

**2014 SUSTAINABILITY REPORT**





## **2014** SUSTAINABILITY REPORT

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A photograph of a modern, multi-story Nissan building. The building features a prominent white facade with large glass windows and a red 'NISSAN' logo mounted on the upper level. The sky is overcast with some clouds, and a road with streetlights is visible in the foreground.

**NISSAN**

**REPORT**

**1**





# 2,000

stakeholders received  
Nissan's online survey

# 16

in-depth  
interviews

# 78

GRI Disclosure  
Labels Reported

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## Introduction

It is with great pride that Nissan Brazil (NBA) presents its first Sustainability Report, concerning the year 2014, which represents a milestone for the company on its path toward increasingly transparent governance. During this fiscal year, NBA enjoyed important achievements: launching the first 100%-Nissan plant in Brazil and Parts Distribution Center, as well as New March model, assembled at the new unit. The decision to produce a report following Global Reporting Initiative (GRI) standards (in accordance G4 comprehensive option) is itself an advance for the period, a demonstration of company's commitment to sustainable development.

Based on Materiality Principle and associated with the United Nations (UN) Global Compact, the report serves as an important management tool, outlining an outlook of Nissan's initiatives to offer Brazilians access to innovative products and services, with state-of-the-art Japanese technology and high quality standards, contributing to both creating jobs and producing income in Brazil. [G4-28](#); [G4-32](#)

Through the present report, which will be published from now on every two years, different stakeholders can also learn more about the constant process improvements and continuous resource consumption reductions achieved by the company, efforts in which the NBA team is completely engaged. [G4-30](#)

This publication also provides detailed information concerning social and environmental projects promoted by Nissan Institute, which coordinated the production of this document. Make the most of this opportunity to know better the company!



Nissan Brazil Manufacturing Operations, Atsuhiko Hayakawa, and Overseas Program Director, Takeshi Inoue, participated in Blue Citizenship Week activities



## Nissan Motor Co. CEO Letter

**N**issan has over 80 years of existence and is present in more than 160 countries, with a rich history and solid presence worldwide. Our company is based on pillars such as innovation, motivation, improvement and constant learning, but also on diversity and respect for others and the environment. These are our advantages. Like any citizen on this planet, we will not be here in the future if we do not take care of our house and of those who “live” in it.

We prove concretely, with our actions, that it is possible for a large multinational and multicultural company to develop in a sustainable way, guided by our global vision of “Enriching people’s lives”.

We believe that life on the planet is in each one’s hand and every day we seek to develop our activities in a more sustainable way and also to give conditions for other people to do so, contributing to find social and environmental solutions for regions where we operate. At Nissan, we call this socially responsible approach “Blue Citizenship”, through which we aim to be a company that seeks to meet society expectations.

In order to fulfill these expectations, in addition to the actions taken, we must have transparency with our partners, employees, customers, suppliers and with communities. That’s why it is very important to publish a Sustainability Report of our activities in Brazil. It shows our constant quest for maintaining an open dialogue with society so that together we can build a better world.

**Carlos Ghosn**



## Message from NBA President

Sustainability is part of Nissan's strategy, operation and culture throughout the world, and we believe it is natural that our consolidation in Brazil enables us to operate locally with greater dynamism in relation to this pillar, which is so important for the company and the society. Accordingly, the publication of the first Nissan Brazil Sustainability Report is a milestone that not only demonstrates what we have already done, but, principally, reinforces our commitment to do much more.

We believe life on the planet is in everyone's hands; we thus seek to conduct our activities in a sustainable manner and provide the conditions for other people to do the same. In 2013, we created the Nissan Institute precisely to support our activities focused on education, sustainable mobility and diversity and reaffirm our commitment to preserve the environment. The results of the initiatives of this young institute, which are not few, are part of the content of this report, together with descriptions of activities that involve all Nissan Brazil's areas.

We clearly intend to grow as a company in Brazil, evolving with awareness and respect. Behind the

significant investments we make in the country, there is much more than the mere creation of jobs and revenues. Daily, we seek to disseminate concepts of respect for the environment and for others to our employees, partners and customers. It is our duty and commitment to help construct a more decent future that is rich in opportunities and beneficial for all of us, and for our descendants. Have a good reading! [G4-1](#)

**François Dossa**



Our commitment to sustainability is the focus of our business; it means conducting our activities in an environmentally correct, socially just and economically viable manner



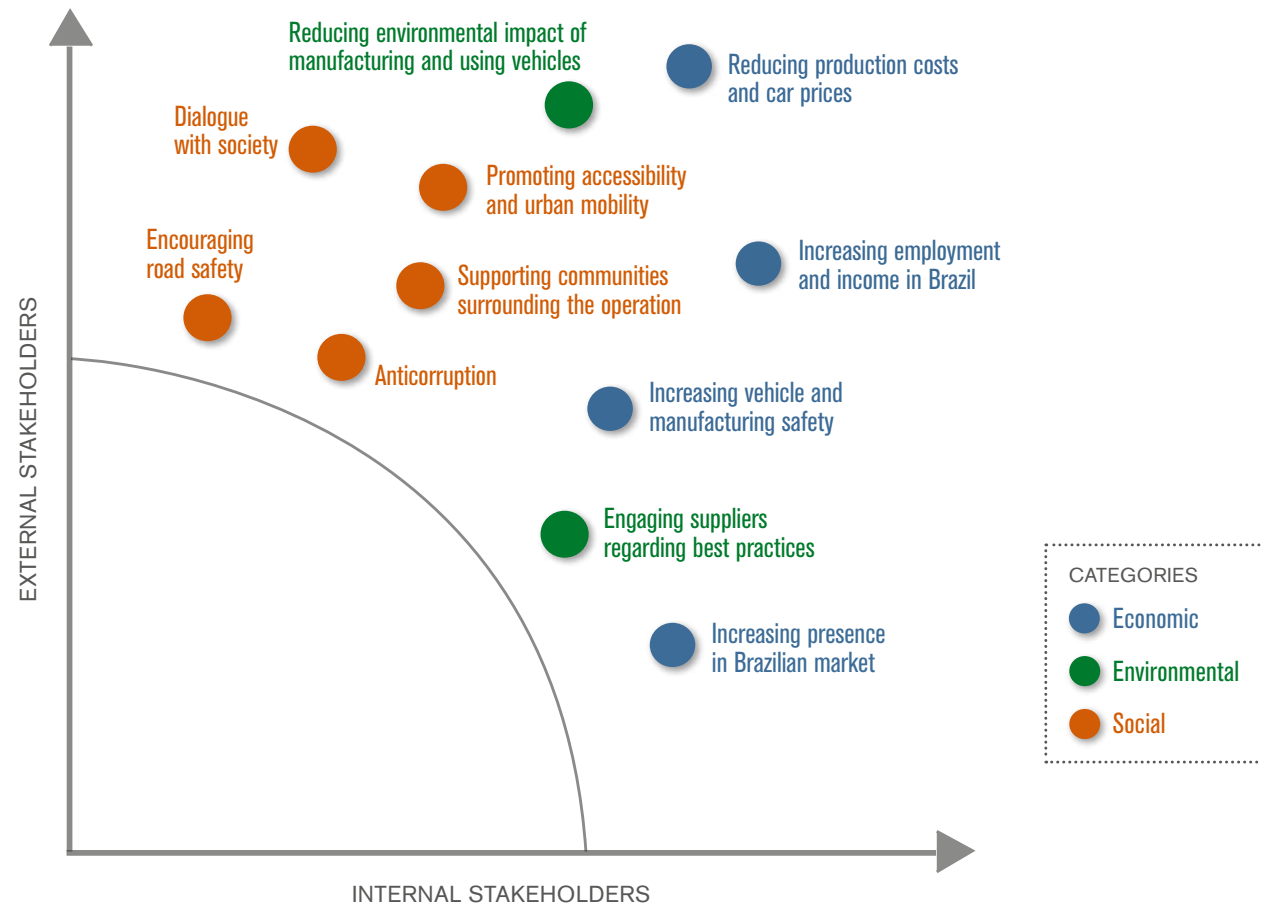
## Materiality and Content

Aiming at comprehensively monitoring company's sustainable development, promoting engagement with both internal and external stakeholders regarding key issues, Nissan Brazil chose to produce its first sustainability report in accordance with Materiality Principle. [G4-18](#)

To construct its Materiality Matrix, the company sent an online survey to over 2,000 stakeholders and conducted 16 in-depth interviews, eight with company managers and eight with external stakeholders. The results of these consultations were aligned with Nissan Motor Corporation's strategies. [G4-33](#)

In order to raise the information to be reported, Governmental Affairs and Sustainability Department identified company's key areas and representative publics. Customers, suppliers, dealers, employees, automotive industry experts and consumer defense specialists participated in the process. While elaborating the content, company's internal documents, as well as domestic and international sectorial were analyzed. [G4-24](#); [G4-25](#); [G4-26](#)

In the adjacent graph, take a look at themes that were considered to be of greatest impact in terms for company's sustainability. On the following page, the scope of these items is detailed in a chart. [G4-2](#); [G4-27](#)



**MATERIAL THEMES SCOPE** G4-19; G4-20; G4-21

Material Themes	Scope Impacts* (inside the organization)	Scope Impacts* (outside the organization)	GRI Related Aspects	Related Chapters
Increasing company presence in Brazilian market	All employees and senior management	Customers and suppliers	Financial performance	Products
Increasing employment and income in Brazil	All employees and senior management	All local suppliers and communities	Financial performance	Stakeholders (Employees)
Reducing production costs and car prices	All company's departments	All suppliers, governments and customers	Financial performance, Energy, Emissions, Waste	Products
Reducing environmental impact of manufacture and use of the vehicles	All employees and senior management	Local customers, suppliers and communities	Energy, Emissions Waste	Products Environment
Increasing vehicle and manufacturing safety	All employees and senior management	Local customers, suppliers and communities	Responsibility for the Product	Stakeholders Products
Engaging suppliers regarding best practices	Purchasing Department and all those requesting services, case by case	All suppliers of the company, companies of the sector, and state and municipal governments	Suppliers' environmental impacts. Promotion of local development	Stakeholders Products
Supporting communities surrounding the operation	Nissan Institute/ Volunteer Program	Communities in the vicinity of the main office, the industrial complex and other units	Governance Society	Social Responsibility
Dialogue with society	Nissan Institute/ employees	Neighborhood associations, unions, NGOs, governments and entities of the sector	Governance Society	Governance and Products
Anticorruption	All employees and senior management	Governments and suppliers	Governance Society	Governance
Promoting accessibility and urban mobility	All employees and senior management	NGOs, governments and entities of the sector	Transportation Society	Report and Social Responsibility
Encouraging road safety	Nissan Institute	Customers, governments and communities	Transportation	Social Responsibility

\* The extent of the impacts are related to stakeholders (inside and outside of our direct operations) to whom our material themes are most relevant.

## 2014 NBA SUSTAINABILITY MAP

**11,000** 

seedlings began to be planted to form a green belt around the plant

**R\$ 2,6 bi**

have been invested in the industrial complex launched in April

More than **160** 

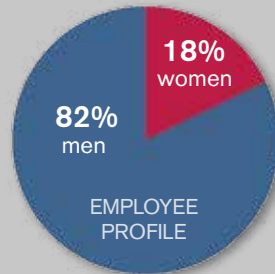
Nissan Dealers in all Brazilian States

**82%** 

is Nissan after-sale customer satisfaction rate

**700,000 m<sup>2</sup>**

of area of Turfeira Lagoon and vicinity were monitored



**3,400**

volunteers, employees and family members were mobilized in social initiatives

**75 tons of CO<sub>2</sub>**

 **196** animal species were identified in this research

**8,373**

suppliers were registered

were avoided through the use of **LEAF** electric taxis

 **17,000**

people were benefited by the social projects supported by the Institute

**60,775**

new Nissan vehicles were sold in this period in Brazil

**200,000**

cars, is the production capacity of the new Brazilian plant

**1,800**

direct jobs were created at 6 company's units

**14%**

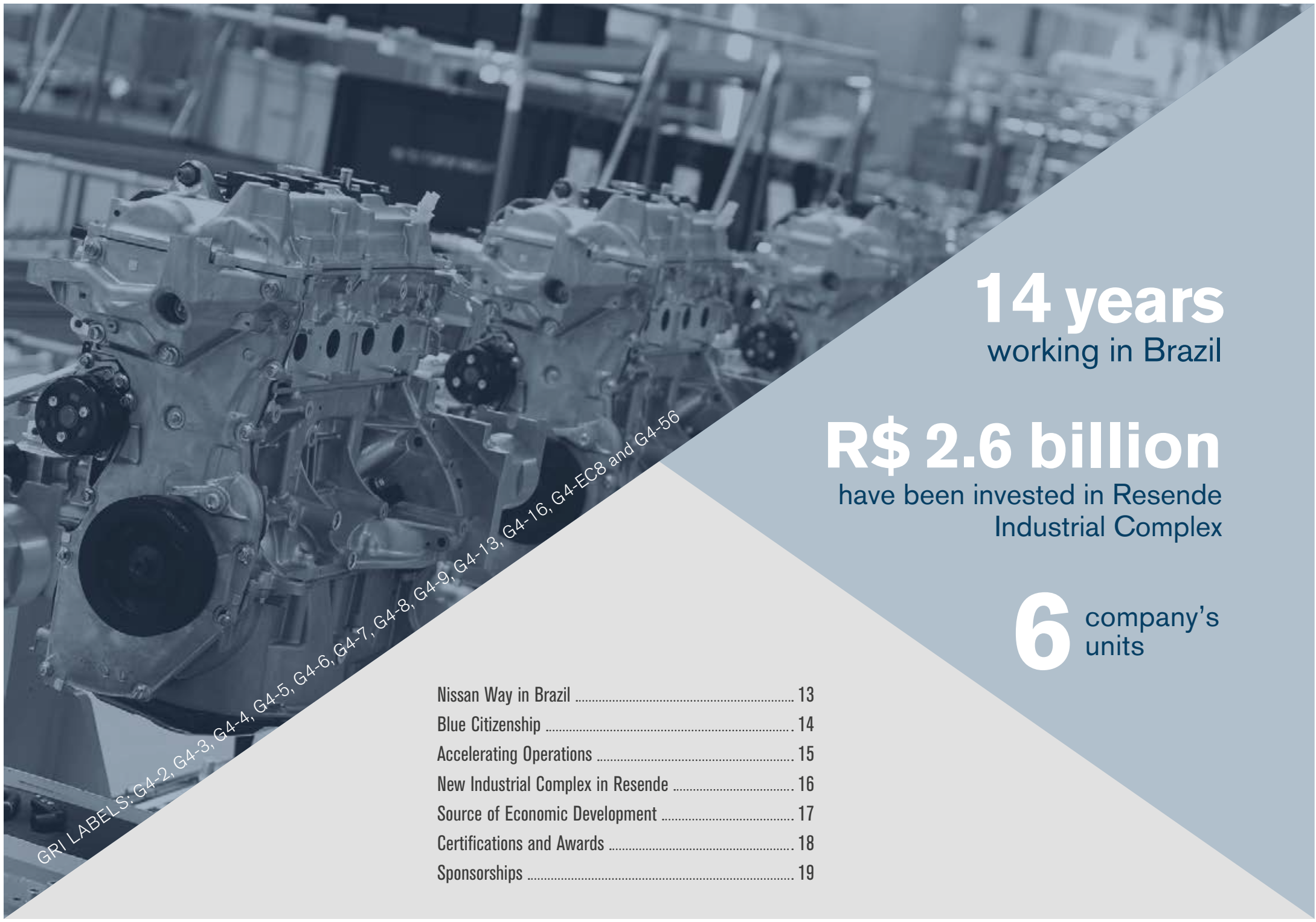
in energy savings at the plant



COMPANY

2





GRI LABELS: G4-2, G4-3, G4-4, G4-5, G4-6, G4-7, G4-8, G4-9, G4-13, G4-16, G4-EC8 and G4-56

**14 years**  
working in Brazil

**R\$ 2.6 billion**  
have been invested in Resende  
Industrial Complex

**6** company's  
units

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## Nissan Way in Brazil

“The power comes from inside.” This is the global maxim that Nissan brought to Brazil. It is highlighted in five values and five actions that make up the Nissan Way: to be cross-functional, cross-cultural, an eternal learner, passionate about what one does, always frugal and competitive, seeking the best results while using the fewest resources. [G4-56](#)

The company’s corporate mission is to provide unique automotive products that add value for all our stakeholders, in association with Renault. It is based on values that guide and motivate employees and partners to adopt practices that guarantee sustainable development. [G4-2](#); [G4-4](#)

Nissan wants to be the more Brazilian among Japanese carmakers. The objective is to innovatively and daringly deliver products and services to enrich people’s lives, increasing their mobility and generating opportunities for regional integration and development in Brazil.

