


Making Energy Efficiency Part of Corporate Culture

June 12, 2012



 Zero Emission

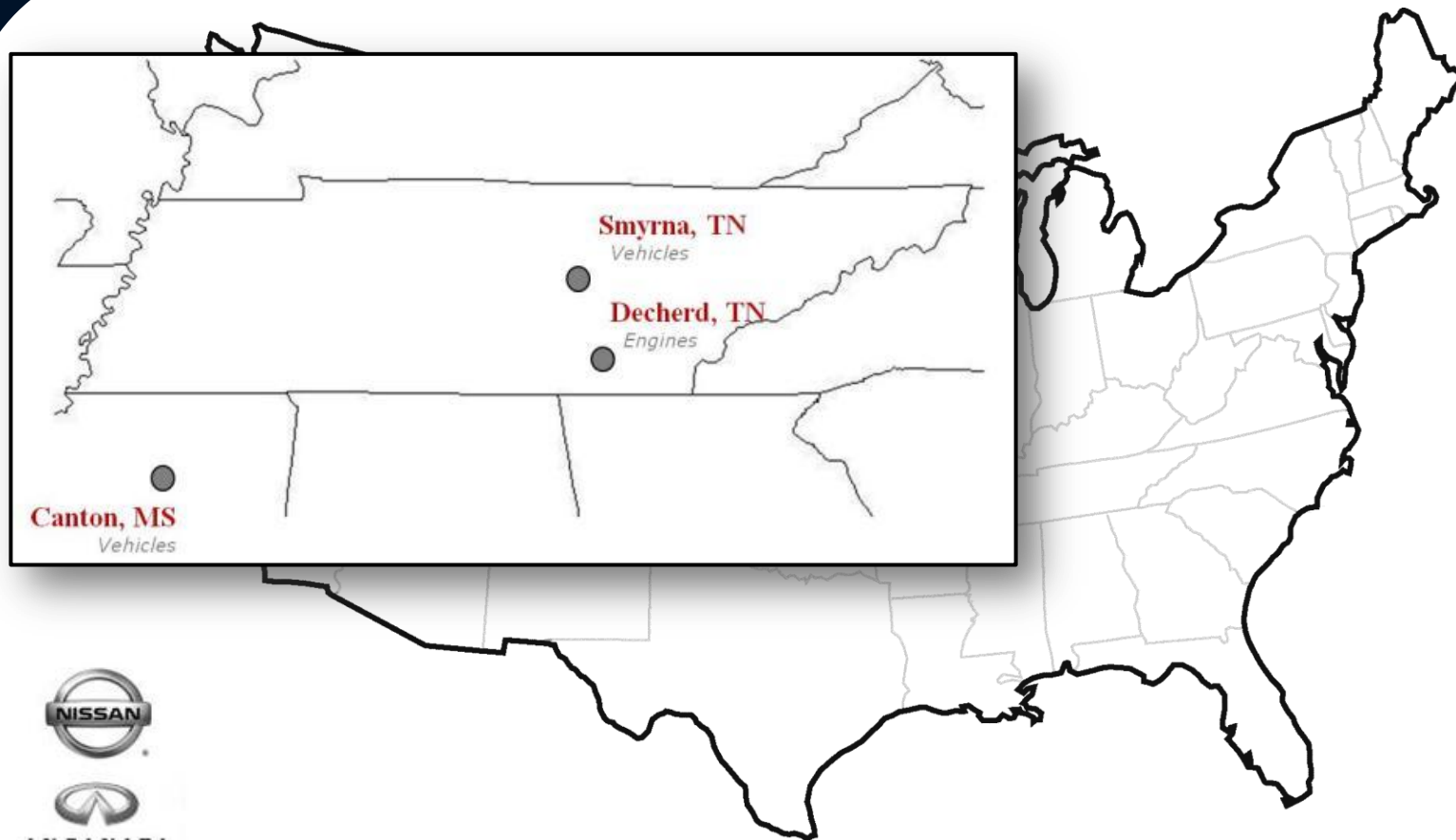
Mike Clemmer
Ken Roden
Nissan North America

© Nissan Motor Company, Ltd.



20 Production Sites
160 Countries (Sales)
160,000 Employees

© Nissan U.S. Manufacturing Plants



INFINITI.

© Nissan Americas Region Headquarters



INFINITI.



© Nissan Environmental Philosophy



"For the future of our planet and generations to come, we are doing everything we can to help our natural environment, by reducing the environmental impact in real world terms and providing customers with innovative products that contribute to the development of a sustainable mobile society."

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

© Corporate Philosophy for Sustainability



"Guided by its corporate vision of Enriching People's Lives, Nissan aims to contribute to the sustainable development of society through its full range of global business activities in addition to providing value through its products and services."

Nissan: Enriching People's Lives

Sustainability Report 2011

© Nissan Green Program



► Penetration of Zero-Emission Vehicles



► Wider Application of Fuel Efficient Vehicles

35%
FE improvement



► Minimize Corporate Carbon Footprint

20%
reduction



► Minimize the use of New Natural Resources

25%
recycled resource usage



© Nissan Green Program – CO₂ Reduction

▶ Minimize Corporate Carbon Footprint

~ Reduce CO₂ emission of corporate activities
by **20%** per vehicle compared with FY2005 ~

- Widen the scope of the measurable objectives and include logistics, offices, and dealerships in addition to production sites
- Introduce renewable energy



▶ [Click here for detail of Nissan Green Program 2016](#)

© Cultivating the Corporate Environment

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; create a learning company.

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?



NISSAN WAY

Executive Management Support



◎ Cross-Functional Corporate Teams

Energy Management

Operating Supplies

Repairs & Maintenance

Supply Chain Management

Compensation

Improve manufacturing competitiveness by:

- cost reduction
- reduced waste
- business synergies

Team leaders represent primary consumers!



