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NISSAN'S CSR MANAGEMENT

COMPANY ORGANIZATION FOR CSR

The Executive Committee, Nissan's top decision-making body, is responsible for setting goals and confirming progress across the eight sustainability strategies and for managing CSR activities in a comprehensive way throughout the company. In fiscal 2016, in order to improve sustainability performance and accelerate the speed at which sustainability issues are solved, Nissan established a Global Sustainability Steering Committee led by the company's newly appointed Chief Sustainability Officer. This committee discusses the challenges in each of the eight sustainability strategies and reports and submits proposals to the Executive Committee as necessary. It is scheduled to meet twice a year.

Nissan's CSR Decision-Making Process



NISSAN'S CSR SCORECARD

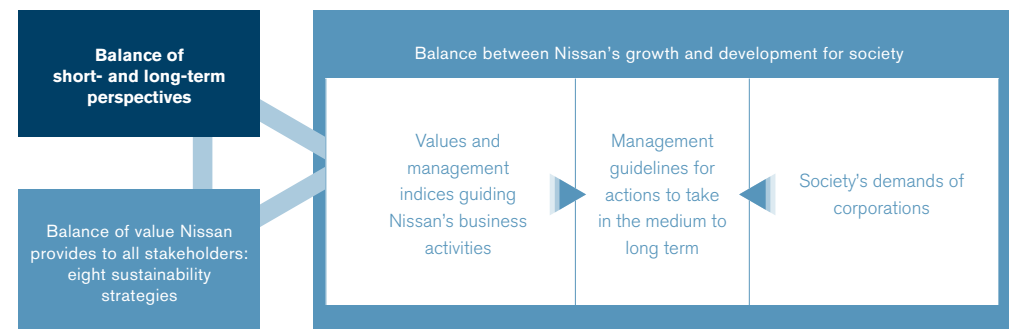
Nissan makes year-round use of the CSR scorecard as a core tool for monitoring and reviewing its progress. The vertical axis of the scorecard lists the eight sustainability strategies to check balances among stakeholders. The horizontal axis represents the points of intersection between the direction of Nissan's growth and that of society's development. The aim is to balance short- and long-term perspectives, achieving equilibrium between the two axes. Each year Nissan publishes the scorecard in this Sustainability Report. In fiscal 2016, the company reviewed the scorecard in order to optimize it further.



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

- Environment: ▶▶ page_17
- Safety: ▶▶ page_47
- Philanthropy: ▶▶ page_58
- Quality: ▶▶ page_66
- Value Chain: ▶▶ page_74
- Employees: ▶▶ page_81
- Economic Contribution: ▶▶ page_100
- Corporate Governance & Internal Control: ▶▶ page_105

Nissan's CSR Scorecard

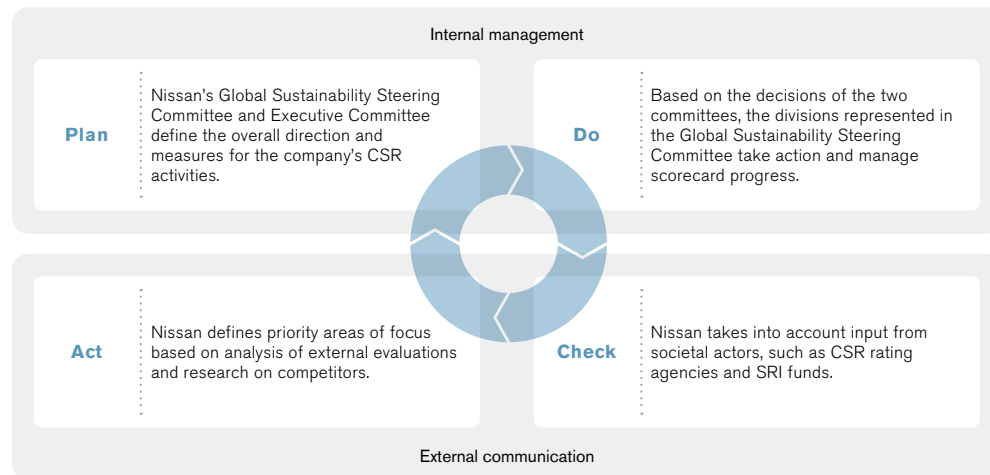


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PDCA CYCLE TO PROMOTE CSR

The PDCA (plan, do, check, act) cycle is a fundamental part of Nissan's CSR activities. Following Global Sustainability Steering Committee and Executive Committee decisions on the overall direction for these activities, the company manages progress using the CSR scorecard. In its actions the company incorporates the views of stakeholders throughout society, as well as analyzing external trends, reflecting these in future plans. In fiscal 2016, Nissan focused on the input of CSR actors and external trends, verified its materiality assessment within the company and continued the process of applying these findings to management strategies.