Nissan Brazil is a closed corporation that has been operating in the country since the year 2000 as a subsidiary of Nissan Motor Co. [G4-3](#); [G4-7](#)

## Global Brand Power

Nissan Motor Co. was founded in Japan in 1933 and currently has 160,000 employees, 45 plants and is present in 160 countries. Headquartered in Yokohama, it is the second largest Japanese automotive manufacturer and sold 5.318 million vehicles worldwide in 2014, of three brands: Nissan, Infiniti and Datsun. The group is a pioneer in mobility concept, due to zero-emission Nissan LEAF, the first 100% electric car produced in commercial scale, and to e-NV200 van. [G4-6](#); [G4-8](#); [G4-9](#)

### Mindset and Actions

The focus is the customer, the driving force is value creation, and the measurement of success is profit



#### Mindset

- 1. Cross-functional, Cross-cultural**  
Be open and show empathy towards different views. Welcome diversity
- 2. Transparent**  
Be clear, be simple, no vagueness, and no hiding
- 3. Learner**  
Be passionate, learn from every opportunity
- 4. Frugal**  
Achieve maximum results with minimum resources
- 5. Competitive**  
No complacency, focus on competition and continuous benchmarking

#### Actions

- 1. Motivate**  
How are you energizing yourself and others?
- 2. Commit & Target**  
Are you accountable and are you stretching enough toward your potential?
- 3. Perform**  
Are you fully focused on delivering results?
- 4. Measure**  
How do you assess performance?
- 5. Challenge**  
How are you driving continuous and competitive progress across the company?

## The Renault-Nissan Alliance

Since 1999, the Renault-Nissan Alliance has been constructing a unique business model that has also been reproduced in Brazil, creating significant value for both companies. Since 2002, Renault and Nissan employees have been working as partners at Renault’s plant in São José dos Pinhais, Paraná.

With an attitude of mutual respect and of pride in their respective companies, they implement synergies that signify savings for both companies, while brands and corporate identities of each are maintained.

This alliance is the first industrial and trade partnership involving a French and a Japanese companies, and it has led to five consecutive years of record sales of new vehicles around the world. In 2014, the two brands sold 8,470,610 units.



## Blue Citizenship

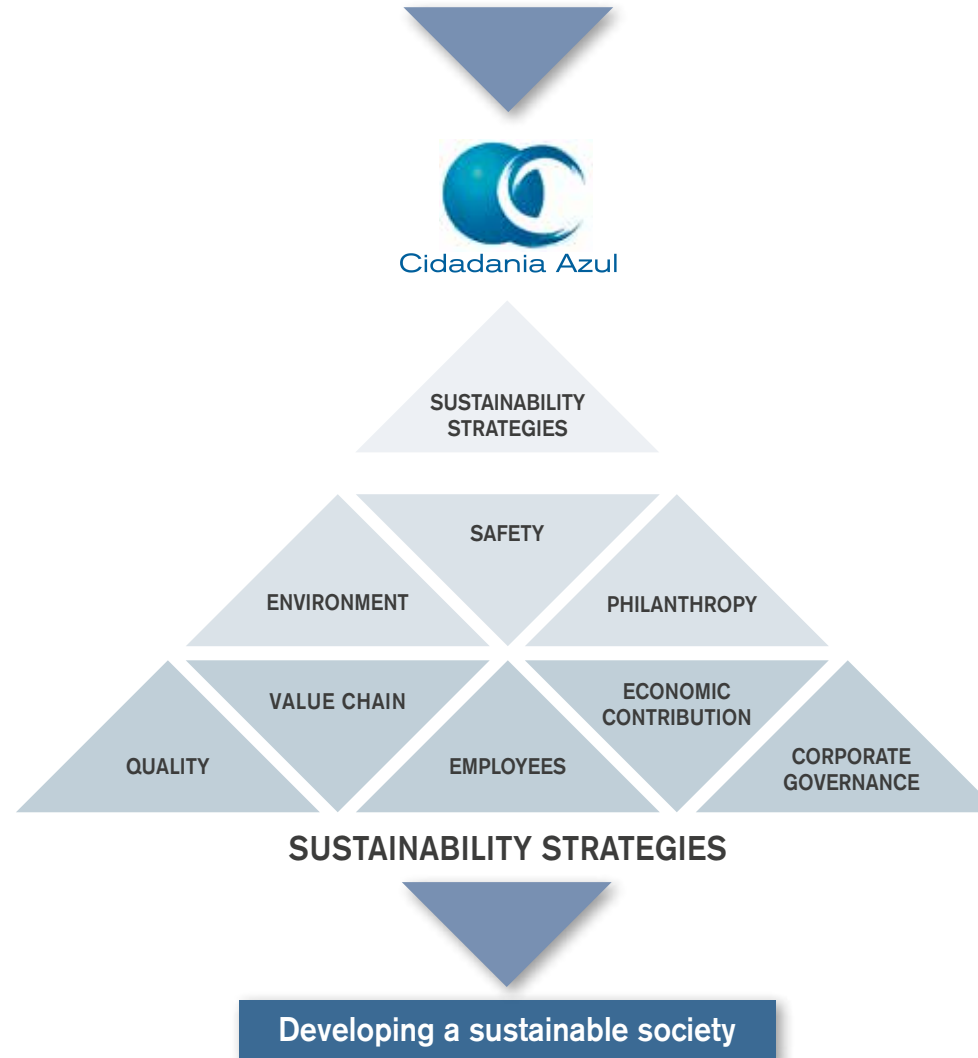
Nissan understands that sustainability is a multifaceted challenge and that the various proposed solutions are anchored in Blue Citizenship, a seal that compiles the eight strategies defined by the company to make it increasingly sustainable.

Company's vision is to enrich people's lives, contributing to sustainable development through its activities. It is a long-term vision, aware of the fact that social relations and lifestyle have a direct impact on the reality of future generations.

Accordingly, in its social initiatives, the company prioritizes education, for it believes that it is only possible to contribute to real society development through education.

The company believes that it is only possible to contribute to real society development through education

### CORPORATE VISION NISSAN: ENRICH PEOPLE'S LIVES



## Accelerating Operations

In response to Brazilian market growth, which is currently the world's fourth largest in terms of new vehicle sales, Nissan Brazil renewed its commitment to national development in 2014, launching its industrial complex in Brazil, with investments of around R\$ 2.6 billion.

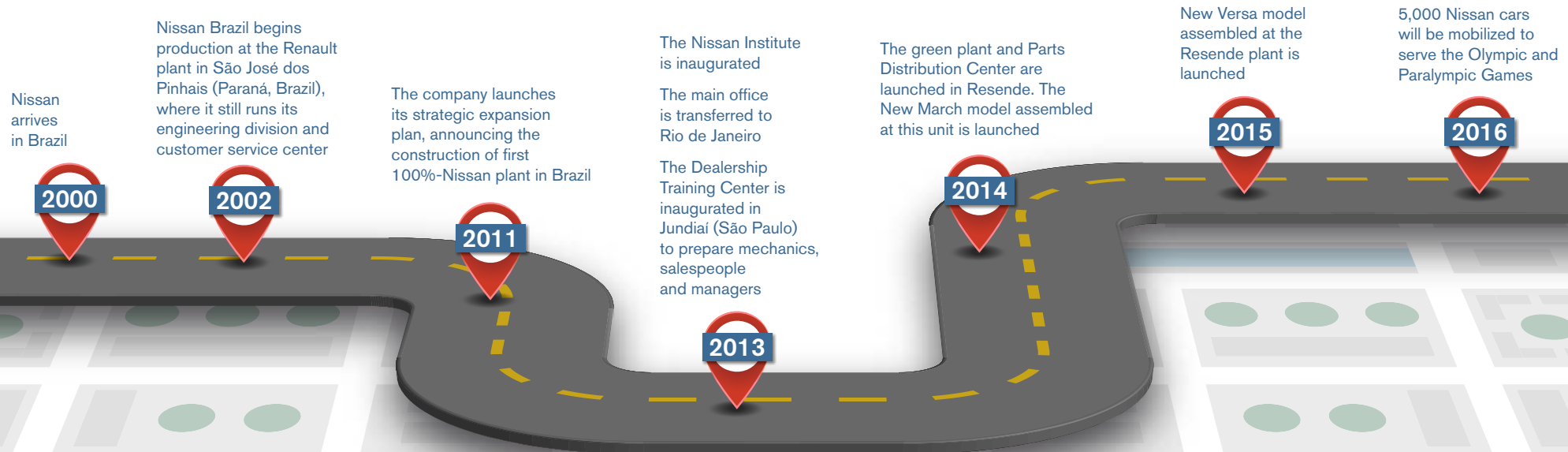
During this period, the first 100%-Nissan Brazilian plant and its Parts Distribution Center began operating, both of which are in the city of Resende, in "Sul-Fluminense" region in Rio de Janeiro State. The company also launched the first model assembled at this plant, the New March.

Including company's four other business units, such investments contributed to NBA creating around 1,800

direct jobs in Brazil. The state government estimates that, with the attraction of suppliers to the region and the stimulus of the services sector to serve the needs of the new inhabitants, 2,000 indirect jobs were also created. [G4-9](#); [G4-13](#)

The decision to choose Resende considered the city's strategic location, in light of the region's logistical vocation for distributing products and offering services throughout Brazil.

The company closed the year with more than 160 dealers operating in all Brazilian states, three of which were inaugurated during this period. In Rio de Janeiro, the company has 11 retailers. [G4-8](#)





## New Industrial Complex in Resende

Launched in April 2014, Nissan Brazil's plant in Resende occupies 220,000 m<sup>2</sup>. It was designed to be one of the brand's most sustainable factories worldwide, according to Nissan Green Program (NGP) indicators, which is company's global program focused on preserving the environment and mitigating impacts.

The unit adopts the "green" concept, enjoying a modern assembly line and installations adapted for responsible use of natural resources such as water and electric power. The architecture was also designed for maximum exploitation of natural light and ventilation, which reduces the entire unit's energy consumption.

During the same year, NBA also inaugurated its Parts Distribution Center in the Industrial Hub of Resende, near the plant, with a storage capacity of over 680,000 parts. This unit received a total investment of R\$ 70 million, generating 82 direct jobs and contributing to region's economic development. Its total area is 16,400 m<sup>2</sup>, the equivalent of four official-size soccer fields; and it can be expanded to up to 35,000 m<sup>2</sup>. [G4-2](#)

The unit is the result of a partnership between Nissan and FM Logistic. In addition to the parts produced in Brazil, the company imports and stores parts from Mexico, United States, Japan, Thailand and Europe. As with the first plant in Brazil, the unit enjoys a strategic location, guaranteeing that our customers receive the parts they need within the stipulated period. This demonstrates company's respect and commitment to customers, dealers and future consumers, promoting the confidence of all.





## Source of Economic Development

Nissan Brazil's economic contribution to Rio de Janeiro, "Sul-Fluminense" region and the city of Resende has been quite significant ever since main office's transfer to the state and plant's inauguration. [G4-5](#)

According to Resende Revenue Office, in addition to stimulating improvements in infrastructure and creating jobs for residents of the region, the company became responsible for 40% of taxes collected by the municipality, which were more dependent on truck manufacturer MAN activities before. [G4-EC8](#)

The company also assumed a leading role in regional automotive "cluster", which has the second largest hub of the sector in Brazil. Consisting of PSA Peugeot Citroën (Porto Real), MAN (Resende), Hyundai (Itatiaia) and Land Rover (Itatiaia), beside suppliers, this group discusses common themes to the companies, such as infrastructural needs, demands and investments made together with state and municipal governments. [G4-16](#)

Reaffirming its confidence in the "Sul-Fluminense" region, the company inaugurated its first Nissan dealership, Oca Veículos, in the city of Resende in 2014. This is the brand's second retailer in the region, the first being in Volta Redonda. Oca enjoys 1,200 m<sup>2</sup> of constructed area, 212 m<sup>2</sup> of which comprise the showroom featuring a complete structure for selling all the brand new models Nissan offers in Brazil, as well as parts, accessories and used cars.



Parts Distribution Center in Resende strengthens the strategy to attract suppliers to this area

## Certifications and Awards

The complete satisfaction of our customers and partners is a constant target within the company. For 14 years in Brazil, Nissan has been working to develop the confidence of its stakeholders, always based on ethics, transparency, quality and safety.

Recognition for such work is evidenced by the long list of certificates and awards received in 2014. In less than one year of operations, Resende plant earned the three most important certifications related to its business: Quality, Safety and Environment (ISO 9001, OHSAS 18001 and ISO 14001). Five awards were granted by opinion opinion makers, by mainstream press and by entities respected by the automotive sector.

Nissan Brazil was the finalist in three categories of AutoData, an award of great prestige in the Brazilian

automotive industry. The company, its president, François Dossa, and the New March model were chosen, by journalists and readers of the publication AutoData, as finalists in the Manufacturer, Personality and Car of the Year categories, respectively.

The new Nissan Sentra, in turn, was selected by Quatro Rodas magazine as the best buy in 2014, according to a survey with customers.

The marketing campaign developed in partnership with Marketdata agency to promote this car also received an award, the silver trophy in B2C Sales category of the twentieth edition of Brazilian Association of Digital Marketing Companies (ABEMD, in Portuguese) awards.

Moreover, Brazilian Teleservices Association (ABT, in Portuguese) granted the Latam Award (which

involves other entities of the sector in Latin America) to Nissan Brazil's Customer Service Center (SAC), for the case "Nissan/Tivit – taking good care of our consumption dreams."

The company also won the "Occupational Health and Safety Protection Brazil" award organized by the magazine "Proteção". Nissan Brazil's plant was recognized as the best national and southeastern regional case for its project "Nissan's New Plant: Proud to be a Brazilian Citizen".

This was all possible thanks to employees dedication, demonstrating company's commitment to offer Brazilian market products with Nissan's high level standards.

The plant received three important certifications in less than a year



## Sponsorships

Nissan Brazil is an official sponsor of Rio 2016 Olympic Games and Rio 2016 Paralympic Games. This partnership involves furnishing around 5,000 vehicles to serve the needs of the events and the Brazil Team. The company also sponsors the Olympic and Paralympic Torch Relay.

With the aim of contributing to the development of Brazilian athletes, Nissan created a mentoring program

known as the “Nissan Team,” which sponsors 29 athletes and para-athletes. The mentors of the group – Hortência Marcari, the greatest idol of Brazilian women’s basketball, and Clodoaldo Silva, one of the greatest Paralympic swimmers of all times – lead this work.

The company also chose to invest in sponsoring the traditional “Grêmio Recreativo Escola de Samba

Acadêmicos do Salgueiro” in order to demonstrate its desire to increasingly immerse itself in the culture and passions of Brazilians.

Nissan sponsored the preparations for the school’s parade in Rio de Janeiro in 2014. The choice was motivated by the school’s theme song “Sustainability and Environmental Preservation,” which deals with themes directly related to the business. Company’s culture of continuous investments in clean technologies positions Nissan as a pioneer in producing and selling 100% electric vehicles, with no toxic emissions.