Purchased Services

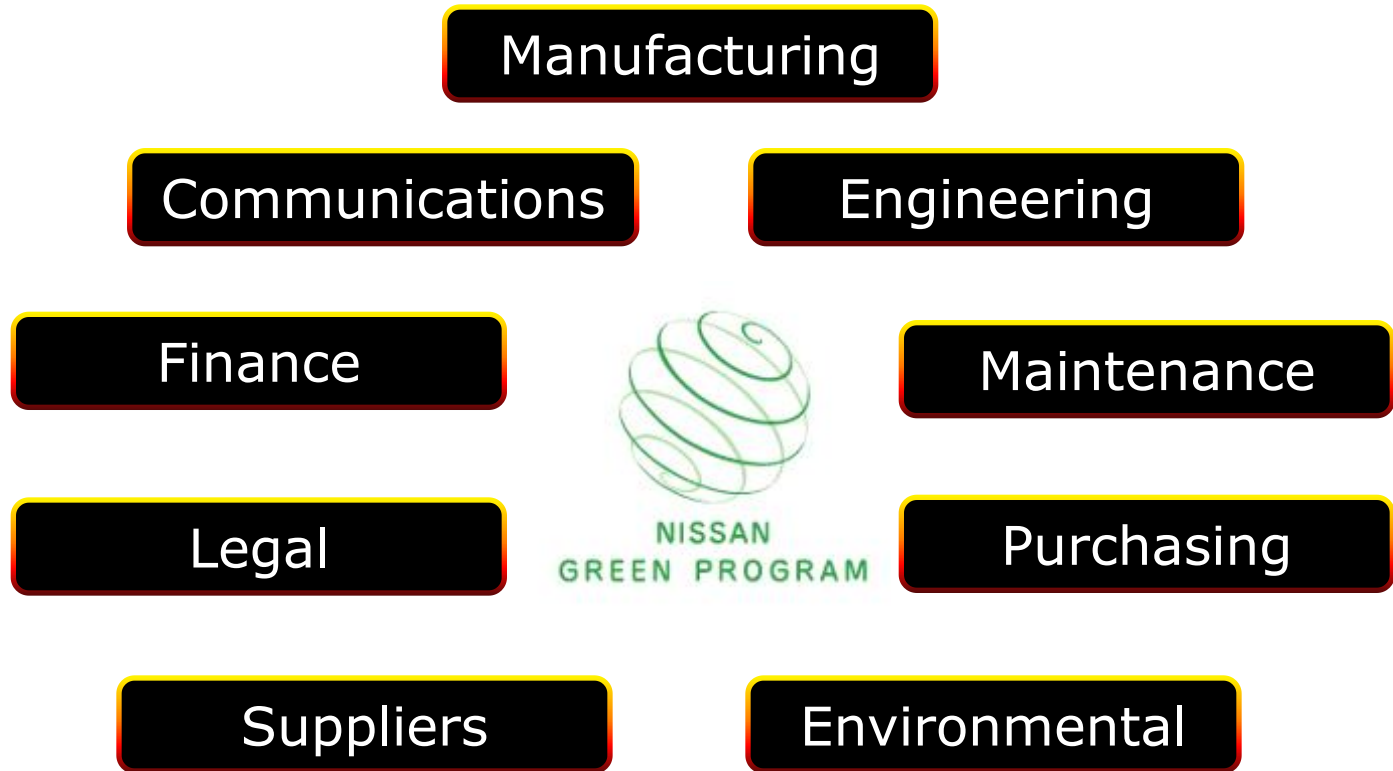
Travel & Office Supplies

Depreciation

Contract Maintenance

NPS
Obsolescence

◎ Cross-Functional Energy Team



"The power
comes from inside"



NISSAN

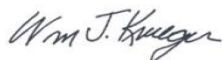
ENERGY POLICY Nissan North America, Inc.

Consistent with the company's environmental philosophy: "Symbiosis of People, Vehicles and Nature" – our ideal for a sustainable mobile society, Nissan North America, Inc. is dedicated to the development of a comprehensive, measurable energy management program to reduce the energy burden, cost, and risk in the manufacturing of all of its products. Improving the energy efficiency of all operations demonstrates our confidence in the continued growth of Nissan and our unyielding commitment to an environmentally sustainable business.

The responsibility for energy management is shared equally by NNA management, all employees, and on-site Contractors/Suppliers working on behalf of NNA. Specifically, in support of Nissan's vision to be the most trusted, growing car company in the Americas, NNA is committed to:

- Continually improving energy performance;
- Achieving 25% energy intensity reduction in 10 years;
- Providing available information and necessary resources to meet energy use objectives and targets;
- Achieve and maintain compliance with applicable legal requirements, as well as with any other energy performance requirements to which we subscribe; and
- Supporting the purchase of energy efficient equipment and systems as appropriate for the company.