PDCA Cycle



COMMUNICATING CSR ACTIVITIES INTERNALLY

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

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

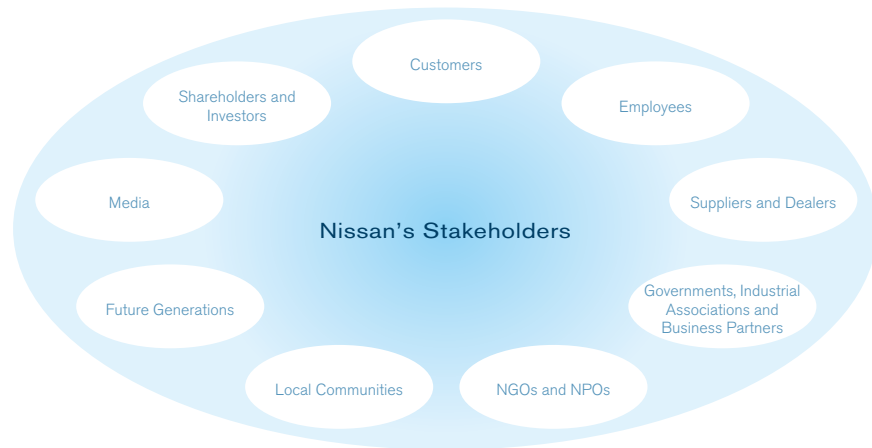
DIALOGUE WITH STAKEHOLDERS

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

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

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Nissan's Stakeholders and Engagement Opportunities



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

RESPECTING HUMAN RIGHTS

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

In 2015, the company revised the *Renault-Nissan CSR Guidelines for Suppliers* to clarify its response to the issue of conflict minerals and its procurement policy based on Japanese ordinances aimed at eliminating the use of antisocial elements. The new guidelines were drawn up and distributed to suppliers.

PARTICIPATION IN THE U.N. GLOBAL COMPACT

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

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

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



Click below for more details about Nissan's guidelines.

▶▶ [website](#)

▶ Click here to download the *Renault-Nissan CSR Guidelines for Suppliers*.



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

Diversity ▶▶ [page_83](#)

Internal reporting system ▶▶ [page_110](#)

Initiatives at dealerships ▶▶ [page_79](#)

▶▶ [website](#)

Click here for more information on the U.N. Global Compact.

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EXTERNAL ASSESSMENT

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

▶ website

Click here for more information on the Dow Jones Sustainability Indices.



In Collaboration with RobecoSAM

Dow Jones Sustainability Indices (DJSI)

The Dow Jones Sustainability Indices (DJSI) are a family of SRI indices developed by S&P Dow Jones Indices LLC (U.S.) and RobecoSAM AG (Switzerland). In 2016, Nissan was selected as a member of the DJSI World Index for the first time, as well as the DJSI Asia Pacific Index, of which the company has been a member since its establishment in 2009.

▶ website

Click here for more information on the RobecoSAM Sustainability Yearbook 2017.



RobecoSAM Sustainability Yearbook 2017

RobecoSAM AG (Switzerland) announces its Sustainability Yearbook every January. In 2017, Nissan was recognized as Bronze Class in the Automobiles category.

▶ website

Click here for more information on the FTSE4Good Index Series.



FTSE4Good Index Series

Nissan continues to be a constituent of the FTSE4Good Index, an ESG Equity Index Series of FTSE, after its 2016 review.



Oekom Research Corporate Rating Report

Oekom Research AG is a German sustainability rating agency that assesses the environmental and social performance of countries and corporations. In 2015, Nissan was awarded Prime Status, deemed suitable for sustainable investors.



CDP Climate Change Program

In the CDP Climate Change Report, announced in October 2016, Nissan was chosen for the "A" list.



Clarivate Analytics 2016 Top 100 Global Innovators

For the fourth consecutive year, Nissan was selected as one of the Top 100 Global Innovators by Clarivate Analytics. In deciding this award, Clarivate Analytics uses its proprietary database of patent information to analyze not just recipients' advanced and innovative technologies but also their development of solutions with broad application in the real world. The award recognizes the most innovative companies and organizations in all industries around the world.



Morningstar SRI

Nissan has been selected for inclusion in the 2017 MS-SRI (Morningstar Socially Responsible Investment Index), a Japanese SRI index managed by financial information services firm Morningstar Japan K.K.



TSE Selection as "Nadeshiko Brand"

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

Nikkei Environmental Management Survey

Nissan ranked second in the manufacturing sector and first among automakers in the 20th Nikkei Environmental Management Survey (results announced January 2017).



Development Bank of Japan Environmental Ratings

As well as being recognized by the Development Bank of Japan as a "company with excellent advanced environmental initiatives," the bank's highest environmental rating, Nissan's outstanding evaluation results also entitled it to a Special Prize reserved for model corporations.



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Click here for more information on awards for diversity.