During the two years of partnership between Salgueiro and Nissan, in addition to two vice championships that were won by the Rio de Janeiro school, a documentary was produced concerning the relationship between the conception (automotive vs. carnival design) and production of floats in the school’s warehouse and of cars at the Nissan plant in Resende.

The partnership also led to a tribute from Nissan to Salgueiro through drawing a Carnival version of Nissan Kicks concept car, presented during 2014 São Paulo International Motor Show. The contract with this samba school was renewed for 2015 parade.

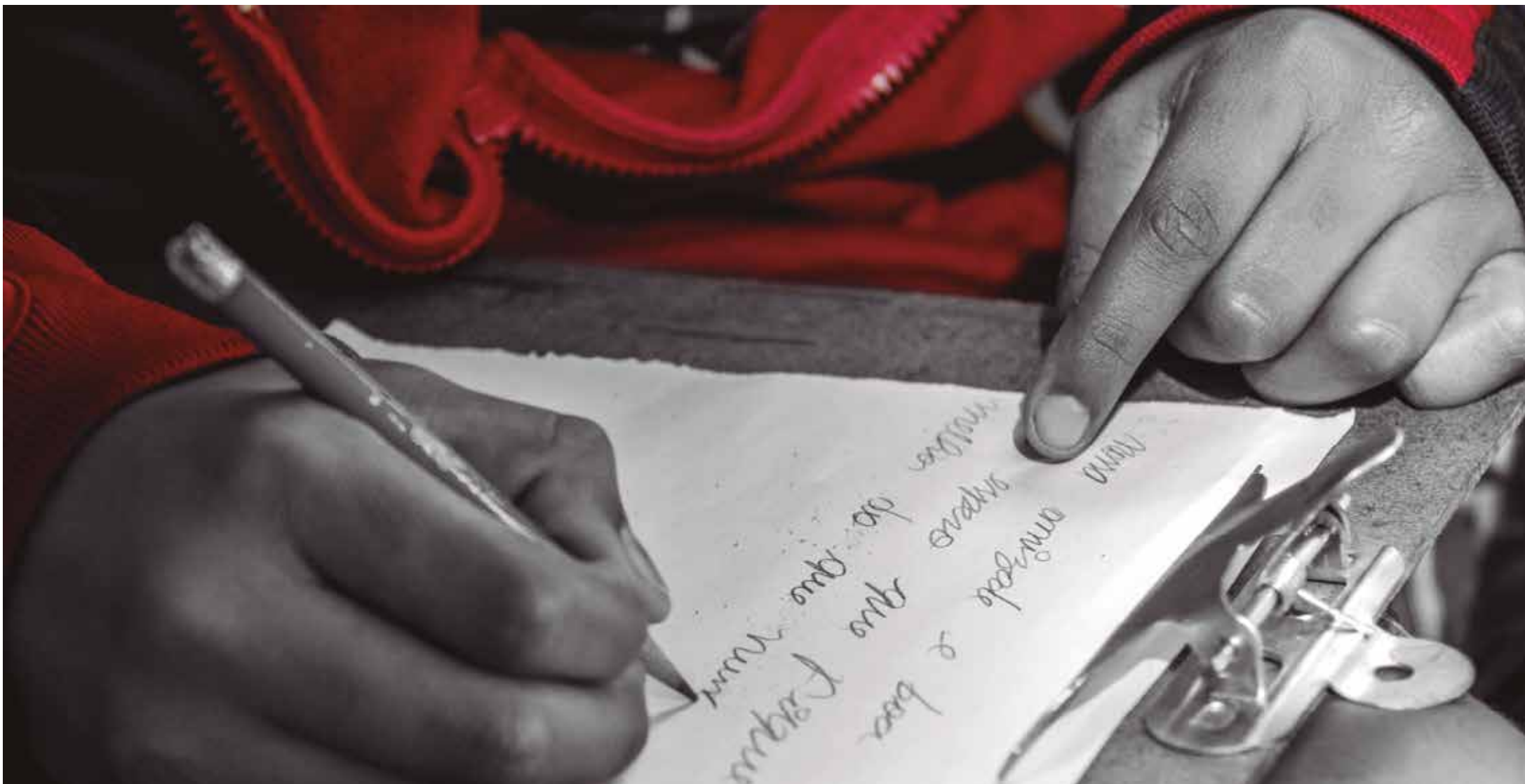


Susana Schnardndorf and Hortência Marcari, para-athlete and Nissan Team mentor.



The company has a partnership with the Salgueiro samba school.





# 3

## SOCIAL RESPONSIBILITY

A black and white photograph of three young girls smiling and hugging each other. They are in a classroom, with a bulletin board in the background featuring a drawing and some text. The image is partially obscured by a large blue diagonal graphic on the left side of the page.

**17,000**

beneficiaries

About

**R\$ 1 million**

invested in social projects

**3,400**

volunteers were mobilized,  
including employees and  
family members

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GRI LABEL: G4-SO1



## Nissan Institute

Designed to promote social inclusion, the Nissan Institute is a non-profit organization that is the first project of its kind within our global matrix. Created in 2013, it has already benefited 17,000 people through the realization of 35 activities and projects. Its mission is to value and transform human lives through education, professional training, health care and social assistance, as well as promoting volunteering within the Company.

Several projects are supported by the company as well as education initiatives in three areas: mobility, diversity and environment. These initiatives are made possible via partnerships with nongovernmental organizations and with in-house volunteering team.

Its chief premise is engagement in favor of activities aimed at the development of local communities, which reinforces the aspects of citizens' rights and duties.

By investing in the communities surrounding its operations, Nissan also adds nonmaterial value to the company, for it is perceived as an agent that contributes to the improvement of life quality and as an institution that cares about people. A company that wants to grow needs to strengthen such ties.



Developing and transforming  
lives through education

## Corporate Citizenship

The culture of corporate citizenship is disseminated at Nissan via the global concept of Blue Citizenship. This is an invitation to our employees to adopt responsible attitudes for a better world.

Responsible employees become people that are more

apt to contribute with ideas, to be more participative, to work in groups, with sensitivity to listen to others in order to discover what the best thing to do is. A culture of social responsibility in a company is strengthened by ties between people.

Nissan Institute is part of a new corporate awareness aimed at economic growth tied to socio-environmental impacts mitigation and to enlarge services and products quality while improving relationships at the same time.

# Nissan Institute Management Levels



**Carlos Ghosn**  
President of Honor

ADVISORY COUNCIL



**François Dossa**  
Council Chairman



**Ronaldo Znidarsis**  
Council Vice Chairmain



**Leonardo Paiva**  
Counselor

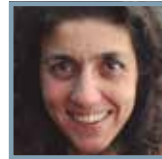
EXECUTIVE BOARD



**Márcia Ribeiro**  
Executive President



**Roderlei Correa**  
Executive Vice President



**Flavia Samel**  
Executive Director



**Marcos Grosso**  
Chief Financial Officer



**Thiago Lopes**  
Treasurer



**Rafael Barbosa**  
1<sup>st</sup> Secretary



**Mila Poli**  
2<sup>nd</sup> Secretary

AUDIT COMITTEE



**Yuri Rodrigues**  
Tax Advisor



**Adriana Berkenbrock**  
Tax Advisor



**Weber Soares**  
Tax Advisor



**Wesley Custódio**  
Tax Advisor



## Valuable Volunteers

Nissan believes it is part of an ecosystem of relationships in which the company acts as a facilitator and disseminator of best practices involving its stakeholders. Accordingly, NBA developed the “Valuable Volunteers” project, which involves company’s entire workforce and includes third parties and family members.

- **Internal impacts:** alignment with Nissan Way; increased productivity and efficiency; employee retention; satisfaction and pride of workplace; wellbeing.
- **Impacts on society:** transformation of lives; access to additional cultural, educational and informative content; greater professional prospects; improved scholastic achievement.

Employee involvement is fundamental to make a difference in the social programs developed by Nissan Institute. Volunteers bring with them their background, life experiences that contribute to the progress of local community, directly interacting with people benefitted. Such mobilization promotes an atmosphere in which employees feel engaged, and it strengthens our capacity to make a difference in peoples’ lives and in the world we live in.

### ACTIVITIES 2014

Axes of Action	People Involved
Supported Projects	10,956
Safe Mobility	546
Diversity	495
Environment	446
Community	2,201
Volunteers	3,400
<b>Total</b>	<b>16,949</b>



## Green school in Resende

As part of investment in the adoption of good practices that protect the environment and reinforce education, especially in communities where the company operates, Nissan built the “Parque das Águas” Education Center for Children, a nursery-public school, in a public-private partnership with Resende municipal and Rio de Janeiro State governments, under Nissan Institute monitoring.

The nursery-school project, which works in “Parque das Águas” in Resende since March 2015, was created based on sustainability criteria. [G4-SO1](#)

The initiative's goal is to serve the children of local residents, by offering pedagogical and educational activities, in a 2,000 m<sup>2</sup> area. The education center capacity is up to 194 children between 3 months and 5 years and 11 months.

### Differentials

- **Solar panels:** renewable energy generation through photovoltaic panels. It does not use any fuel to produce energy and emits no greenhouse gases;
- **Use of sunlight:** use of glass walls in all rooms and common open areas;
- **Natural ventilation:** circulation area is open and the cafeteria uses a brise system, ensuring privacy, sun protection and adequate ventilation;
- **Respect for the environment:** work performed with walls deviation for preservation of the main trees of space;
- **Emission reduction:** adoption of R410 gas in air conditioners appliances, respecting environmental laws.



## Social Projects Supported

### Casa do Zezinho



NBA contributes to life quality and community wellbeing by supporting the Health Care Center known as “Se Cuida, Zezinho!”

Founded in 1994, “Casa do Zezinho”, located in the Capão Redondo region of São Paulo, is recognized worldwide for its own educational methodology. Known as Rainbow Education, it seeks to develop the identity, talents and potentials, self-esteem, autonomy of thought and critical reflection of children and youths that attend the institution, affectionately referred to as “Zezinhos.”

For this extremely rich universe, the Nissan Institute, as

a partner of the aforementioned NGO, contributes to the life quality and community wellbeing by supporting the Health Care Center known as “Se Cuida, Zezinho!” and raising the little ones’ awareness to health care.

The project offers preventive and integrative medicine for young people, their families and other social agents, serving as medical and dental assistance supplemental to what the public healthcare system offers.

The community thus enjoys access to health care in the following areas: naturology, acupuncture, phytotherapy (herbal medicine), iridology (identification of diseases and problems via iris exam), auriculotherapy (ear acupuncture), meditation, pranic healing and ophthalmology. The center also offers yoga classes and promotes initiatives focused on drug and alcohol abuse prevention, breast cancer prevention and healthy nutrition.

## Miratus Badminton Association

In line with the values of aiding people's development through education and sports, the Nissan Institute supports the work of Miratus Badminton Association. Spaces of reflection were created to help young athletes construct a life project, seeking to improve their professional qualification and insertion into job market.

The association was created in 1998 to promote, by way of practicing sports, the social inclusion of low-income youths from the Chacrinha community in Jacarepaguá (Rio de Janeiro). With the development of its own method for training its athletes, the Bamon, the project has been changing the lives of many young people, who win gold medals not only in international badminton championships, but also in terms of self-realization.

The institute has been supporting the implementation and monitoring of an educational project known as "Projeto do Futuro". Developed in partnership with the "Centro de Criação de Imagem Popular" (CECIP, in Portuguese), the program offers complementary activities in the areas of art, technology, communication and education, stimulating new forms of social interaction in the community and, consequently, transforming the lives of these children and youths.





## Salgueiro Olympic Village



In 2014, Nissan Institute promoted frequent English courses in a partnership with British Center for young people from the surrounding communities (Salgueiro, Andaraí, Macacos, Turano, Caçapava, Borel and Casa Branca).

## Social Partnership with Renault in Paraná



In return to an agreement with Paraná State Government and in partnership with Renault, with which the company operates a plant in São José dos Pinhais (Paraná), the Nissan Institute invested in Guaira Theater Cultural Center restoration and in an Office of Justice and Human Rights project.

## Prevention and Road Safety

The company believes that promoting driver’s education is also within the scope of its social responsibility. For that reason, in 2014, the Nissan Institute donated two Livina vehicles, which were adapted for people with special needs, to the “Citizenship on Wheels” program, and invested in projects that mobilized around 600 people, such as the “Parade for Life” and “Yellow May.”

The “Citizenship on Wheels” program, of Rio de Janeiro State Traffic Department (Detran-RJ), offers hands-on driving classes free of charge for individuals with special needs at Rio de Janeiro Public Driving School. With the arrival of the cars, the program came to comprise a fleet of nine cars.

The “Yellow May” educational campaign was aimed at internal and external stakeholders. Rio de Janeiro and Resende employees underwent the experience of driving a simulator, in which they faced various adverse situations so as to encourage safe driving habits.

The residents of Resende (Rio de Janeiro) were also able to experience the simulator through an initiative in the center of the city. At the time, the company distributed the Brazilian Vehicle Code at Nissan Brazil’s units and in the same city. The campaign was conducted in partnership with Resende City Hall, Denatran and the Ministry of Cities, advocating reductions in the number of accidents and violence on the road.

Also as a part of its road safety and accident prevention initiatives, Nissan sponsored the production of printed materials for National Traffic Week promotion, in Resende, and for “World Car Free Day.” The initiative benefited 646 students from four municipal district schools and two private schools.

Nissan’s Governmental Affairs and Sustainability Director delivered the car adapted for individuals with special needs to state government’s representative.





## Inclusion Engine



To Nissan Brazil, diversity is an asset and one of the pillars of sustainability. For that reason, investing in initiatives that produce collective awareness favoring inclusive coexistence is one of the company's targets. To this end, the company offers people of diverse culture, ethnic groups and genders a favorable environment for harmonious social interaction, and encourages its employees to undergo this experience.

Among the activities conducted in 2014, it is worth

highlighting Diversity Week, Paralympic Athlete Day and AfroBrazilian Awareness Week, which promoted discussions of these themes among our internal public.

At Paralympic Athlete Day, employees of Rio de Janeiro office enjoyed talks with the participation of canoeing para-athlete Caio Ribeiro. During Blue Citizenship Week, Paralympic swimming champion Clodoaldo Silva spoke to hundreds of employees at our Resende plant.

## Environmental Education

In line with global debates concerning urban mobility, emissions reductions and climate change, Nissan Brazil has been disseminating a culture of sustainable practices through activities related to recycling, clean energy and environmental awareness.

In 2014, the company actively participated in National Environmental Week, in Resende, serving as the main sponsor and partner of the joint effort to clean the banks of Paraiba do Sul River in "Sul-Fluminense" region.

Nissan Institute also encourage employees to plant seedlings at the plant, aiming at raising their awareness as to environmental preservation, which also serves as an initiative for engagement with respect to our project for implementing a green belt in the area.

Another important initiative was LEAF presentation, Nissan electric car, to Miratus Project, showing clean technology for children and families. Furthermore, a group of employee volunteers conducted recycling workshops for the community.