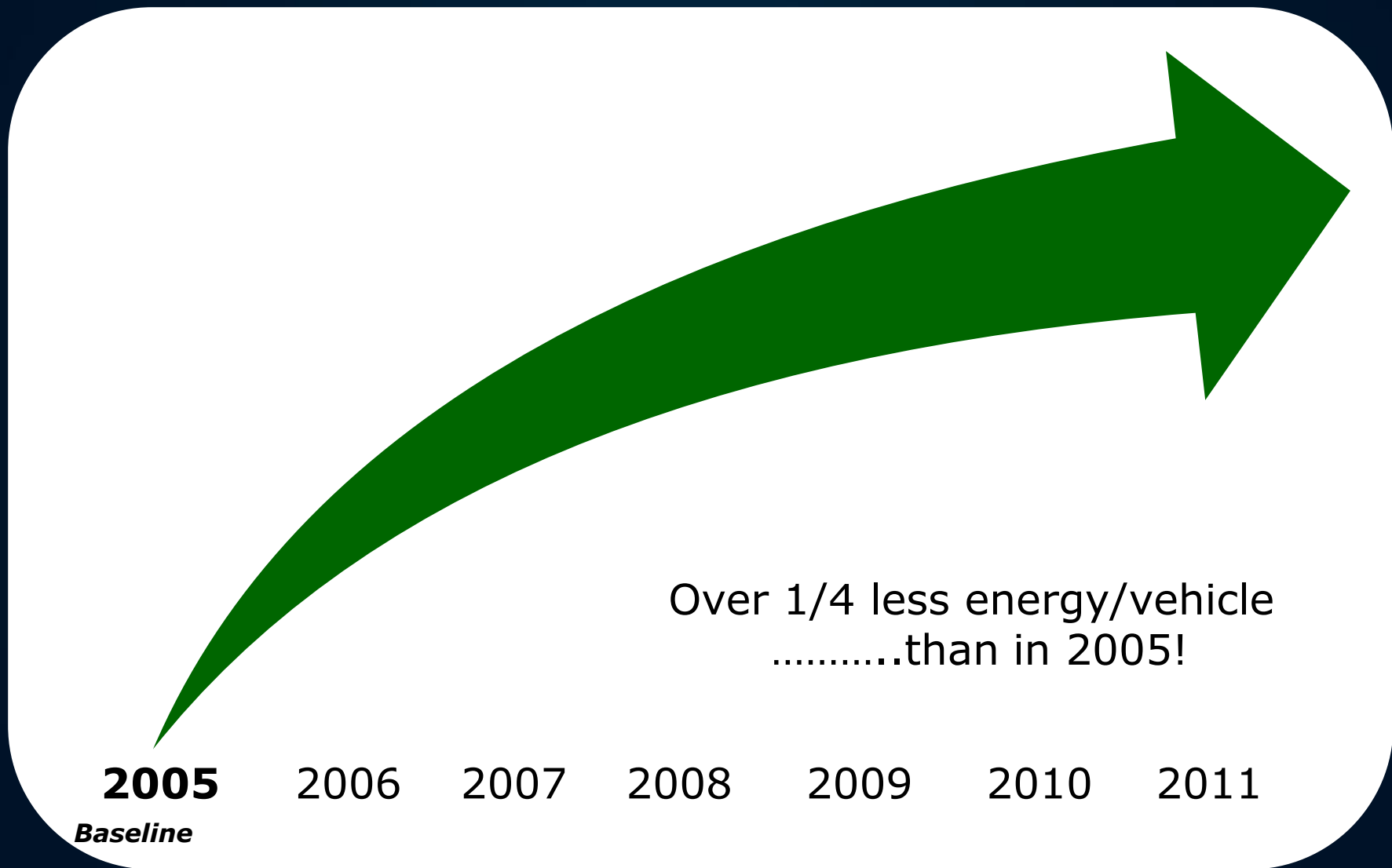
Approved by:



William J. Krueger
Nissan North America, Inc.
Vice Chairman, MC- Americas



© Manufacturing Energy Savings



© Manufacturing Energy Savings

Energy Savings to
~ **drive a LEAF 830 million miles!**



Over 1/4 less energy/vehicle
.....than in 2005!

2005 2006 2007 2008 2009 2010 2011
Baseline

© Manufacturing Energy Savings

Energy Savings to
~ **drive a LEAF 830 million miles!**



Goal - 25%
2010-2020
(Intensity)

Over 1/4 less energy/vehicle
.....than in 2005!

2005 2006 2007 2008 2009 2010 2011
Baseline

© Government Resources



®

ORNL is uniquely positioned to deliver science and technology for energy

We have an extraordinary set of assets

- Outstanding tools for materials R&D including SNS and HFIR
- World-leading systems for open scientific computing
- BioEnergy Science Center
- Growing strength in climate change impact R&D
- The nation's broadest portfolio of energy programs
- Unique resources for nuclear technology
- Robust national security programs

Our mission:
Use these assets
to enable science
and technology
breakthroughs
that transform
our energy future



© ENERGY STAR® Partner since 2006



2011 Motor Vehicle Focus Group



Participating Organizations

- BMW Manufacturing Company
- Chrysler LLC*
- Ford Motor Company**
- General Motors Corporation**
- Honda of America Manufacturing
- International Truck and Engine Corporation*
- Mitsubishi Motors North America
- Nissan North America***
- Subaru of Indiana Automotive, Inc.*
- Toyota Motor Manufacturing North America**

© Top 25% Energy Efficiency Ratings



Smyrna, TN

2011
2010
2009
2008
2007
2006



Canton, MS

2011
2010
2009
2008
2007
2006



Franklin, TN

2009/2010/2011

◎ Partner of the Year Awards



 ENERGY STAR
AWARD
2010
PARTNER OF THE YEAR

 ENERGY STAR
AWARD 2011
PARTNER OF THE YEAR

 ENERGY STAR
AWARD 2012
SUSTAINED EXCELLENCE

⊙ Better Plants Challenge Partner



BETTER BUILDINGS BETTER PLANTS

Leading companies are working to improve their bottom line by saving energy in their manufacturing plants.

NISSAN

CHALLENGE PARTNERS & ALLIES REPRESENT

1.6
BILLION
SQUARE FEET COMMITTED
\$2 BILLION
IN FINANCING THROUGH ALLIES
+300
MANUFACTURING FACILITIES

BETTER BUILDINGS

- Ascension Health
- Best Buy
- CBRE
- Cleveland Clinic Foundation
- Forest City Enterprises
- Green Sports Alliance
- HEI Hotels & Resorts
- IHG (InterContinental Hotels Group)
- Jones Lang LaSalle
- Kohl's Department Stores
- Lend Lease
- The PNC Financial Services Group
- Prologis
- RREEF Real Estate
- Shorenstein Properties, LLC
- SUPERVALU
- TIAA-CREF
- Transwestern
- USAA Real Estate Company
- Walgreens Co.
- Wyndham Worldwide
- Atlanta, GA
- Denver, CO
- The District of Columbia
- Los Angeles, CA
- Sacramento, CA
- Seattle, WA
- State of Iowa, Department of Administrative Services
- State of Minnesota
- Allegheny College
- Delaware State University
- Douglas County School District, NV
- Houston Independent School District, TX
- Kentucky Community and Technical College System
- Michigan State University
- Poudre School District, CO
- University of California, Irvine
- University of Hawaii at Manoa

BETTER BUILDINGS, BETTER PLANTS

Leading companies are working to better their bottom line by saving energy in their manufacturing plants.

