, the evidence-gathering procedures to provide a basis for conclusion are more limited in nature, timing or extent than a reasonable assurance engagement. Therefore, our limited assurance provides a lower level of assurance than reasonable assurance. Because we did not conduct an audit in accordance with generally accepted auditing standards, we do not express an audit opinion.

The procedures we performed for our limited assurance engagement are summarized as follows:

- Reading relevant documents with regard to the Company's overall status and environmental management (including the internal controls), and interviewing relevant personnel;
- Interviewing relevant personnel with regard to the establishment and implementation of the Company's policies and standards for the subject matter at the headquarters and at the sites we visited (listed in the table below);
- Reading relevant documents at the headquarters and at the sites we visited with regard to the methodologies for measuring, compiling, and reporting the subject matter information, and interviewing relevant personnel;
- Performing analytical procedures and tracing part of the subject matter information with supporting documents available at the headquarters and the plants.

The sites we visited are as follows:

Name of Site	Functions
Nissan Motor Co., Ltd. Global Headquarters	Headquarters
Nissan Motor Co., Ltd. Technical Center	Headquarters
Nissan Motor Co., Ltd. Yokohama Plant	Manufacturing
Nissan Motor Co., Ltd. Oppama Plant	Manufacturing
Nissan North America, Inc. Smyrna Plant	Manufacturing

The specific environmental performance data (scope 1 and scope 2 emissions from consolidated production sites of Japan, North America and Europe, and total of scope 3 emissions from commuting for employees of consolidated companies in Japan, U.S. and Europe) subject to our assurance procedures are marked (*) and footnoted in the Report.

3. Our Conclusion

Our conclusion is as follows:

- Based on our work described in this report, nothing has come to our attention that causes us to believe that the specific environmental performance data (scope 1 and scope 2 emissions from consolidated production sites of Japan, North America and Europe, and total of scope 3 emissions from commuting for employees of consolidated companies in Japan, U.S. and Europe) for the year ended March 31, 2013 included in the Report were not collected or reported, in all material respects, in accordance with the Company's policies and standards.

† The maintenance and integrity of the Company's website is the responsibility of management; the work carried out by us does not involve consideration of these matters and, accordingly, we accept no responsibility for any changes that may have occurred to the Report when presented on the Company's website.

[Remarks] Calculation

- 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 is multiplied by a CO₂ emissions coefficient derived from a survey and validated by 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 employees' commute is calculated using a standard unit of measurement announced by METI, MOE and MLIT. This figure is calculated on the basis that employees working at GHQ 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.

Ratings

Nissan and Socially Responsible Investment

Today investors are paying more attention than ever to the concept of socially responsible investment (SRI), evaluating corporations from environmental and social perspectives in addition to financial fundamentals.

Nissan is proud to be listed as part of the FTSE 4Good Index Series, DJSI Asia/Pacific, and Carbon Disclosure Leadership Index CDLI in the CPD Japan 500 Climate Change Report 2012.

In January 2013, Nissan achieved the highest position among automakers (second overall), in the 16th Nikkei Environmental Management Survey conducted annually by Nikkei Inc.



FTSE4Good
FTSE4Good Index Series

CARBON DISCLOSURE PROJECT

Carbon Disclosure Project
Japan Carbon Disclosure Leadership Index



Dow Jones Sustainability Asia/Pacific Index

Nikkei Environmental Management Survey

Ranking 2nd in overall, and 1st in automotive sector

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GRI index (Environment)

Section	Index	Reference
EN1	Materials used	122, 139
EN2	Percentage of recycled materials	122, 139
EN3	Direct energy consumption	122, 123
EN4	Indirect energy consumption	122, 123
EN5	Energy saved	29, 30, 122
EN6	Energy-efficient or renewable energy-based products and services	29, 30, 123, 133-137
EN7	Reduction of indirect energy consumption	29, 30
EN8	Total water withdrawal	35, 36, 122, 125, 126
EN9	Water sources significantly affected by withdrawal of water	35
EN10	Percentage and total volume of water recycled and reused	125
EN11	Location and size of protected areas	-
EN12	Description of significant impacts in protected areas	40, 41
EN13	Habitats protected or restored	-
EN14	Strategies for managing impacts on biodiversity	40, 41
EN15	IUCN Red List species in areas affected by operations	-
EN16	Total direct and indirect greenhouse gas emissions	29, 30, 122-124
EN17	Other relevant indirect greenhouse gas emissions	123, 124, 130
EN18	Reduction of greenhouse gas emissions	123, 124, 131
EN19	Emissions of ozone-depleting substances	-
EN20	NOx, SOx and other significant air emissions	122, 126, 127
EN21	Total water discharge	43, 122, 125
EN22	Total weight of waste	35, 122, 128, 139
EN23	Total number and volume of significant spills	131
EN24	Weight of transported, imported, exported, or treated hazardous waste	127
EN25	Areas affected by the reporting organization's discharges of water and runoff	131
EN26	Mitigation of environmental impacts of products and services	20-28, 133-138
EN27	Percentage of products sold and their packaging materials that are reclaimed by category	33, 34, 139
EN28	Significant fines and noncompliance with environmental laws and regulations	131
EN29	Environmental impacts of transporting products, goods, materials, and members of the workforce	31, 32, 129
EN30	Environmental protection expenditures and investments	130