**GOVERNANCE**

**4**



GRI LABELS: G4-14, G4-15, G4-16, G4-34, G4-35, G4-36, G4-37, G4-38, G4-43, G4-44, G4-45, G4-47, G4-48, G4-49, G4-53, G4-56, G4-57, G4-58, G4-HR12, G4-S04, G4-S07 and G4-S08

**70%** of our workforce trained in Ethics and Transparency Campaign

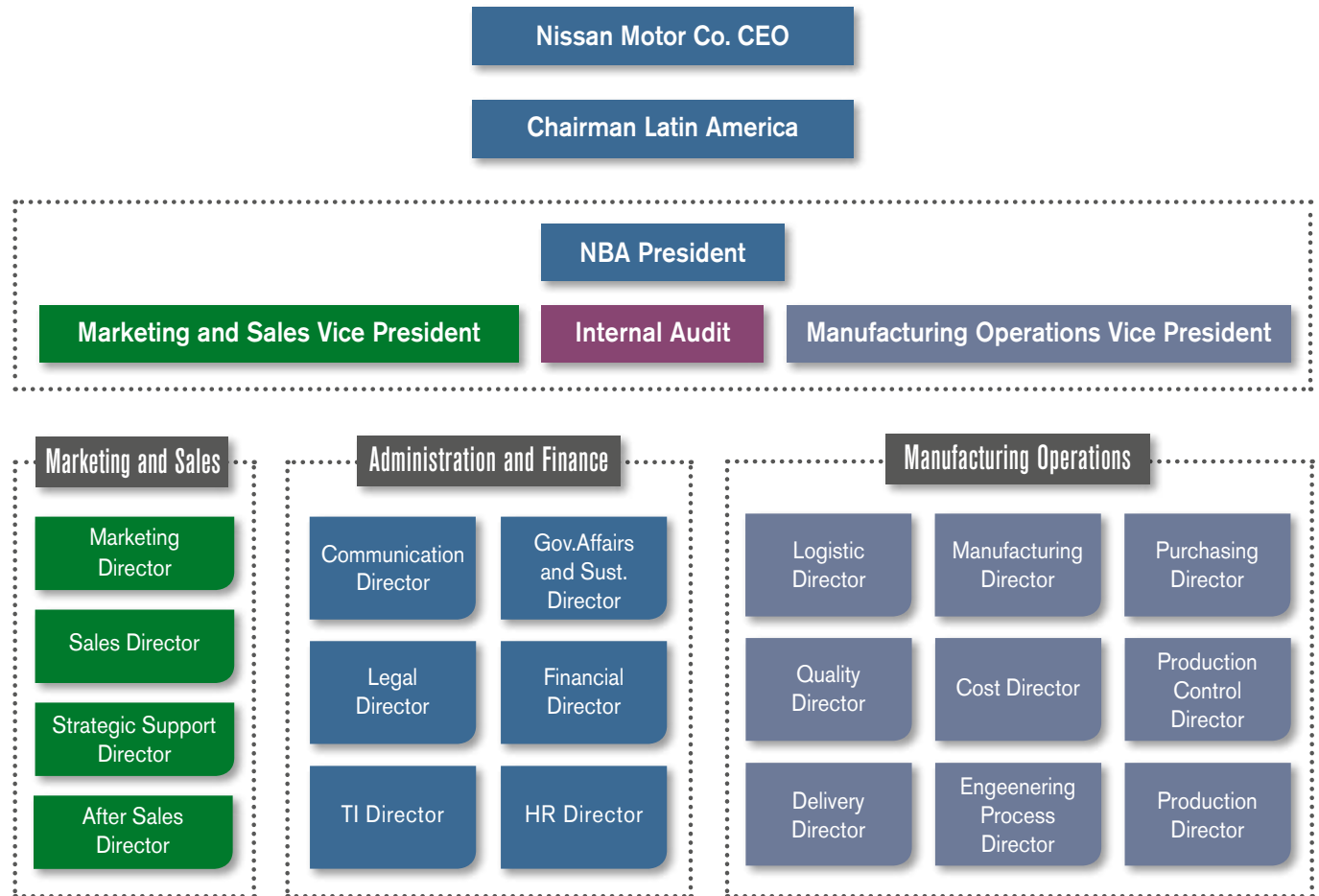
Ethics and Transparency .....	33
Senior Management is also Evaluated .....	34
Sustainability Highlighted .....	35
Fostering Constant Dialogue .....	38

# Ethics and Transparency

Nissan Brazil adopts the same structure and model of management and governance of main office, using its best practices as a reference. In order to assure Nissan Way dissemination, the company adheres to global Code of Conduct, which describes how employees should act and guide them about expected behavior, thus guaranteeing ethics in the business. [G4-56](#)

Transparency in Nissan’s relationships with all of its stakeholders is also an asset essential to the business. The company thus strives for responsible, transparent decision-making, based on dialogue and in compliance with norms of conduct and ethics, legislation and market rules.

In case of complaints concerning Code of Conduct violations (deviations from ethical conduct), an evaluation and investigation are conducted with the assistance of our Legal, Human Resources and Internal Audit departments. Once noncompliance with the rules has been verified, appropriate corrective measures are taken, independent of the hierarchical level of those involved. The penalty can even go as far as employee dismissal.





## Senior Management is also evaluated

A highly dedicated team is inspired by ethical leaders who care about people and business sustainability. This is what happens at Nissan, where policies and committees guiding management enjoys the support of its Board of Directors, the company's highest governing body.

Company's Board of Directors is formed by Nissan Motor Co. and Nissan Brazil's presidents, as well as the Chairman for Latin America and the Regional Vice President of Administration and Finance for Latin America. Its members meet twice yearly to discuss strategic affairs and make decisions concerning investments, partnerships and personnel management. [G4-34](#); [G4-38](#); [G4-47](#)

Decision-making is capillary, but all executive committees must adhere to corporation's Governance Policy. In order to optimize discussion of key issues, information related to them is divided by way of management committees and meetings, which are held between Nissan Brazil and Latin America managers.

The company stimulates the exchange of knowledge and sharing of information. Directors are instructed to log all meetings and archive them on the company's intranet for the participants and senior management's access, in accordance with company's Privacy Policy. Meetings are classified into two groups: operational and decision-making. The agenda stipulates at least 26 types of meetings, to discuss company profits, operational issues, human resources and strategies alignment.



Reports relating to the most important issues of each area are sent in every Monday by each director and are consolidated for forwarding to Nissan Brazil and Nissan Latin America presidents. [G4-49](#)

As is the case of all other employees, the performance of Nissan's senior management is evaluated at least once a year, considering the targets established for the period. The results influence annual bonuses. [G4-44](#)

Directors are instructed to log all meeting and archive them on company's intranet for senior management access, in accordance with Privacy Policy

## Sustainability Highlighted

In order to strengthen the commitment of its units with matters relating to tripple bottom line pillars, the company created in 2014 the Integrated and the Sustainability policies, which began to guide Nissan Brazil's sustainable practices.

Company's Integrated Policy on Safety, Quality and the Environment is focused on prevention, through a commitment to produce quality vehicles and parts that satisfy and anticipate the expectations and needs of customers, preventing dangers and risks to people and facilities and contamination of the environment.

Social responsibility initiatives are conducted by the global CEO (president of honor of the Nissan Institute), the president (which is part of the Institute's Board) and Governmental Affairs and Sustainability



Department. These two executives are also responsible for approving the present Sustainability Report, the first of its kind developed by Nissan Brazil. [G4-35](#); [G4-36](#); [G4-43](#); [G4-48](#)

Meanwhile, NBA's Sustainability Policies and Guidelines stimulates constant development of processes for improving production standards and boosting sustainable consumption of products and services, as well as encouraging the adoption and improvement of technologies to minimize the impacts of activities.

In order to guarantee implementation of the corporate citizenship concept, the company created a Sustainability Committee composed of representatives from various departments. In 2014, this group of 15 employees met with representative from Ethos Institute at Resende plant, during the first "Ethos Indicators – Blue Citizenship Program" workshop.

Nissan Brazil also have a Diversity Committee, to identify and propose initiatives that contribute to strengthening this value, creating and supervising programs that generate an atmosphere favorable to differences and respect for others.

## Anticorruption

To keep enlarging governance, the company also created a Compliance Committee, which meets quarterly to discuss issues related to ethics and integrity of operations and reports to the president. [G4-45](#)

Nissan Brazil maintains its employment contracts in compliance with Brazilian legislation, respecting the rights of employees and third parties. It adopts the principles of Human Rights as guidelines for its entire workforce with respect to the presentation of complaints and accusations and to the offering of solutions to such demands.

Company's channel for reporting deviations in conduct is the Confidential Transparency. It can be reached by calling (toll free) 0800-890-0288 or 0800-888-8288 (next, dial 800-806-0940) or on the website ([www.tnwinc.com/nissan](http://www.tnwinc.com/nissan)), which can be used by internal audience and by outside parties, featuring 24-hour service in Portuguese. [G4-57](#); [G4-58](#)

The target for 2015 is to increasingly promote this channel and the Code of Conduct to external audience, especially suppliers and dealers, through the company's website.

Nissan has monitored an average of 30 grievances yearly. No complaints were considered grave or related to Human Rights violations or Sexual Harassment; nor nor they resulted in lawsuits. [G4-HR12](#)



In addition to channels for denunciations, Nissan developed two annually updated online training courses related to anti-bribery practices and exportation control measures. In 2014, the launch of “Ethics and Transparency” campaign, which was disseminated via Nissan Brazil’s corporate TV channel and intranet videos, motivated around 70% of employees to take the courses. [G4-SO4](#)

Consultants from Ernst & Young also gave a four-hour training course for managers concerning ethics, integrity and Brazilian Anticorruption Law 12.846/2013.

NBA is a signatory to the Corporate Pact for Integrity and Anticorruption (which is promoted by the Ethos Institute) and is part of Clean Business Committee. This pact currently enjoys 260 corporate signatories and presents a series of guidelines and commitments

to be adopted. Its principles are based on the Charter of Principles of Corporate Social Responsibility, the United Nations Convention against Corruption, the 10th principle of the Global Compact and the guidelines of the Organization for Economic Cooperation and Development (OECD). [G4-15](#)

The company has reaped the fruits of its efforts to avoid conflicts and promote an ethical environment. In 2014, no lawsuits were filed against it for unfair competition, antitrust violations or monopoly practices; and we received no fines or nonmonetary sanctions for practices that were not in compliance with the law. [G4-SO7](#); [G4-SO8](#)

In Brazil, the company evaluates the effectiveness of its internal controls and risk management mechanisms through the use of corporate systems that are centralized at our headquarters, in Japan. With the inauguration of Resende plant and Parts Distribution Center, and with the projected growth of operation in the country, specific processes and policies have already begun to be developed for Brazil and should be implemented over the next years. [G4-14](#)

The targets established for 2015 include launching an internal campaign concerning data privacy, highlighting the importance of protecting company, employees, customers and partners information.

## Fostering Constant Dialogue

Nissan Brazil's decision-making process is guided by stakeholder engagement feedback. The company always hears the interested parties in order to establish a dialogue involving society and local governments. In their weekly reports to senior management, the directors of each corporate area include relevant input as to their relationships with their respective stakeholders. [G4-37](#); [G4-45](#); [G4-53](#)

Aware of its role in fostering sustainable territorial development, NBA encourages, throughout its value chain, the reduction of risks and identification of opportunities for innovation and improvements.

One example of such active participation is the company's involvement in various Brazilian Automakers Association (ANFAVEA) committees that discuss sustainability policies and best practices for the sector. [G4-16](#)

STAKEHOLDER ENGAGEMENT <a href="#">G4-24</a> ; <a href="#">G4-37</a>	
	Types of Interaction
Costumers	Contact via customer service (call center), dealers, website, expositions, car shows, events, satisfaction surveys, media (TV, magazines and social networking websites), vehicle maintenance services, direct mail
Employees	Direct contact with managers and executives, weekly newsletter, bulletin boards, intranet, internal TV channel and events
Suppliers and Dealers	Direct contact; dissemination of bulletins that share corporate values and guidelines; forums and conventions, business meetings and an specific channel on the website
Governments, industry associations and business partners	Direct contact between authorities, directors and spokespeople; joint implementation of surveys and projects; participation in tests, working groups and events
NGOs and nonprofit associations	Direct contact; financial backing of philanthropic activities and social projects; events; partnerships; donations and assistance during disasters
Local communities	Contact via donations, partnership, projects and events organized and supported by Nissan Institute; program involving visits to Resende plant; sponsorships of local events; support of awareness campaigns related to road safety
Future generations	Contact via programs supported by Nissan Institute; visits to our facilities; courses offered by volunteers; events; website
Media	Contacts made by Corporate Communication Team; dissemination of releases by local mailing and on the website; holding press conferences and other events aimed at this audience; scheduling and monitoring interviews of company spokespeople





5

STAKEHOLDERS

GRI LABELS: G4-9, G4-10, G4-11, G4-12, G4-13, G4-53, G4-LA9, G4-LA5, G4-LA8, G4-LA11, G4-EC6, G4-EN32, G4-PR5, G4-LA1, G4-LA6, G4-LA2, G4-LA12, G4-HR5, G4-HR6 and G4-HR11

**1,800**  
employees

**8,373**  
suppliers

More than  
**160**  
dealers

People Come First .....	41
Suppliers .....	48
Dealers .....	49
Customers .....	51



## Nissan Brazil bets on enhancing engagement with stakeholders interacting with its business: employees, suppliers, dealers and customers

For the company, knowing how to communicate effectively with them is the key to success. So NBA invests on strengthening relationships with trust, commitment and engagement of its employees and all stakeholders in the supply chain.

Dialogue is aligned with strategies to preserve the environment and integrate communities through socially responsible actions.

The company wants to offer its customers a unique experience in Nissan World, providing a high technological performance, secure and sustainable consumer opportunity, following Japanese high standard of quality.





## People come first

Nissan Brazil acts as an agent of engagement and integration of its employees, stimulating their skills and abilities, promoting their constant training and disseminating a sustainable business model culture. Encourages them to achieve their targets, appreciate meritocracy and award good performance.

At the end of the 2014 fiscal year, the company boasted a workforce of around 1,800 direct employees, all of whom are covered by collective agreements. Their job distribution is shown in the following table. [G4-11](#)

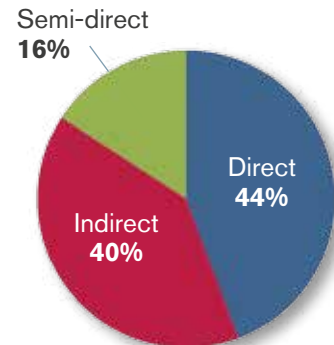
WORKFORCE DISTRIBUTION G4-9; G4-10 E G4-EC6	
Options of Interaction	Number of Employees
Nissan's Head Quarter (RJ)	206
Resende Plant (RJ)	1,296
Parts Distribution Center in Resende (RJ)	16
São Paulo Office (SP)	30
São José dos Pinhais Plant (PR)	170
Jundiai Training Center (SP)	3

Pursuing continuous professional development and contributing to excellence in management, the company offers specific training for each challenge assumed by an employee. To develop this work, it uses the Rainbow Program methodology, which manages internal human resources through a series of processes, tactics and strategically defined practices.

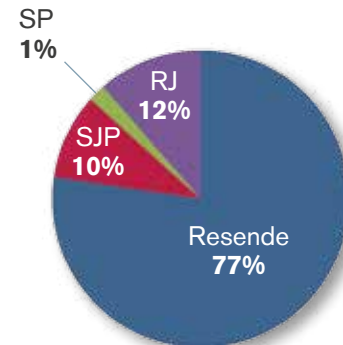
Grouped into nine pillars, the program permits an ample look at all stages of the relationship with our internal audience. Inspiring, talking, listening, recognizing, developing, caring for, hiring, celebrating and sharing are the lines of action developed.

Nissan acts as an agent of engagement and integration of its employees and promotes their continuous training

Types of Jobs



Location



## Training for all and preparation of leaders



Professional development and training has been increasingly valued at Nissan, which constantly promotes training, courses, workshops and partnerships with renowned teaching institutions in order to raise the corporate educational level. In 2014, the company commemorated a total of 71,072 hours of training given to its team, which amounts to an average of 44 training hours per employee. [G4-LA9](#)

Preparing leaders is one of the focuses of the Human Resources department. During the fiscal year, over 30% of NBA's leaders were trained within the parameters of the Leaders Experiential Training program (TVL, in Portuguese), whose objective is to make this public more aware of its role, to transform these leaders into multipliers of values and content alongside their teams.

One of company's initiatives for 2014 was the development of Leaders Academy Program, in Resende, which was especially focused on preparing managers. The theme defined for the year's first module was Communication and Feedback. 112 managers were trained; and the aim is to extend this training to all supervisors, coordinators and managers in Resende.