- 3M
- Alcoa
- Briggs and Stratton
- Cummins Inc.
- GE
- Legrand
- Nissan North America Inc.
- Saint-Gobain Corporation
- Schneider Electric

Industry
LEADERS
are reducing their
energy intensity
by **25%**

ALLIES

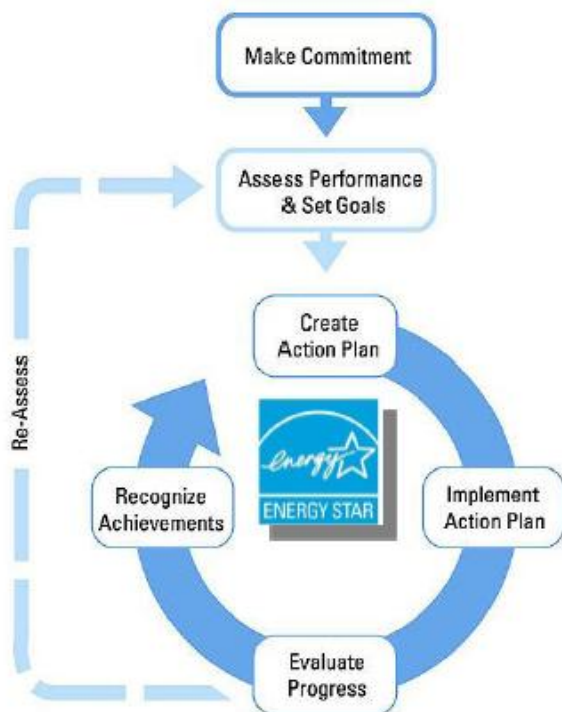
Organizations committed to helping reduce energy use through innovative energy efficiency products, services, technologies, and partnerships.

- Abundant Power
- AFL-CIO
- Blue Hill Partners LLC
- Citi
- Energi Inc.
- GE Capital
- Green Campus Partners
- Metrus Energy
- Renewable Funding
- Serious Energy Inc.
- Southern California Edison
- Transcend Equity
- Ygrene Energy Fund

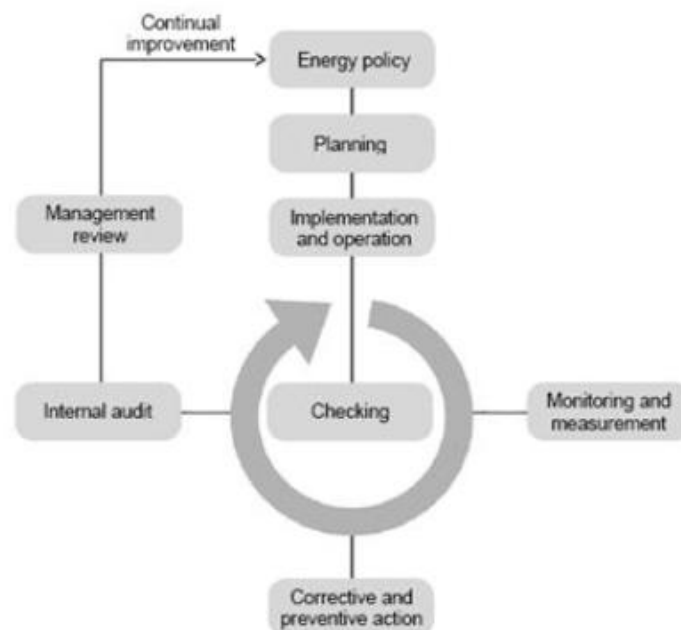
U.S. DEPARTMENT OF
ENERGY | Energy Efficiency &
Renewable Energy

Energy Management Guidelines

Guidelines for Energy Management



ISO 50001



© ISO 50001 Energy Management Standard



CERTIFICATE

Certificate Number: 561280.01

The Energy Management System of:

Nissan North America, Inc.
983 Nissan Drive
Smyrna TN, 37167
USA

Including its implementation, meets the requirements of the standard:

ISO 50001:2011

Scope:
The scope of the NNA-S Energy Management System (EnMS) includes the manufacturing operations located at the Smyrna, Tennessee site. Gasoline and diesel fuel used for transportation, emergency backup generators and lab testing are excluded.

This Certificate is valid until: May 30, 2015
This Certificate is valid as of: May 30, 2012
Certified for the first time: May 30, 2012

H. Pierre Sallé
H. Pierre Sallé
President
DEKRA Certification, Inc.

The method of operation for energy certification is defined in the DEKRA EnMS Certification Services to ISO 50001 Requirements. Integral publication of this certificate is allowed.

DEKRA Certification, Inc.
4277 County Line Road
Chaffont, PA 18814
Ph: (215)997-4519
Fax: (215)997-3809
cert. no. 561280.01

Accredited By:
ANAB

Win the energy challenge with
ISO 50001

ISO 50001- Energy Management System Standard establishes a framework for industrial and commercial facilities and organizations to manage energy.

Potential impacts:

- Could influence up to 60% of the world's energy use across many economic sectors

Uptake of ISO 50001 will be driven by companies seeking an internationally recognized response to:

- Corporate sustainability programs
- Energy cost reduction initiatives
- Demand created along the manufacturing supply chain
- Future national cap and trade programs; carbon or energy taxes; increasing market value of "green manufacturing" / reduced carbon footprint
- International climate agreements

Status of ISO 50001

- Developed by ISO Project Committee 242; United States and Brazil lead effort with United Kingdom and China
- 56 countries involved in development
- Published June 15, 2011
- ISO PC 242 transitioned to TC 242, developing standards and guidance related to implementation of ISO 50001

© Energy Assessments & Audits

- energy patrol or blitz
- daily tech check sheet
- 3-5 day joint assessments



Recognizing Accomplishments



Communicating the Program



Intranet



Newsletter



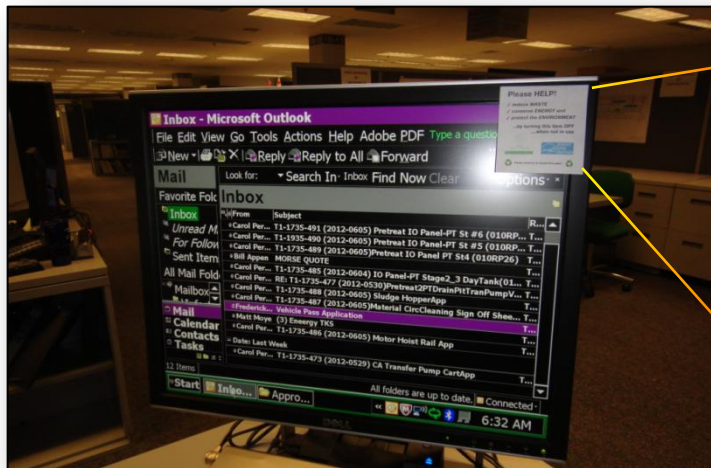
Awareness Sessions



Internal TV Network



© Awareness Communications



Please HELP!