Through investments in education, the company intends to realize the career aspirations of its employees (preparing them to assume new positions), improve the dialogue between managers and teams, and strengthen the culture and Nissan Way principles. [G4-LA9](#)

## Accident Prevention

In order to ensure a safe, comfortable work environment, Nissan Brazil has constantly invested in campaigns to prevent accidents and raise awareness as to safety norms and procedures.

By way of the campaign “I’m transparent: I report near-accidents,” operational technicians were encouraged to identify facts that represent occupational risks or danger to people or property. The company monitors these risks via an online tool.

Under the prevention philosophy, Nissan enforces the compulsory use of personal protective equipment (PPE), which is inspected by the company’s Health, Safety and Environment Department supervisors. In 2014, the company conducted 19 compulsory job-safety training courses, reaching 45% of its entire workforce. [G4-LA5](#)

In order to take part in the prevention and fighting of fires, the company takes other measures, such as training a group of civilian firefighters and safety experts that are available 24 hours a day. This specialized team also handles the protection of fauna that approaches the industrial complex in Resende (RJ).

Each year, there is an election to choose 28 guardians of proper safety practices, incorporated into the Accident Prevention Internal Commission (CIPA, in Portuguese). All the representatives receive training as

established by NR-05 and a course on Firefighting and Fire Prevention NR-23, both of which are required by the Brazilian Labor Ministry. The company provides channels for contacting them by radio or telephone for the communication of possible incidents and management of operations. [G4-LA8](#)

SAFETY INDICATORS G4-LA6	
Injury rate	1.19
Total days lost	312
Deaths in this period	0



PPE equipment is mandatory and its usage is continuous monitored by supervisors



## Remuneration and Performance Policies

NBA's policies on remuneration and performance are in line with the company's objectives and strategies and are guided by best market practices and tendencies. In addition to their salaries, our employees receive a package of benefits that are required by labor legislation and thus enjoy medical and dental plans and private pensions. [G4-53](#)

At Resende plant, the company offers a spacious in-house cafeteria that holds 480 people, featuring practical menus prepared by nutritionists. In the cities of Rio de Janeiro, São Paulo and São José dos Pinhais, employees receive meal tickets. [G4-LA2](#)

Nissan's teams are also given the opportunity to buy Nissan cars with special payment conditions. On Christmas 2014, the company featured a special initiative with promotional prices, discounts and an extra Christmas bonus, which amounted to a total discount of 32% on some models.

In 2015, Nissan Brazil launched its "Camisa 100" incentive program. With it, each hourly wage earner enjoys the possibility of competing for a New March vehicle every six months, in addition to receiving a cash bonus, subject to rules pre-established by the company.

The workforce's satisfaction regarding remuneration policies and benefits is a concern at NBA, which conducts an annual survey focusing on this theme.

With respect to employee evaluation system, the company seeks to encourage managers to identify

opportunities for developing their teams and planning for succession.

All employees enjoy career development possibilities. Performance evaluations are conducted annually in order to inform employees of their performance through the Program of Evaluation and Meritocracy. One of the tools the company uses is PMD (Performance Management and Development), which facilitates the definition of targets, aids career discussions between managers and employees, and helps assess results.

The individual performance evaluation system is divided into stages in which targets are defined and global objectives for Nissan Brazil are developed into

individual objectives. Dialogue between managers and employees is part of this process.

During this phase, which begins in September, directors and managers calibrate the potential of their department using the 9 Block tool. It is thus possible to identify the top talents and the low-performance employees. In the latter case, the company employs a Performance Improvement Plan (PIP), a tool used for employee recuperation.

At the end of the fiscal year, a performance evaluation is conducted for all Nissan Brazil employees, except direct and semi-direct hourly wage earners that participate in a specific process. [G4-LA11](#)



## Diversity

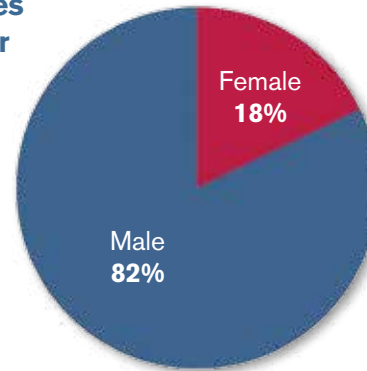
Nissan believes that the best work environment is one in which all employees have equal opportunities for growth, independent of their sex, race or age. In order to reinforce this philosophy, the company created the Women in Focus program, whose aim is to stimulate increase in women's participation in all units. In 2014, this percentage was around 18%, with many among leaders and production staff. NBA's goal is to reach 25%.

There is considerable age diversity among our employees, which permits intense sharing of experiences. Our employee roster comprises 22% young people born in the 1990s, 47% in the 80s, 24% in the 70s, 6% in the 60s, and 1% of the employees were born in the 50s.

Also with regard to initiatives related to equality and social inclusion, the company has an Inclusion Program to orient the recruitment of people with disabilities (PwDs). Company's target is to hire more 63 PwDs in 2015, that will join other 22 already in employee roster.

In order to receive this group of people with disabilities, Nissan promoted training in *libras* (Brazilian sign language) for 19 employees, involving production managers and professionals from support area at the Resende plant.

**Employees by gender**



Every year, there is a career discussion process among employees. During this phase, directors and managers calibrate the potentials of their departments

## Recruitment and Selection

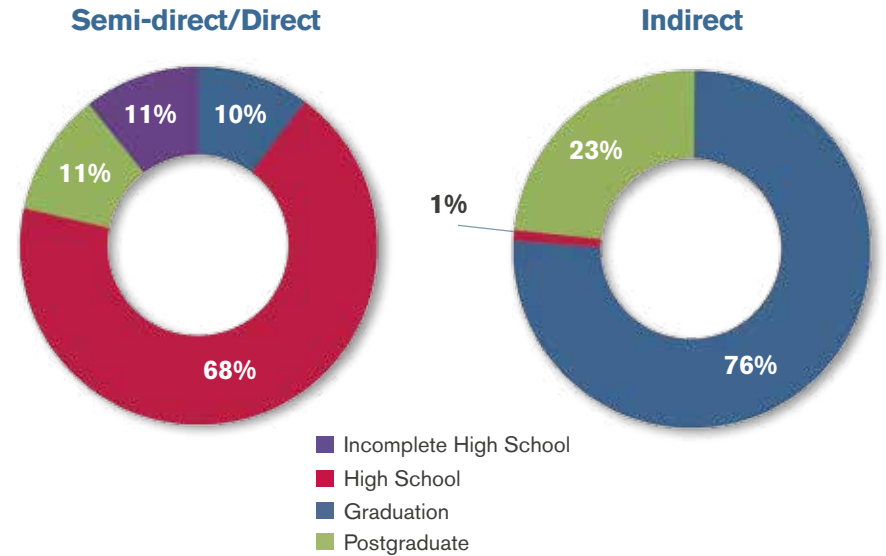
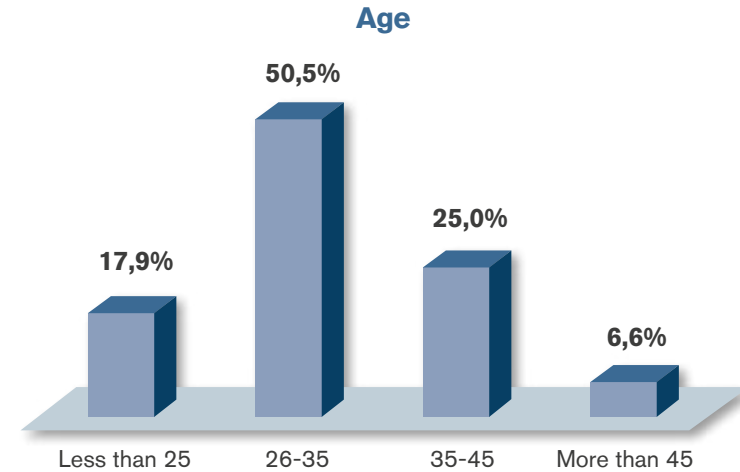
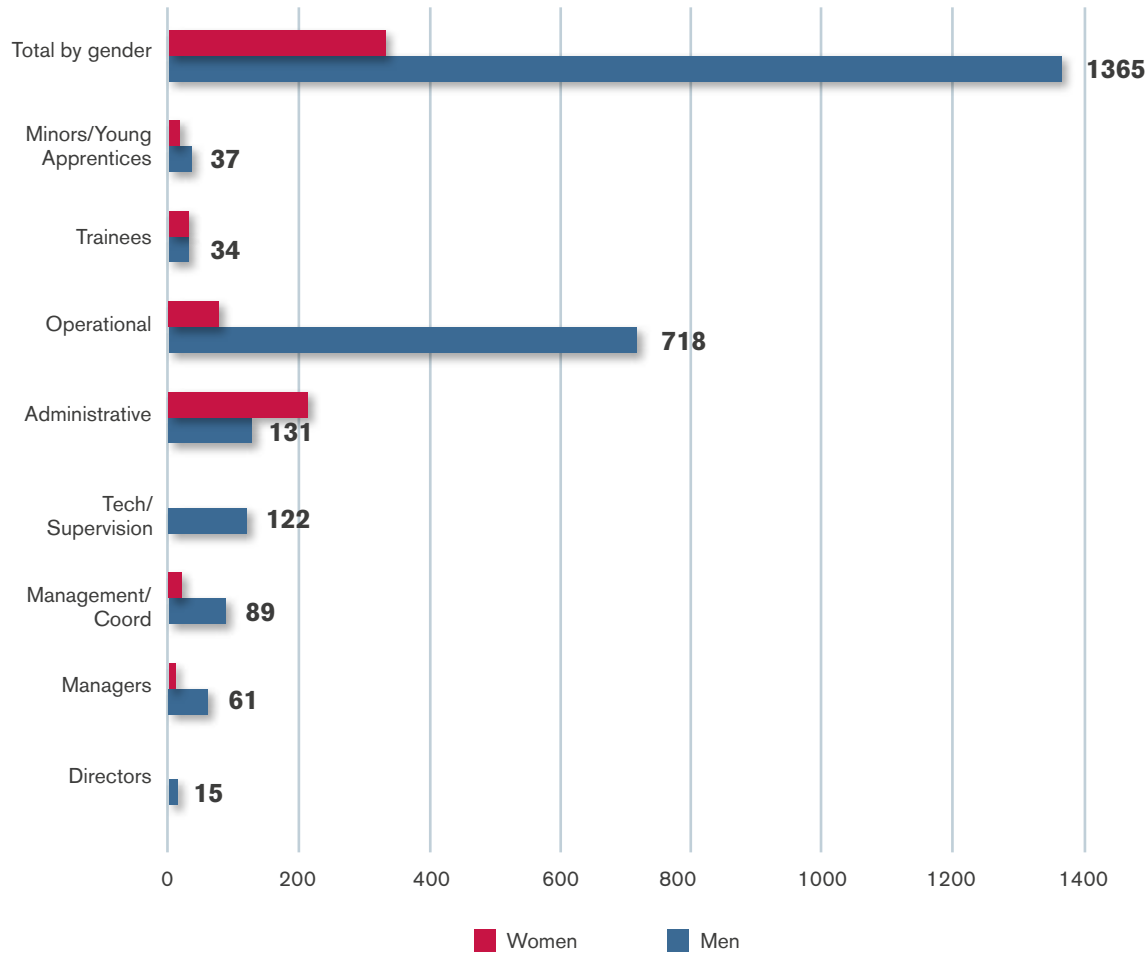


Valuing talented professionals is one of the pillars for maintaining the team innovativeness, organizational climate and motivation. Accordingly, Nissan developed the Internal Recruitment Program. In 2014, the company celebrated the milestone of 66% with respect to the hiring of candidates, increasing its workforce in an equalitarian, transparent manner. Additionally, employees' relatives enjoy preferential treatment with respect to hiring.

The company also possesses an inclusion program for young, which it considers an investment in diversity. During the fiscal year in question, it achieved the target of reserving 5% of the job openings for Young Apprentices, in accordance with Law 7,853/89, Decree 3,298/99, and assigned over 30 of them to the industrial complex in Resende and the main office in Rio de Janeiro.

# Employee Profile

G4-10; G4-LA1; G4-LA12





## Engaging internal audience

Investing in internal communication has been one of the company's chief strategies for engaging employees, promoting a corporate citizenship culture, which stimulate governance practices and participation in social initiatives.

NBA regularly divulges important information about its policies and practices to its workforce by way of newsletters, internal memos, email marketing, in-house TV and bulletin boards. The weekly newsletter, *Nissan News*, disseminates the concept and best practices of corporate social responsibility, such as concern over conscious consumption of natural resources.

The company also promotes regular presentations by Nissan Brazil's senior management for employees, aiming at sharing information concerning the company. Known as All Employee Meetings, these meetings feature the eventual participation of global and Latam executives. They are held at all company's units. At the end of each meeting, a survey about employees satisfaction is conducted.

Nissan Brazil also seeks to encourage employees to care for their health and responsibly practice sports as a step toward wellbeing. In 2014, with the support of the Human Resources Department, plant employees formed a Jogging Club which members runs around the plant regularly, with the aim of encouraging colleagues to take advantage of their free time to exercise.

Other incentives to responsibly practice sports came from motivational talks given by members of Nissan Team in 2014. Employees were given the opportunity

to share experiences with members of this group of athletes and para-athletes supported by the company in their search for openings in the Olympic and Paralympic Games, of which the company is an official sponsor. In another integration initiative tied to the Rio 2016 Olympics, the mascots of this mega event visited our plant, reinforcing the atmosphere of preparation for the first Olympic Games ever to be held in Brazil.

With the same focus, on health and wellbeing, NBA promoted Blue Citizenship Week, a comprehensive internal-engagement initiative. During the mobilization, employees from all company's units received training and participated in activities related to health, proper eating habits, clean technologies, life quality, alternative therapies, safe conduct, vaccinations and defensive driving, as well as taking part in massage sessions and a first aid course.

The pride to be part of the company is also reinforced by our program of visits to Resend plant. Known as "The Magic World of Nissan," it was created by Communication Department in October 2014 and is



Employees engage with company leaders at 2014 São Paulo Motor Show



supported by other corporate areas. Employees with no absenteeism can enroll family members and friends for a visit to plant's facilities. Participants are selected monthly and the visits are monitored by a program advisor.

NBA reinforced its commitment to prioritize hiring local suppliers, contributing to economic development and reducing gas emissions in transport



## Suppliers

Ever since the inauguration of its plant in Resende (RJ), the company has reinforced its commitment to prioritize hiring of local suppliers whenever quality standards can be maintained. This measure enjoys the support of Rio de Janeiro State Government and demonstrates NBA's concern over local economic and social development. This also makes it possible to reduce toxic gas emissions with respect to product transport and service providers. [G4-EC6](#)

Nissan Brazil closed the year 2014 with 8,373 suppliers, which are divided into two categories: productive and nonproductive. One of Nissan's chief demands in terms of hiring companies and outsourced

service providers relates to conduct, for they must sign a liability agreement by which promise to abstain from activities involving abusive labor practices, such as slave-like labor and child labor. [G4-12](#)

Depending on the type of service or product provided, representatives from Purchasing Department or from the sector that requested the product or service visit the supplier's facilities to evaluate whether they abide by the applicable norms and laws. Among other guidelines, the company values the adoption of initiatives that contribute to sustainable development. [G4-HR5](#); [G4-HR6](#); [G4-EN32](#); [G4-HR11](#)

The upgrading of processes and continuous improvement of quality and performance in product delivery is also a Nissan commitment. Along these lines, it adopted THANKS (Trusty and Harmonious Nissan Kaizen Activity with Suppliers) approach, which guarantees the application of Kaizen method, identifying rates of rejection due to defects and long waiting times, and thus reducing losses.

The company also counts on the Supplier Risk Management Team, that manages suppliers' risks and takes responsibility for managing and monitoring suppliers' activities during the development of new products for Resende plant.

## Dealers

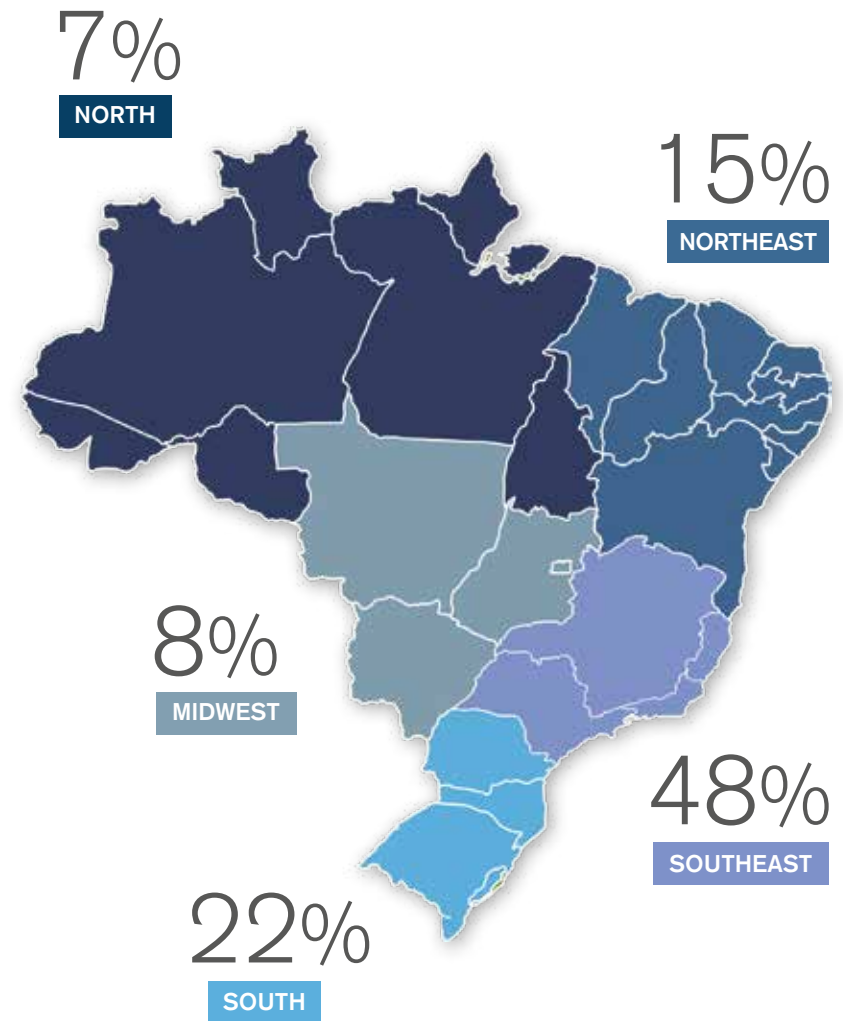


Present in all Brazilian states and in the Federal District, the Nissan dealership chain has more than 160 points of sale throughout Brazil and operates as an accredited provider of sales and services.

In 2014, the company inaugurated three new dealerships, in the cities of Rio de Janeiro (RJ), Brasília (DF) and Jaboatão dos Guararapes (PE). The company's expansion plan aims to cover 81% of the entire Brazilian territory by 2017, rocketing above the current level of 62%. [G4-13](#)

The accrediting process for new dealers is highly rigorous. They only receive authorization after taking training courses related to the brand and to the service process during the sale and after-sale phases. In 2014, the company trained around 1,300 sales and after-sale managers, salespeople and deliverers, focusing on New March. It also developed an online version of the training course.

Planning for dealership launches respects Nissan Global sustainability practices. Such practices include conscious consumption and reuse of input and proper disposal of waste generated by the products.





## Continuous Training

Nissan believes that constantly investing in training its entire team (especially in the sales and operational areas) ensures service excellence and full customer satisfaction. With this objective, it offers training on three distinct fronts: sales, services and shop technicians.

In addition to a comprehensive schedule of online courses, our Training Center in Jundiá (SP) periodically offers a series of in-person courses that makes it possible to train the entire dealership chain. The center also offers advanced technical training at its fully equipped, featuring specialized instructors.

The company also pays great attention to the after-sale phase, providing specific training courses aimed at customer service excellence. Additionally, commercial training prepares sales team to make a full demonstration of Nissan products, adhering to a systematic process designed to provide a unique customer experience.



### NISSAN DEALERS

- Presence throughout the national territory
- More than 160 units throughout the five regions of the country
- 63% of utilities are in the South and Southeast regions
- 5.000 training sessions per year
- 90% customer satisfaction in sales
- 80% customer satisfaction in after sales
- 3.000 jobs created by Nissan Dealers chain

## Customers

To Nissan Brazil, customers are its main asset. The company makes great efforts to produce high-quality vehicles and provide low-cost maintenance services. It continuously invests in its customer relations, developing forms of personalized treatment tailored to the customer's profile. An example of this is Nissan Way Assistance. Additionally, Customer Satisfaction Top Box and Call Center complete the company's efforts in this area.

### Nissan 360

The personalized service offered to customers is only possible thanks to Nissan 360, a method for integrating the digital customer database. Its chief advantage is access to the entire background of our customers, from vehicle acquisition to after sale, and it is available to authorized dealers.





## Top Box, SSI and CSI: full customer satisfaction

According to Nissan's philosophy of maintaining ties of confidence in its products, the company elaborated its own methods for monitoring the satisfaction of its customers. Incidentally, this is a monthly-verified assessment that generates an indicator that reflects investments in quality made during a 12-month cycle.

Divided into the categories of Sales and After Sales, customer satisfaction indexes operate based on "Nissan Customer Satisfaction Top 2 Box" concept, which targets 9 and 10 scores. In 2014, general customer satisfaction index reached 90% for sales and 82% for after sales. The target for the next cycle is to be among Brazil's three top-ranking brands in terms of customer satisfaction. [G4-PR5](#)

The main indicators adopted for assessing customers' perceptions are the Sales Satisfaction Index (SSI) and the Customer Satisfaction Index (CSI). The first evaluates customers' satisfaction from the time of their arrival at the dealership to the moment of receiving their cars. Meanwhile, the CSI measures the quality of after-sale services. The company monthly divulges a bulletin on SSI and CSI performance for the entire chain of dealerships spread throughout Brazil.



Launching Parts  
Distribution Center  
in Resende was an  
essential effort toward  
quick response to  
customers

## SAC Nissan

NBA aims at always reducing conflicts related to maintenance, tech service and delivery delays. Accordingly, it decided that, by way of an automated system integrating the company and dealers, formal communication of the company's position as to the status of each customer's complaint must be made within 48 hours. The inauguration of Parts Distribution Center in Resende in 2014 was an essential effort toward achieving this target.

In this respect, Customer Service Center (SAC, in Portuguese) received an average of 4,000 contacts monthly, 15% of which were handled directly by the Audible Response Unit (information about tune-ups and/or phone numbers of dealerships). Each request

is registered and monitored by this department, until contact with the customer is made and the customer declares satisfaction with the proposed solution.

The entire SAC team receives periodic training, with direct contact with the cars, in order to become fully acquainted with the products, technologies and service processes of the dealerships. The company offers the following customer service channels: by telephone (0800-011-1090), on the Nissan Brazil website ([www.nissan.com.br](http://www.nissan.com.br)), in-person assistance (at the dealerships), by email ([sac@nissan.com.br](mailto:sac@nissan.com.br)), by letter, and through social networking websites (company profiles on Facebook and Twitter).





**PRODUCTS**

**6**



**5,000**

tests are performed on each car before leaving the plant

**23**

models received the Conpet Seal of energy efficiency

**60,775**

new vehicles were sold in 2014

GRI LABELS: G4-4, G4-9, G4-PR3, G4-PR1 and G4-PR2

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## Pride in Domestic Production

The strategy of installing a plant in Resende (RJ) has provided us with opportunities for producing Nissan vehicles on a nationwide scale with reduced costs, even from the standpoint of the environmental impact. Sustainable management of processes enables Nissan Brazil to offer innovative products featuring state-of-the-art technology and high performance, with increasingly competitive prices in terms of both the purchase and maintenance of the vehicles.

In 2014, eight new Nissan models were sold in Brazil: the New March, the Versa, the Frontier pickup, the Livina family, the New Sentra and the Altima. [G4-4](#)

Distributed throughout Brazil, the New March and New Versa models started to be completely assembled at the plant in Resende (RJ) between 2014 and early 2015. The Brazilian unit began its operations in April 2014, with the production of the New March. Eleven months later, manufacturing of New Versa sedan began.

These two models were designed on the V platform, a versatile automobile production platform that improves assembly line productivity.





## New March



The first model produced by Nissan at its industrial complex in Resende, the New March brings distinct technologies to the segment, such as Nissan Connect®, a global platform that connects the main social media to the vehicle, as well as items like digital air conditioning, electric steering, GPS, a next-generation sound system and other equipment featuring comfort and safety. Everything with the Japanese quality standard. The model is available in versions with 1.0 12V and 1.6 16V engines, both of which boast Inmetro's "A" rating for consumption efficiency.

## New Versa



The second model produced by Nissan at its industrial complex in Resende since 2015, the New Versa is a compact sedan with the largest internal space and best highway fuel consumption of its category in Brazil. It is available in versions with two types of engines: a three-cylinder, 1.0-liter engine and a four-cylinder, 1.6-liter engine, both of which feature the Flex Start cold-start system and an "A" rating from the Inmetro efficiency program. The New Versa was presented worldwide in 2014 at the New York International Auto Show, and it is "Top 1" in maintenance costs with the "New Versa Commitment" and an excellent purchase price.

## Frontier



This truly tough pickup also exhibits great comfort and technology. Among other equipment, the Nissan Frontier features an integrated multimedia center with DVD, Bluetooth® streaming and navigation system. The line has versions equipped with a 163 or 190 horsepower 2.5-liter 16V turbodiesel engine, 4WD or 2WD traction, and a six-speed manual transmission or 5-gear automatic transmission.

## Livina Family (Livina, Grand Livina e X-Gear)



A global Nissan product that was introduced into the market in 2007, the Livina family models began to be manufactured in Brazil in 2009 at Renault-Nissan Alliance plant in São José dos Pinhais (PR). With one of the largest internal spaces of its category (including the trunk), the vehicle offers power and performance with reduced fuel consumption and has the formidable vocation of being a family model.

## Sentra



Made from scratch for this seventh generation, this midsize sedan is a bestseller of the brand in Brazil and around the world. Equipped with a modern, 140-horsepower, 2.0-liter, 16-valve FlexFuel engine, Sentra is A-rated by the Inmetro efficiency program. The model features leather seats in the SL top and SV intermediate versions and is full of equipment providing comfort, entertainment and safety. The model's most complete package (SL) has a further option: it can also be purchased with sunroof.

## Altima



This sedan is Nissan's bestselling model on the North American market. The version available in Brazil comes equipped with a 2.5-liter, 182-hp engine and is A-rated by the Inmetro efficiency-label program. It features state-of-the-art Nissan technologies, such as the blind-spot and lane-change monitors, moving-object detector and rear camera.

## Target of Being the most Brazilian among Japanese Carmakers

With the bold target of being the most Brazilian among Japanese carmakers in Brazil and achieving a 5% slice of local automotive market in the next years, the company has solid plans to continue growing in the country. In 2014, it sold 60,775 new vehicles, against 62,230 in the previous year, a slight drop in light of the industry's bleak scenario. Nonetheless, the company's market share increased from 2% in December 2013 to 2,5% in December 2014. G4-9

According to Brazilian Automobile Federation (Fenabrave, in Portuguese), Brazil is the world's fourth largest market for cars. Currently, it boasts 20 carmakers and 7 farming machine manufacturers, which has over 50 factories.

All over the world, the global economic crisis, Nissan Motor Co. sold a record number (5,310,064) of cars and trucks in 2014, a 4.1% increase against 2013. The group sold over 1 million vehicles in its two largest markets, the United States and China.

The Renault-Nissan Alliance sold a record of 8,470,610 vehicles in 2014, thanks to the increase in sales in the United States and Western Europe. Sales rose for the fifth consecutive year, increasing 2.5% in comparison with the previous year. Together, Renault, Nissan and AVTOVAZ (Russia's largest automaker), totaled one out of every 10 cars sold in the whole world.



Nissan Brazil increased its market share from 2% to 2,5% in 2014



## Trailblazing in Inovar-Auto Program

Nissan was the first carmaker licensed by Brazilian Government to operate under the Program of Incentive to Technological Innovation and Densification of the Automobile Production Chain (Inovar-Auto), which was created in 2012.

This Federal Government program's objective is to support technological development, innovation, safety, environmental protection, energy efficiency and the quality of vehicles and auto parts. Inovar-Auto stipulates a tax credit of up to 30 percentage points of Industrial Product Tax (IPI, in Portuguese) for manufacturers, which is valid from 2013 to 2017, in accordance with Law n° 12,715/2012.

In order to be licensed, NBA committed itself to targets such as investments in technological research, supplier training, the production of increasingly efficient vehicles, participation in Brazilian Institute of Metrology, Quality and Technology (INMETRO, in Portuguese) efficiency labeling program, and maintenance of a minimum number of production processes in Brazil.

Since 2012, Nissan has had its Inovar-Auto license renewed. In 2014, it received a new authorization for its project involving local production and earned a quota for importation without the increased IPI tax.

As of 2016, vehicles that consume 15.46% less fuel will earn a 1% discount on the IPI. Those with consumption reduced by 18.84% or more will earn the right to a 2% discount on the IPI.



## Lower Fuel Consumption and Reduced Emissions

To Nissan, the production of modern, safe vehicles with reduced gas emissions is more than a challenge. It is a reality. In addition to investing in electric cars, with emphasis on the LEAF model (the most sold of its category in the world), the company conducts global studies to produce cars that are lighter and, consequently, more economical in terms of fuel consumption.

In 2014, the company voluntarily submitted five of the eight car models it sells in Brazil to tests conducted by Brazilian Vehicular Tagging Program (PBEV, in Portuguese) of Brazilian Institute of Metrology, Quality and Technology (Inmetro), in partnership with Petrobras, which is tied to Federal Government. Complete tests results are available on the entity's website: [www.inmetro.gov.br](http://www.inmetro.gov.br). [G4-PR3](#)

Cars were tested in laboratories by specialists who classify them into six groups, from A to E, with A being the most efficient; and E, the least. The vehicles with the best scores in their category and/or in the overall absolute comparison receive the Conpet Energy Efficiency Seal, and they are considered the most economical according to the Brazilian Energy Efficiency Tags, of the Inmetro Efficiency Labeling Program.

In an evaluation of the 36 brands and 599 models/versions of the Brazilian automotive sector, 174 models received the Conpet seal in 2014. Nissan Brazil voluntarily submitted 32 models/versions to the tests, and 23 of them received the seal. All March versions did well, as did Versa and Altima. Three Sentra versions also earned the seal.

March 1.0 model without air conditioning earned the highest possible score, AA, for achieving 8.9 km/l in the city and 10.4 km/l on the highway with ethanol; and 12.6 km/l and 15 km/l with gasoline. Versa 1.6 model achieved in the city 7.8 km/l and 9.3 km on the highway with ethanol/l; and 11.7 km/l km in the city and 13.9 km/l on the highway with gasoline, obtaining AB status.

According to Vehicular Air Pollution Control Program (Proconve, in Portuguese) of the Brazilian Environmental and Natural Resource Institute (Ibama), Sentra, Livina and Altima exhibited the lowest emissions of carbon dioxide of nonrenewable fossil origin and received top score for low emissions of toxic gases: three stars. March and Versa received an intermediate score, two stars.