- ✓ reduce *WASTE*
- ✓ conserve *ENERGY* and
- ✓ protect the *ENVIRONMENT*


...by turning this item OFF
...when not in use




♻️ Please continue to recycle this paper! ♻️


What everyone should know about our
ISO 50001 Energy Management System (EnMS):



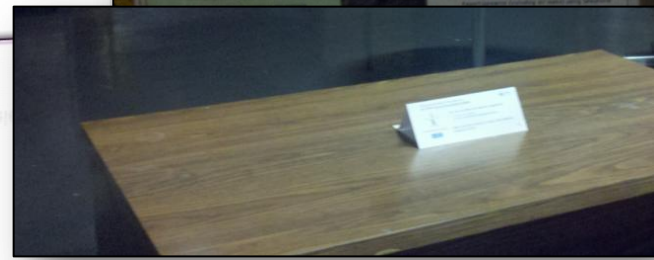
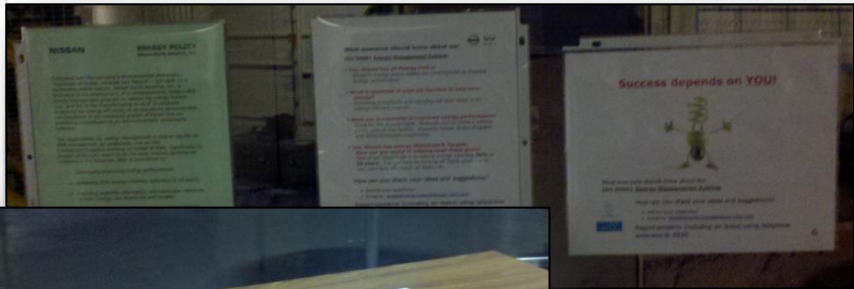
How can you share your ideas and suggestions?

- Inform your supervisor
- Email to: NissanEnergyTeam@Nissan-USA.com

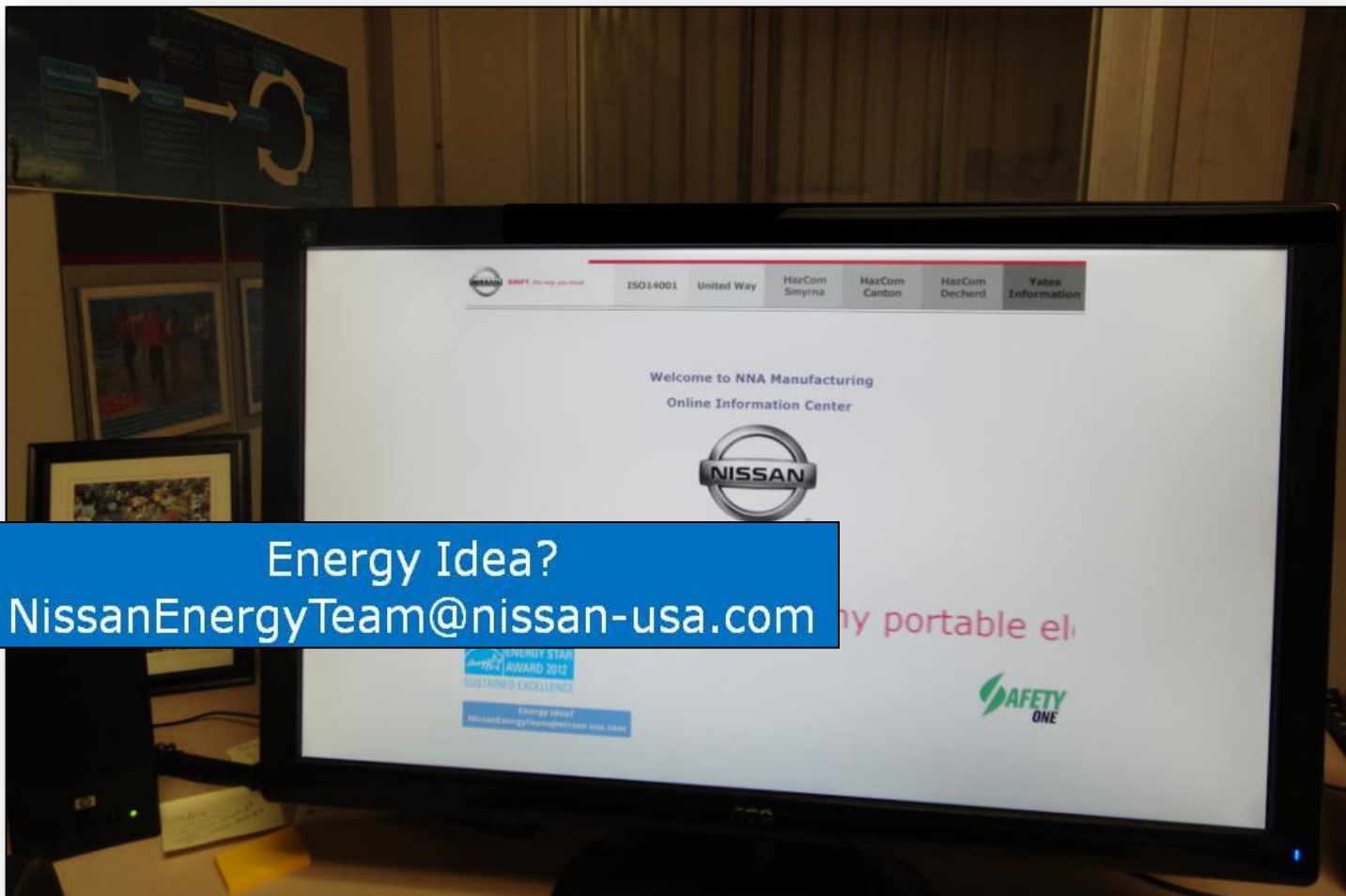


Success depends on YOU!