**March 1.0**  
earned the  
**highest**  
possible score AA, for  
achieving 8,9 km/l in the city  
and 10.4 km/l on the highway  
with ethanol;  
and 12.6 km/l and 15 km/l  
with gasoline

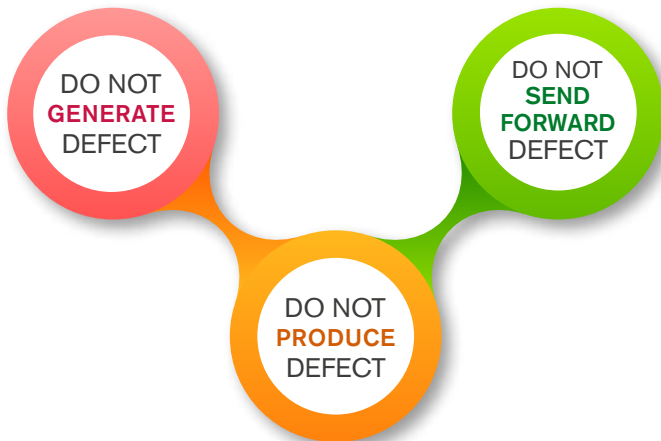
**Versa 1.6**  
achieved in the city  
7.8 km/l and 9.3 km  
on the highway  
with ethanol  
and 11.7 km/l km  
in the city and  
13.9 km/l on the highway  
with gasoline



## Quality and Safety as an Obsession

Nissan’s unending pursuit of maximum excellence in the quality and safety of its products, following the Japanese high standard, makes it an internationally respected brand. Customer’s confidence in the brand is the result of company’s guarantee that no vehicle is sold without first undergoing 5,000 rigorous quality control tests. [G4-PR1](#)

The same principles apply to after sales, tune-ups, tech service, and replacement parts. In the case of replacement parts, a thorough inspection is performed that involves three types of quality assessments: verification, packing and dispatching. Nissan’s processes comply with global standardization, avoiding the incidence of human error in manual operations and of ergonomic flaws. With vertical production and without surplus inventory, all variables are calculated so that no assembly line shutdowns occur in any area of the plant. All employees are oriented by the following premises:



The company motivates its leaders to observe the routine activities of each job function so as to upgrade operations daily, as a constant exercise in improving the quality and safety of the processes, at a low cost and in a short amount of time.

Everyone is responsible for the verification of materials and equipment, with a specific focus for each activity, aided by the quality management team. NBA has specialists known as Check Men that are trained in inspection parameters, who monitor the most important processes within the internal production cycle.

After this check, the products also pass through six evaluation stations. Verifications of appearance and functional checks are conducted, such as the parameterization testing of the vehicles and road tests on an obstacle course for all of the vehicles produced.

Vehicle inspection is performed daily via sampling (S-AVES) and the results are presented to everyone involved, including the plant’s directors. Nissan globally standardizes this activity and inspectors are trained and validated by the system in Japan.

## Quick Response

Quick Response for Quality Control (QRQC) is a Nissan methodology with excellent results and benchmarking for other manufacturers and other production stations. It deals with reporting defects to the plant. A leader from the area of the cause is identified as the “Pilot.”

This “Pilot” is used to analyze the defect, track the occurrence, identify the root cause and implement a temporary measure to protect the customer – all of this within 24 hours. Every problem discovered at Nissan’s plant must be solved within a maximum of 24 hours and evidence must be presented to those involved during the daily meeting with the participation of managers.

This activity is dynamic and it binds the entire plant to the pursuit of full customer satisfaction. Confirming the excellent results mentioned earlier, Resende plant became a world standard at Nissan for quality in only one year of operations. All complaints related to New March vehicles produced in 2014 were resolved within 24 hours: 100% adoption of countermeasures in less than one day.



## Special After-Sales

The purchase of a Nissan vehicle entails the acquisition of a product with top Japanese technological standards combined with specialized services in the areas of customer assistance, after-sale relations, loan products for financing, leasing and insurance.

In order to surprise clients, the company seeks to offer high-quality customer services and stipulates a 24-hour waiting time for stock replacement. Furthermore, in 95% of the cases, Nissan was able to provide same-day service, due to the inauguration of Parts Distribution Center.

The owners of new cars rely on Nissan Way Assistance, which offers free mechanic assistance and logistics during the first two years of car use, including local repairs, towing or use of a reserve car.

Concerned with encouraging routine tune-ups, which are important for guaranteeing the useful life of the product and safety of customers, the company offers Special Tune-Up Packages personalized for each model. During the first tune-up, the labor and parts are free of charge for all of the company's cars.

Independent of the mileage of the vehicle, Nissan Brazil offers all its customers the Nissan Commitment Program, by which all cars enjoy a three-year guarantee and special tune-up packages at fixed prices.

## Loan Products

Nissan Motor Co. has a loan division known as RCI Banque, which operates in over 20 countries. In Brazil, services of this nature are provided through three independent companies: Nissan Credit, Nissan Leasing and Nissan Brokerage. They operate together at the dealerships, acting as credit facilitators for current and future customers in Brazil.

Nissan Credit launched its operations in the year 2000 and currently leads Nissan's process of financing brand new cars in Brazil. It also offers loan protection insurance, which protects customers from unexpected financial difficulties during the effective period of the financing. It provides coverage with up to four installment payments, with the option of extension or total payment in case of involuntary unemployment, total permanent disability, or death.

Nissan Brokerage operates exclusively in the area of providing Nissan Auto Insurance services, which offer customers special conditions through a partnership with Indiana Insurance. Its competitive edges include service agility, repairs made exclusively with original parts, the possibility of inclusion in the loan system, claim adjustments in up to six hours, and quick simplified quotations.

## Recalls

In December 2014, Nissan Brazil announced a recall of approximately 35,000 vehicles due to the incorrect assembly of a component of the airbag gas generator, a problem associated with a global supplier, which affected other carmakers in Brazil. The recall involved Nissan March, New March and Versa models produced in Mexico and Brazil between July 2011 and September 2014, recalled for inspection and, when necessary, substitution of the gas generators of the driver's airbag.

In July 2014, the company communicated the recall of 148 Pathfinder vehicles in order to substitute the gas generator of the passenger's airbag. This campaign was an extension of the recall announced in April 2013, which involved the same model.

The measures we adopted to inform car owners of defects included a recall on television, radio and the web and in newspapers throughout Brazil, as well as sending a letter and an email, plus assistance via SAC (Customer Service Center). [G4-PR2](#)

Nissan Credit leads the financing  
of Nissan's new cars in Brazil



# ENVIRONMENT

7



GRI LABELS: G4-EN3, G4-EN5, G4-EN6, G4-EN8, G4-EN11, G4-EN12, G4-EN15, G4-EN16, G4-EN18, G4-EN22, G4-EN23, G4-EN27, G4-EN29 and G4-EN31

**14%** in energy savings  
at the plant

**75 tons of CO<sub>2</sub>**

emissions were avoided in  
2014 thanks to Nissan  
LEAF taxi fleet in Brazil

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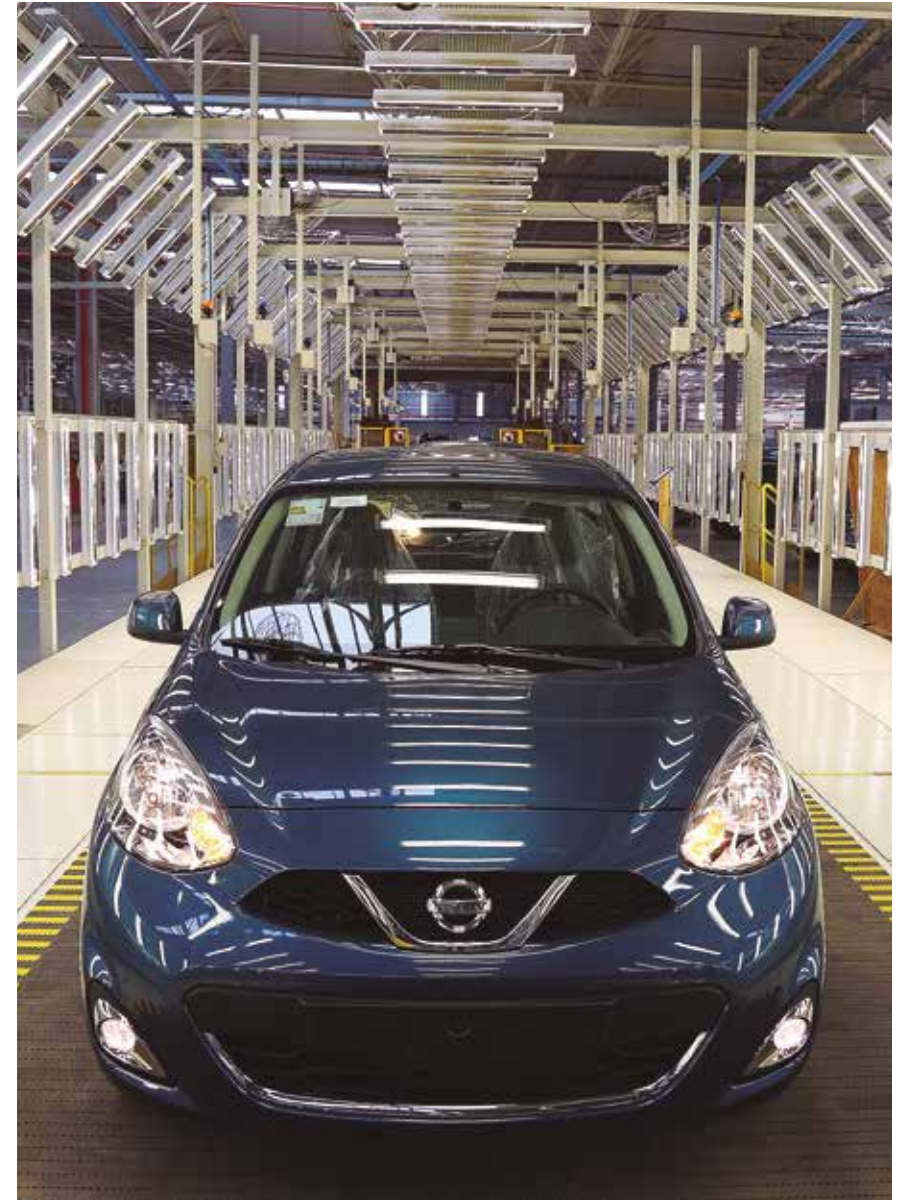
## Maximum Ecoefficiency

Striving to constantly improve its environmental performance, despite having already adopted high standards in all of its processes and facilities, NBA is working incessantly to reduce waste production, natural resource and raw material use, CO<sub>2</sub> emissions, and the amount of volatile organic compounds (COVs, in Portuguese) produced through its activities. These efforts are in line with company’s Sustainability Policy.

At Resende plant, where many of company’s investments in environmental management are concentrated, it was possible to increase energy efficiency and reliability of assembly equipment in only a few months of operations. Although it is a new plant, it revised the processes designed in buildings original project and modified the entire infrastructure.

In order to improve water resource management (which is one of Nissan’s main sustainability flagships, together with encouraging rational water use), the company approved investments for 2015 in the “shower” area (which tests the sealing of the cars), in order to conduct water catchment for reuse in the manufacturing process.

ENVIRONMENTAL MANAGEMENT INVESTMENTS G4-EN31	
Activities conducted	(R\$)
External certifications of management systems	R\$ 39,603.73
Environmental advisory services	R\$ 13,253.11
Environmental protection costs	R\$ 310,123.80
Waste management	R\$ 5,154,633.10
Environmental monitoring	R\$ 117,945.10
Environmental fees	R\$ 6,750.00
Waste treatment	R\$ 3,441,114.64
Safety and environmental training	R\$ 100,000.00
<b>Total</b>	<b>R\$ 9,183,422.79</b>



## Painting System is Champion in Savings

The painting process used at Resende plant stands out in the Brazilian automotive sector due to its immense material, water and energy savings. This system requires extremely rigorous parameter controls and it is a standard in terms of sustainability.

The unit uses water-based paint (which is less aggressive to the environment) and cartridges in the painting robots, thus drastically reducing waste when switching colors. This led to an increase from 30 to 80% in the average efficiency of material use.

A 3-Wet spray-booth system (compact process) is employed, which means one booth and one drying chamber less in comparison with conventional painting operations. This system enables occupies less space, saves natural resources (especially water and gas) and applies a thinner coat of primer. Consequently, less

solvent is used, thus reducing emissions of Volatile Organic Compounds.

An incinerator-heat recovery device for supplying recycled air to the drying chambers is another sustainable improvement adopted in Nissan Brazil's painting process. The hot air, which would otherwise be disposed of directly into the atmosphere through a chimney, is reused, thus reducing the consumption of gas in the drying chamber.

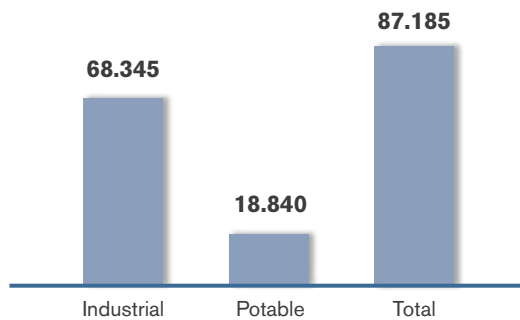
Resende plant is also the first in Nissan group to copy Renault's good practice of not leaving paint-shaking machines running during nonproduction hours. After various tests of quality and conformity, the unit was able to switch off the agitators during the night and weekends. This permitted to do the same thing with the compressors, thus providing additional energy savings.

### **NISSAN PROCESS versus CONVENTIONAL METHOD**

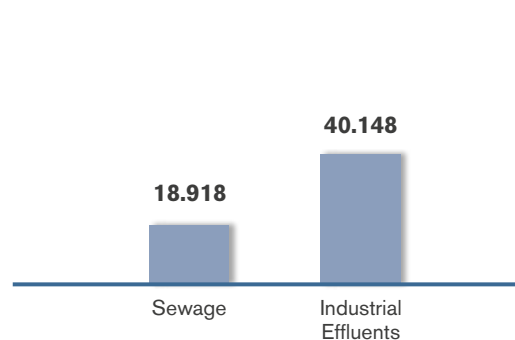
- Reducing VOC emissions by about 7g/m<sup>2</sup> painted
- Reducing energy costs around R\$ 2 per car
- Reducing the space occupied in the process

#### WATER CONSUMPTION (m<sup>3</sup>)

G4-EN8; G4-EN22



#### WATER DISCHARGE (m<sup>3</sup>)



\* Supplied by the water utility company (Águas do Brasil)  
Period: April through December 2014

## Lowest Nissan's Carbon Footprint

Initiatives directly focused on reducing costs and CO<sub>2</sub> emissions at Resende plant are elaborated by the Reduction Cell team, from Utilities Department. This team works together with departments that are directly related to energy, gas and water consumption. Since the beginning of its activities, the team has been able to reduce electric power costs by 14% and gas expenses by 28%, avoiding the consumption of over 7,000 MWh yearly, enough to supply a city of 30,000 inhabitants for a month, such as Itatiaia, in the neighborhood. [G4-EN6](#)

Reduction Cell achieves these results based on a list of 67 opportunities, such as adjusting the air conditioning or shutting down machines during idle periods. With the change in people's behavior and the support of managers, in only three months costs and energy consumption dropped by 12% and 14%, respectively. During this period, the production level reached around 50% of its total capacity, which could have represented higher costs if the teams had not been dedicated to save resources.

Together with logistics initiatives, the efforts of Reduction Cell will also be essential for the company to achieve the ambitious target of a 20% reduction in direct carbon emissions by 2016. Along these lines, in addition to raw material being within a short range of the plant, thanks to its strategic location, NBA works with other automotive companies to attract more suppliers to the region.

In 2014, the company improved its parts transport operations, optimizing the use of containers and round

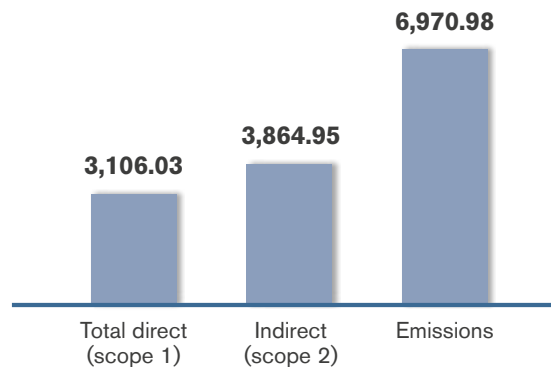
trips, taking greater advantage of Renault and Nissan synergies. It also reduced the transport of vehicles on Sider car carrier trailers and made improvements in the use of packing materials, investing in returnable packing materials and organizing their retrieval.

These efforts led Resende plant's logistics team to achieve a good score in Global G-GK (Global Genba Kanri) audit conducted at all company's sites around the world, with the objective of evaluating supervisors' performance with respect to Nissan work standard. On a scale of 0 to 5, the target for Brazil in 2014 for this assessment was 3. NBA attained a score of 3.46, a result beyond expectations, even before inaugurating the plant.

In order to monitor the impact of improvements on Greenhouse Gas Emissions (GGE) from direct and indirect sources, the company prepared an inventory in accordance with ISO-14064-1 norms and the GHG Protocol method. The first assessment was conducted from April to September 2014, completely covering Scope 1 (direct) and Scope 2 (indirect) emissions and partially covering Scope 3 (upstream) emissions, which include air travel, freight contracted by Nissan and waste disposal.

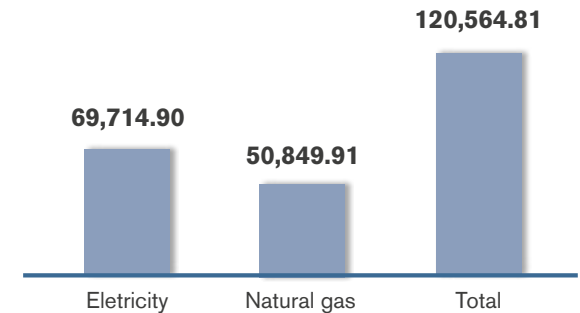
The result in 2014 was the the best in Nissan Motor Co.: when adjusted to equalize the years 2012 or 2013, NBA's carbon footprint (scopes 1 and 2) was 0.245 ton of carbon equivalent per car produced.

**GHG EMISSIONS (tCO<sub>2</sub>e)\***  
G4-EN15;G4-EN16;G4-EN18



\* 6-month period: April through September 2014

**INDIRECT ENERGY PURCHASED AND CONSUMED (GJ)**  
G4-EN3;G4-EN5



Period: April to December 2014



## TARGETS FOR MANAGING EMISSIONS

### Step 1

Continue the inventory and carbon footprint processes **permanently**, focusing on months from September to December 2014 and the entire year of 2015. (March–December 2015)

### Step 2

Expand **Scope 3 Upstream** Emissions to include all primary production of materials, manufacturing of parts and components, and the respective logistics. (December 2015)

### Step 3

Include **Scope 3 Downstream** Emissions in the useful-life phase of the products. (by 2016)

### Step 4

Include **Scope 3 Downstream** Emissions in the phase of recycling and final disposal of the products. (2016)

## Green Buildings as an Address

Just like its plant, Nissan Brazil's main office also follows the global guideline of prioritizing investments in green buildings. The company occupies two floors of Porto Brasilis building in downtown Rio de Janeiro, a port area that is the target of a huge revitalization project because of 2016 Olympic Games. The building boasts high technology, having received LEED (Leadership in Energy and Environment Design) certification, which was granted by the United States Green Building Council (USA) in March 2012.

The LEED seal attests to the adoption of environmental best practices from the time of beginning the building's construction project to the long-term use of it, by way of ecoefficiency solutions.

Company's offices also promote sustainable practices in terms of sustainability. In order to reduce the wasting of paper, help maintain the confidentiality of documents and increase productivity in terms of printing and photocopying, they adopted a cloud printing system, which only allows printing after approaching an ID badge. Printing costs began to be allocated to the cost control center of each department, a measure that also stimulates saving resources.

In Resende, each workstation has its own lighting control, which allows keeping the lights off in empty areas. Trash bins are no longer provided for each employee. Larger containers are now kept in central areas and are already classified by material type for

recycling, which discourages waste production and encourages responsible disposal practices.



Individual bins were replaced for larger containers and selective collect

## Recycling Generates Added Value

To Nissan Brazil, what normally would be considered “trash” ends up being reverted into recycled material with added monetary value. The company considers recycling part of its solid-waste management process, thus contributing to protecting the environment and people’s health. Accordingly, it follows the 3R concept (Reduction, Reuse and Recycling), as well as looking after the final disposal.

The result is that Resende plant enjoys the lowest rate of automotive sector in Brazil of sending waste to landfills: 121.92 tons from April to December 2014, result of the work of a team dedicated to developing and implementing best practices related to disposal. Company’s target is to reach 0.5% of total waste generated at the plant by 2016.

Ever since the Resende plant began operating, all employees have been involved in selective collection processes, separating potentially recyclable materials: paper, plastics, glass and metals.

Periodically, courses and talks on the theme are given to internal audience, which also receives recycling tips in internal memos and in the weekly newsletter.

PLANT'S WASTE TOTAL WEIGHT G4-EN23		
Harmless waste (in tons)	April to Dec 2014	Type of treatment
Metal	2188,63	Recycling
Ordinary trash	121,92	Landfill
Organic waste	83,47	Composting
Wood	647,92	Recycling
Cardboard	640,57	Recycling
Rigid plastics	72,99	Recycling
Plastic film	58,84	Recycling
<b>TOTAL HARMLESS WASTE</b>	<b>3814,34</b>	
Hazardous waste (in tons)	April to Dec 2014	Type of treatment
Contaminated packing material	24,61	Co-processing
Paint sludge	65,97	Co-processing
<b>TOTAL HAZARDOUS WASTE</b>	<b>90,58</b>	

## Biodiversity Protection

Focusing on protecting biodiversity, the company undertook various initiatives in 2014. One of them was to begin planting a “green belt” in an area of 12 hectares surrounding its plant in Resende.

NBA also develops studies about Turfeira Lagoon fauna and flora and its surrounding area in Resende, in order to help government agencies to assess an Environmental Conservation Unit creation in this region.

While monitoring this ecosystem, which involve an area of 700,000 m<sup>2</sup> and include the land of the Agulhas Negras Military Academy (AMAN, in Portuguese) and farms located along both banks of the Paraíba do Sul River, the company registered the presence of 165 bird species, 15 amphibian species, 7 reptile species and 9 fish species. [G4-EN12](#)

This research is part of the Compliance Adjustment Agreement (TAC, in Portuguese) that Nissan signed with the State Environmental Institute (INEA, in Portuguese) and Rio de Janeiro State Prosecutor’s Office in 2014.



Studies concerning Turfeira Lagoon furnish data for government agencies to support assessment about creating an Environmental Conservation Unit

# 700,000 m<sup>2</sup>

is the lake and surrounding area monitored by the company

# 196

animal species were identified in this research



## Tests Targeting No Emissions

The world's leading manufacturer of electric vehicles with no gas emissions, Nissan has invested strongly in partnerships to make such vehicles a reality in Brazil. The company does not yet sell this type of car in the country, but it promotes projects which tests LEAF vehicles – a completely electric urban model with over 170,000 units sold all over the world.

The Electric Taxi Program (implemented by the company since March 2013 in partnership with Petrobras Distribuidora (BR), Rio de Janeiro City Hall and the Rio-Capital Energy project) has 15 units of the Nissan LEAF circulating in Rio de Janeiro (capital). BR provides recharging stations for the county's vehicles. In one year, these cars avoid the emission of over 75 tons of CO<sub>2</sub> into city air. [G4-EN27](#)

Another ten Nissan LEAF vehicles circulate in São Paulo in a similar project. With them and those in Rio, Brazil boasts the largest fleet of electric taxis in South America.

In 2014, one unit of LEAF was also lent to Rio de Janeiro State Fire Department, and two others were used by the Military Police for patrolling tourist spots in the state's capital. The city also participated in tests of the prototype of Nissan's second completely electric vehicle that is being produced in series, the e-NV200 electric van. The model was tested in deliveries in the region, as part of global tests.



**PROJECTION FOR THE FUTURE**  
 If Rio de Janeiro's entire fleet (around 33,000 vehicles) were made up of Nissan LEAFs, it would be possible to avoid the emission of 165,000 tons of CO<sub>2</sub> into the air within 12 months, an 8% reduction in the city's total emissions.



# GRI G4 CONTENT INDEX





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G4-2		Description of main impacts, risks and opportunities	Report/ Company	8, 13 and 16
G4-3	Organizational Profile	Name of the Organization	Company	13
G4-4		Primary brands, products and/or services	Products	55
G4-5		Location of organization's headquarters	Company	17
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G4-8		Markets the organization serves	Company	13 and 15
G4-9		Report the scale of the organization, including: <ul style="list-style-type: none"> <li>▪ Total number of employees</li> <li>▪ Total number of operations</li> <li>▪ Net sales (for private sector organizations) or net revenues</li> <li>▪ Total capitalization broken down in terms of debt and equity (for private sector organizations)</li> <li>▪ Quantity of products or services provided</li> </ul>	Company/Products	13 and 58
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G4-11		Percentage of jobs covered by collective bargaining agreements <b>UNGC   OECD</b>	Stakeholders	41
G4-12		Organization supply chain description	Stakeholders	48
G4-13	Report any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain	Company	15 and 49	
G4-14	Report whether and how the precautionary approach or principle is addressed by the organization	Governance	36	
G4-15	Charters, principles or other externally developed initiatives	Governance	36	
G4-16	Participation in associations and national and international organizations	Company/Governance	17 and 37	
G4-17	Identified Material Aspects and Boundaries	List all entities included in the organization's consolidated financial statements	NBA does not publish financial statements because it's not listed on Stock Market in Brazil	-
G4-18		Report content definition process	Report	8
G4-19		List of material aspects	Report	9
G4-20		Limits of each material aspect, inside the organization	Report	9
G4-21		Limits of each material aspect, outside the organization	Report	9

**OECD** - Linkage to OECD Guidelines for Multinational Enterprises

**UNGC** - Linkage to UN Global Compact "Ten Principles"

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General Standard Disclosures	Aspects/Content	Indicators	Chapter	Page
G4-22	Identified Material Aspects and Boundaries	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements	There are not restatements because it is the company first report.	-
G4-23		Report significant changes from previous reporting periods in the Scope and Aspect Boundaries	There is no change because it is the company first report.	-
G4-24	Stakeholder Engagement	List of the stakeholder groups engaged by the organization	Report/ Governance	8 and 37
G4-25		Base used for the identification and selection of stakeholders with whom to engage	Report	8
G4-26		Approach to stakeholder engagement	Report	8
G4-27		Key topics and concerns raised through stakeholder engagement, per stakeholder group	Report	8
G4-28	Report Profile	Reporting period	Report	6
G4-30		Reporting cycle (such as annual, biennial)	Report	6
G4-31		Contact point for questions regarding the report	Credits	80
G4-32		"In accordance" option chosen	Report and GRI Index position	6 and 72
G4-34	Governance	Organization's governance structure	Governance	34
G4-35		Report the process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.	Governance	35
G4-36		Report whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body.	Governance	35
G4-37		Report processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body.	Governance	37
G4-38		Governance and Committee composition	Governance	34
G4-43		Measures taken to enhance knowledge of economics, social and environmental topics	Governance	35

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G4-44	Governance	a. Report the processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics. Report whether such evaluation is independent or not, and its frequency. Report whether such evaluation is a self-assessment. b. Report actions taken in response to evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics, including, as a minimum, changes in membership and organizational practice.	Governance	34
G4-45		a. Report the highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities. Include the highest governance body's role in the implementation of due diligence processes. b. Report whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental and social impacts, risks, and opportunities.	Governance	37
G4-47		Report the frequency of the highest governance body's analysis of the impacts, risks and opportunities derived from economic, environmental and social issues.	Governance	34
G4-48		Report the highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material Aspects are covered.	Governance	35
G4-53		Report how stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable.	Stakeholders	44
G4-56	Ethics and Integrity	Organizational values, principles, standards and norms of behavior	Company/Governance	13 and 33
G4-57		Ombudsman and ethical behavior	Governance	35
G4-58		Communication of unethical behavior	Governance	35
<b>SPECIFIC STANDARD DISCLOSURES - ECONOMIC CATEGORY OECD</b>				
G4-EC6	Market Presence	Local hiring	Stakeholders	41 and 48
G4-EC8	Indirect Economic Impacts	Significant indirect impacts, including the extent of impacts	Company	17
<b>SPECIFIC STANDARD DISCLOSURES - ENVIRONMENTAL CATEGORY OECD   UNGC</b>				
G4-EN3	Energy	Energy consumption within the organization	Environment	67
G4-EN5		a. Report the energy intensity ratio. b. Report the organization-specific metric (the ratio denominator) chosen to calculate the ratio. c. Report the types of energy included in the intensity ratio: fuel, electricity, heating, cooling, steam, or all. d. Report whether the ratio uses energy consumed within the organization, outside of it or both.	Environment	67
G4-EN6		Reduced power consumption	Environment	67



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General Standard Disclosures	Aspects/Content	Indicators	Chapter	Page
G4-EN8	Water	a. Report the total volume of water withdrawn from the following sources: <ul style="list-style-type: none"> <li>▪ Surface water, including water from wetlands, rivers, lakes, and oceans</li> <li>▪ Ground water</li> <li>▪ Rainwater collected directly and stored by the organization</li> <li>▪ Waste water from another organization</li> <li>▪ Municipal water supplies or other water utilities</li> </ul> b. Report standards, methodologies, and assumptions used.	Environment	66
G4-EN12	Biodiversity	Description of significant impacts of activities, products and services on biodiversity	Environment	70
G4-EN15	Emissions	Direct greenhouse gas emissions	Environment	67
G4-EN16		Indirect greenhouse gas emissions from the purchase of energy	Environment	67
G4-EN18		a. Report the amount of GHG emissions reductions achieved as a direct result of initiatives to reduce emissions, in metric tons of CO <sub>2</sub> equivalent. b. Report gases included in the calculation (whether CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub> , or all). c. Report the chosen base year or baseline and the rationale for choosing it. d. Report standards, methodologies, and assumptions used.	Environment	67
G4-EN22	Effluents and Waste	a. Report the total volume of planned and unplanned water discharges by: <ul style="list-style-type: none"> <li>▪ Destination</li> <li>▪ Quality of the water including treatment method</li> <li>▪ Whether it was reused by another organization</li> </ul> b. Report standards, methodologies, and assumptions used.	Environment	66
G4-EN23		a. Report the total weight of hazardous and non-hazardous waste, by the following disposal methods: <ul style="list-style-type: none"> <li>▪ Reuse</li> <li>▪ Recycling</li> <li>▪ Composting</li> <li>▪ Recovery, including energy recovery</li> <li>▪ Incineration (mass burn)</li> <li>▪ Deep well injection</li> <li>▪ Landfill</li> <li>▪ On-site storage</li> <li>▪ Other (to be specified by the organization)</li> </ul> b. Report how the waste disposal method has been determined: <ul style="list-style-type: none"> <li>▪ Disposed of directly by the organization or otherwise directly confirmed</li> <li>▪ Information provided by the waste disposal contractor</li> <li>▪ Organizational defaults of the waste disposal contractor</li> </ul>	Environment	69

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## **2014 Nissan Brazil Sustainability Report**

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**Photos:** Cris Oliveira, Marcos Teixeira, Mauricio Campello, Marcos Camargo and Wallace Feitosa

Further information about this report can be found on Nissan Institute Website,  
[www.institutonissan.org.br](http://www.institutonissan.org.br), and obtained through the team involved in its production.

Please send an email to [institutonissan@nissan.com.br](mailto:institutonissan@nissan.com.br) G4-31

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