Report concerns (including air leaks) using telephone extension **6-3535**



© Awareness Communications



Energy Idea?
NissanEnergyTeam@nissan-usa.com

e-Learning Training Module

Nissan Americas Environmental Awareness Campaign (10/31/12-13)

BOOKMARK EXIT

The objective of this module is to help you better understand:

- **Carbon dioxide (CO₂) Emissions**
 - What are they and how are they emitted?
 - Why should they be reduced?
 - What is Nissan doing to reduce them?
 - What can I do to reduce them?
- **Reduction, Reuse & Recycling of Resources**
 - Why are the "3Rs" important?
 - What is Nissan doing to support?
 - What can I do to support?
- **Everyone has a role as part of Nissan's Green Team**



SLIDE 11 OF 22 CLICK NEXT TO ADVANCE 00:39 / 00:39



Visitor Awareness



Employee Fair Engagement



Family Day Engagement



Engaging Home Energy Efficiency



Top Pledge Drivers

Congratulations to the 2011-2012 Change the World, Start with ENERGY STAR Campaign Top Pledge Drivers

By encouraging their audiences to take small, energy-saving steps that make a big difference, these organizations have helped all of us save energy, money, and the environment.

NISSAN

Results for Change the World Campaign 2011-2012

Greenhouse Gas Emissions (lbs.)	51,681,307
Dollars	\$4,118,682
kWh	28,780,694
BTUs	63,267,577,869

Overall Top 5 All Sectors

COMPANY	(lbs of Greenhouse Gases saved)
Georgia Power Company	216,613,562
Girl Scouts of the USA	155,057,562
Samsung Electronics	114,674,361
Ameren Illinois	60,796,670
Nissan North America	51,681,307

Business

COMPANY	(lbs of Greenhouse Gases saved)
Samsung Electronics	114,674,361
Nissan North America	51,681,307
Boeing St. Louis	38,657,162
Eastman Chemical Company	16,130,251
Sears Holdings Corp	11,778,348

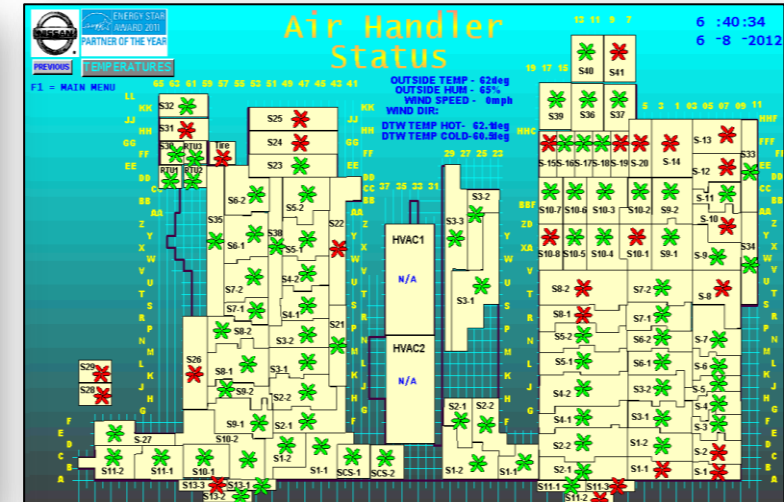
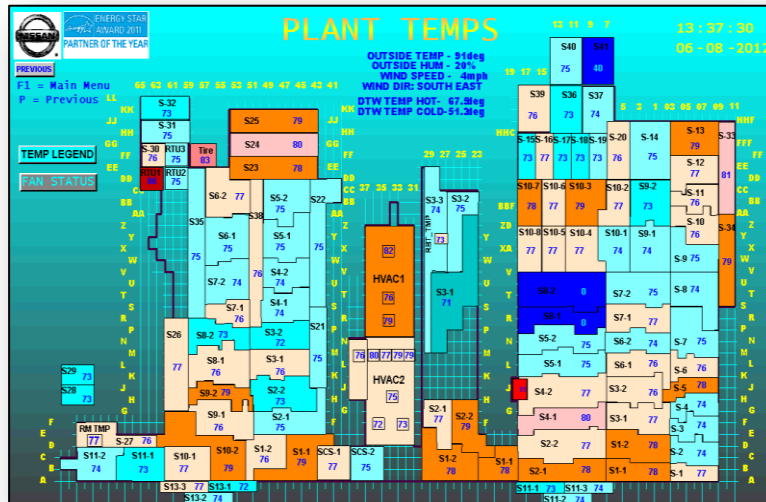
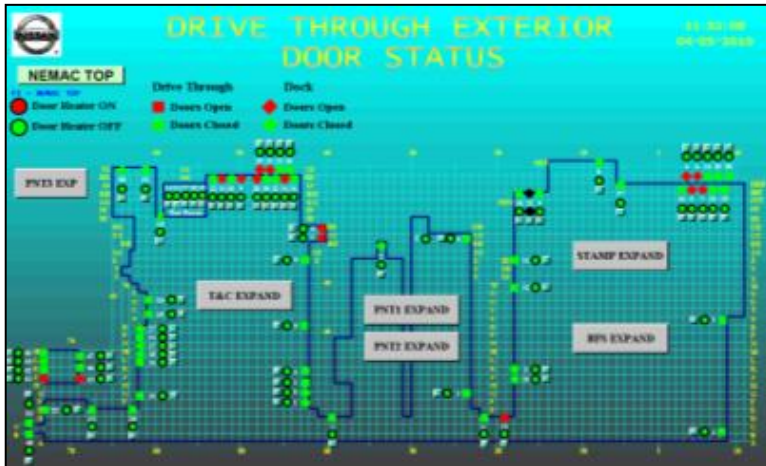
Measurement & Verification



- Intranet-based system
- Customized for Nissan Processes
- Built in-house by Nissan Engineering

*"If you can measure it,
you can manage it!"*

☉ Data Driven Decisions



◎ Low Cost Improvements

Onsite personnel check for abnormal conditions to prevent unplanned consumption




© Lighting Upgrade Project



- 400-watt fixtures replaced by 175/250-watt efficient fluorescents
- Timers replace switches
- Reduced lumens where not needed, effective/efficient lumens when and where needed
- Automation cell task lights switch on when doors are opened
- On/off times of all lighting are tracked

Compressed Air Leak Repair Program

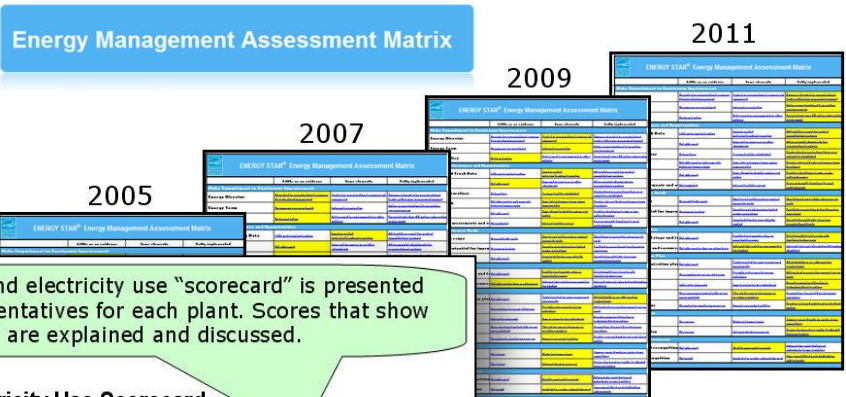


 FY11" Canton Air Leak Cost Avoidance"							
FY11 Year to Date	527	739	\$58,298	516	721	\$56,863	98%
Month	Number of Leaks Identified	Leaks Identified (CFM)	Identified leaks Cost Avoidance	Number of Leaks Repaired	Leaks Repaired (CFM)	Repaired Leaks Cost Avoidance	% Complete
April	61	84	\$6,623	61	84	\$6,623	100%
May	7	10	\$773	7	10	\$773	100%
June	63	88	\$6,954	63	88	\$6,954	100%
July	104	148	\$11,700	100	140	\$11,038	94%
August	100	140	\$11,038	93	130	\$10,265	93%
September	78	109	\$8,609	78	109	\$8,609	100%
October	56	79	\$6,201	56	79	\$6,201	100%
November	55	77	\$6,071	55	77	\$6,071	100%
December	3	4	\$331	3	4	\$331	100%
January	0	0	\$0	0	0	\$0	
February	0	0	\$0	0	0	\$0	

Internal Benchmarking

NNA

Item No.	NML-W	NML-T	NML-A	NNA-Smyrna System1	NNA-Smyrna System2	NNA-Smyrna System3	NNA-Cantrol System1	MEI-Civic System1	MEI-Civic System2	MEI-AGS System1	NMLK System1	NMLK System2	NMSA-B System1	NMSA-B System2	NMSA-A	NMT	DFL System1	DFL System2	NMGR System1	
1	Under study	Planned	Not start	Applied	Not applicable	Under study	Under study	Under study	Already done	Already done	Already done	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
2	Planned	Planned	Not start	Applied	Not applicable	Under study	Under study	Under study	Already done	Applied	Not start study	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
3	Under study	Planned	Not start	Already done	Already done	Not applicable	Under study	Under study	Under study	Under study	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
4	Under study	Not applicable	Not start	Under study	Applied	Not applicable	Not applicable	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study
5	Under study	Not applicable	Not start	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
6	Under study	Not applicable	Not start	Already done	Already done	Already done	Already done	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study
7	Under study	Planned	Not start	Not applicable	Applied	Not applicable	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study
8	Planned	Planned	Not start	Not applicable	Applied	Not applicable	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study
9	Under study	Planned	Not start	Not applicable	Not applicable	Not applicable	Not start study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study
10	Under study	Planned	Not start	Applied	Applied	Already done	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study
11	Under study	Planned	Not start	Already done	Already done	Already done	Not applicable	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study
12	Not applicable	Not applicable	Not start	Already done	Already done	Already done	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study
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14	Under study	Not applicable	Not start	Not applicable	Not applicable	Not applicable	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study
15	Under study	Not applicable	Not start	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
16	Under study	Not applicable	Not start	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
17	Under study	Planned	Not start	Not applicable	Not applicable	Not applicable	Already done	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study
18	Under study	Planned	Not start	Already done	Already done	Not applicable	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study
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25	Under study	Not applicable	Not start	Not applicable	Not applicable	Not applicable	Not applicable	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study
26	Under study	Under study	Not start	Not applicable	Not applicable	Not applicable	Not applicable	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study
27	Under study	Planned	Not start	Not applicable	Not applicable	Not applicable	Not applicable	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study
28	Planned	Planned	Not start	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study
29	Under study	Under study	Not start	Not applicable	Not applicable	Not applicable	Not applicable	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study
30	Under study	Under study	Not start	Not applicable	Already done	Not start study	Not start study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study
31	Under study	Under study	Not start	Not applicable	Not applicable	Not applicable	Not start study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study
32	Under study	Planned	Not start	Under study	Under study	Not applicable	Not applicable	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study	Under study



Each week, this weekend electricity use "scorecard" is presented to management representatives for each plant. Scores that show up as "Yellow" or "Red" are explained and discussed.

Plant Electricity Use Scorecard

	Weekend Use
Stamping	●
Body	✘
Paint 1	●
Paint 2	◎
Paint 3	◎
Trim	▲

	Weekend Use
Stamping	▲
Body	●
Paint 1	✘
Paint 2	●
Paint 3	●
Trim	✘

Previous Week (Ending 11/7) Current Week (Ending 11/14)

Where:

◎ = Best (< 5% Base Use)	▲ = between 5% - 8% Base Use
● = within 5% Base Use	✘ = > 8% Base Use

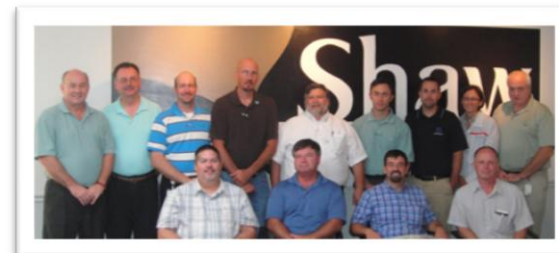
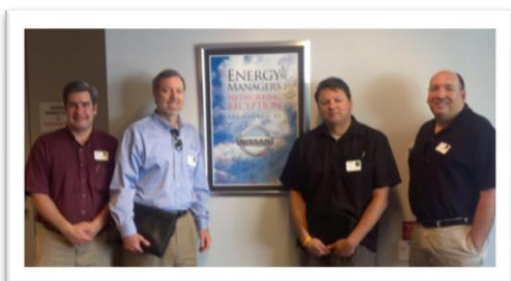
Example of Global CO₂ reduction tracking. These items are maintained in gl deployment between all facilities

- The steps:**
- STEP 1: [Make Commitment](#)
 - STEP 2: [Assess Performance](#)
 - STEP 3: [Set Goals](#)
 - STEP 4: [Create Action Plan](#)
 - STEP 5: [Implement Action Plan](#)
 - STEP 6: [Evaluate Progress](#)
 - STEP 7: [Recognize Achievements](#)

© Americas Energy & Sustainability Summit



External Benchmarking



Community Relations & Citizenship



Brandon Elementary
Facility Type: K-12 School
125 Overby Street, Brandon, MS
[Map It!](#) | [Profile](#)

Florence Middle School
Facility Type: K-12 School
123 Beverly Drive, Florence, MS
[Map It!](#) | [Profile](#)

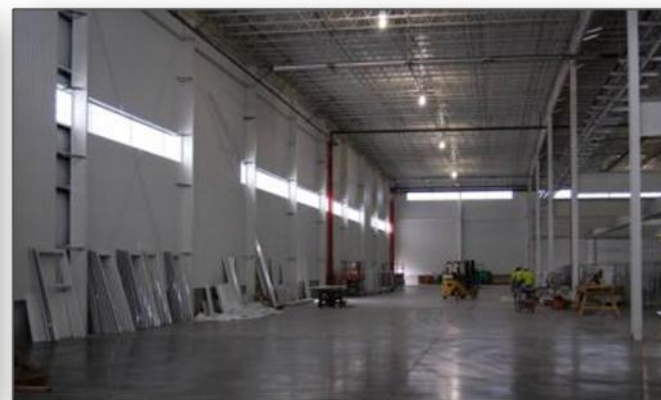
Flowood Elementary
Facility Type: K-12 School
4021 Flowood Drive, Flowood, MS
[ENERGY STAR Labeled Buildings](#)



⦿ Electric Vehicle Charging Stations



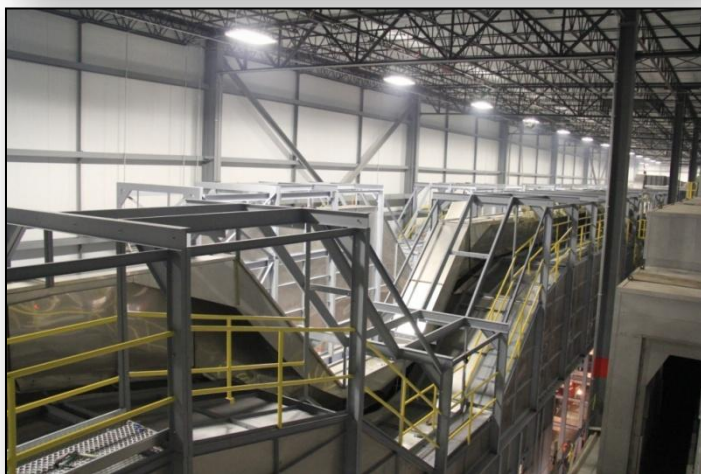
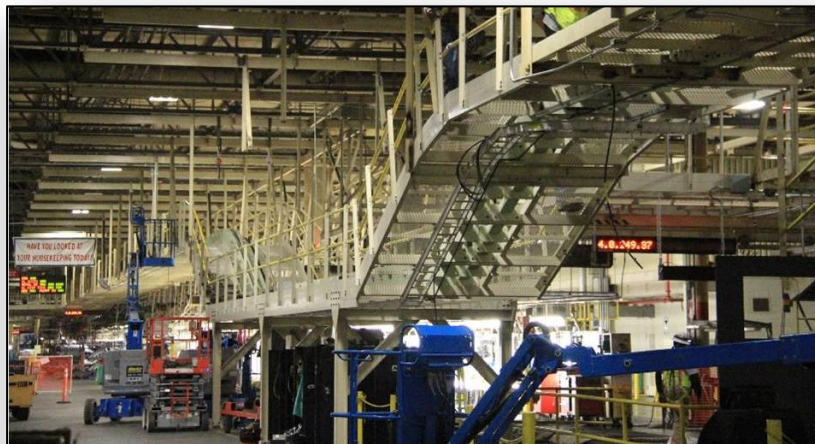
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Energy Efficiency by Design:

- Translucent wall panels with day lighting
- White roof
- VFDs & energy efficient motors
- Utilities metering and expansion capability
- Condensate recovery for tower make-up
- Solar EV charging stations

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Energy Efficiency by Design:

- **30% energy intensity reduction**
- **75% recycled booth air**
- **VFDs & energy efficient motors**
- **Utilities metering and expansion capability**
- **Optimized processes to increase efficiency**
- **Reduced environmental impact**
- **Condensate recovery system**
- **White roof**

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Energy Checklists



Recycling Targets



Recycling Containers

A form titled 'Yates Construction - New Hire Energy Star Pledge'. It contains text about energy efficiency and a signature line. The Energy Star logo is in the bottom right corner.

Pledge for New Hires

A 'CONSTRUCTION RECYCLING SURVEY' form with the Green Energy Efficiency logo. It includes a table for 'SUSTAINABILITY' with columns for 'Yes', 'No', and 'N/A'. A recycling symbol is in the bottom right corner.

Recycling Survey



Metered Utilities



**Toward the symbiosis of people,
vehicles and nature**