



Skyline Crossover

Nissan's Approach to CSR

Toward Sustainable Development for Nissan and Society

Nissan's CSR Management Way 005

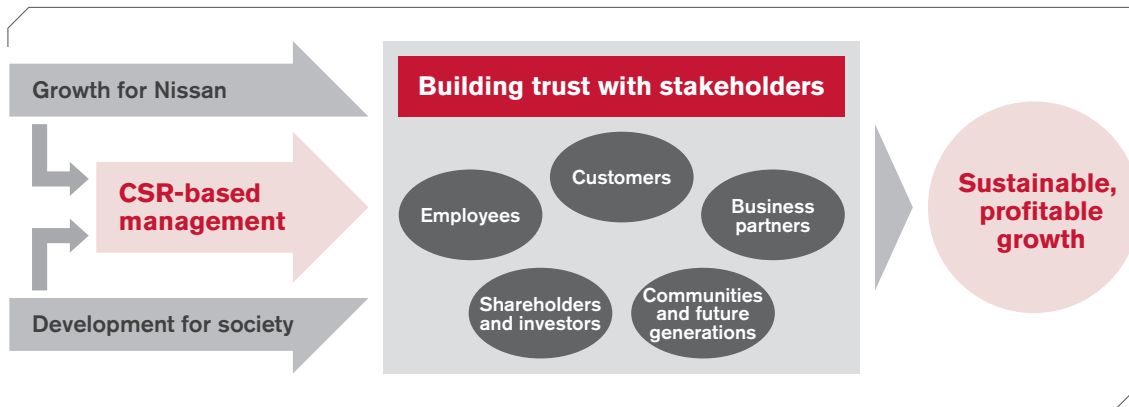
Our Eight Key Areas for CSR 010

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Nissan's Approach to CSR

Nissan's CSR Management Way

Guided by the vision of Enriching People's Lives, Nissan seeks to create value through the provision of its products and services. Through our corporate activities all around the world, we also aim to contribute to the development of the societies where we do business. To this end, management that sustainably achieves both the expansion of Nissan's profits and the development of society is vital. Making CSR principles part of our management approach is an effective way to make this alignment a reality. We believe it is also a way to build relationships of trust with our diverse stakeholders.



Our Idea of CSR

In recent years companies have seen increasing demands that they carry out their business activities in line with the principles of corporate social responsibility. Many firms are now putting greater emphasis on their CSR activities in response to these voices in society. However, in different nations, corporations and other organizations, there is a broad variety of definitions for CSR and methods of promoting activities in this field. Debate on the true nature of CSR remains active around the globe. At Nissan, we use CSR as a process-management tool in the pursuit of these three balances in our various fields of business.

Three Balances We Pursue

1. A balance between short- and long-term perspectives
2. A balance between corporate growth and societal development
3. A balance of value provided by the company to all its stakeholders

Our CSR Management Way

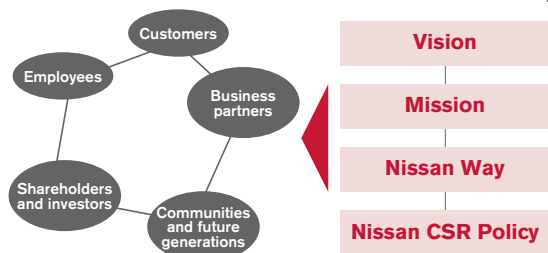
The Nissan CSR Policy and Eight Key Areas

We have defined our approach to CSR management by establishing the Nissan CSR Policy and eight key areas of focus for efforts in this field. We have also set up a CSR Steering Committee, composed of 20 midlevel managers of the sections involved with those areas, as a means of organizing and tracking developments in each field across the company.

Nissan CSR Policy

- Ethical conduct, strong corporate governance with a high degree of transparency and a clear focus on diversity are the foundation for all our activities worldwide.
- We aim for the sustained profitable growth of the company, and at the same time contribute proactively to the sustainable development of mobility and society.
- We will listen to, and work with, our stakeholders around the world and create trust, opportunity and long-term sustainable value.

The Nissan CSR Policy contributes to the creation of value for all our stakeholders in line with our Vision, Mission and Nissan Way.



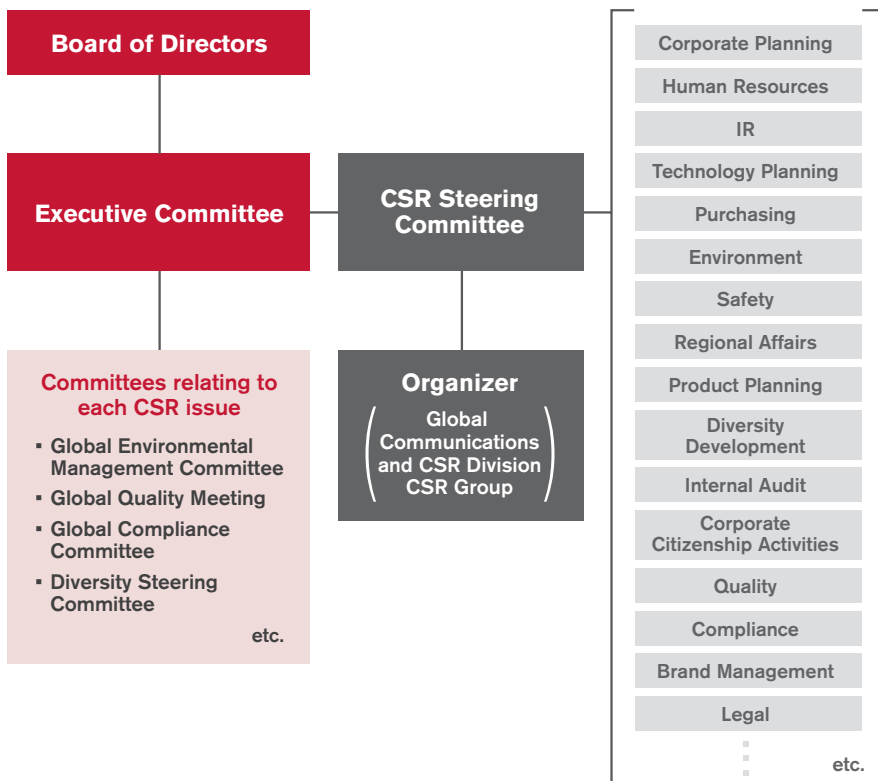
(For information on Nissan's Vision and Mission, see p. 1; for the Nissan Way, see p. 72)

Eight Key Areas



NOTE: In previous years Nissan defined nine key areas of focus. In fiscal 2009, we removed "brand" from these areas. This was based on a recognition that the brand area is one that exists on a different level from the remaining eight areas: it is something to be pursued by the company as a whole, rather than promoted and managed by one particular division. We view the Nissan brand as an important result of all of our corporate activities, and we will continue strengthening and reviewing our efforts in this area.

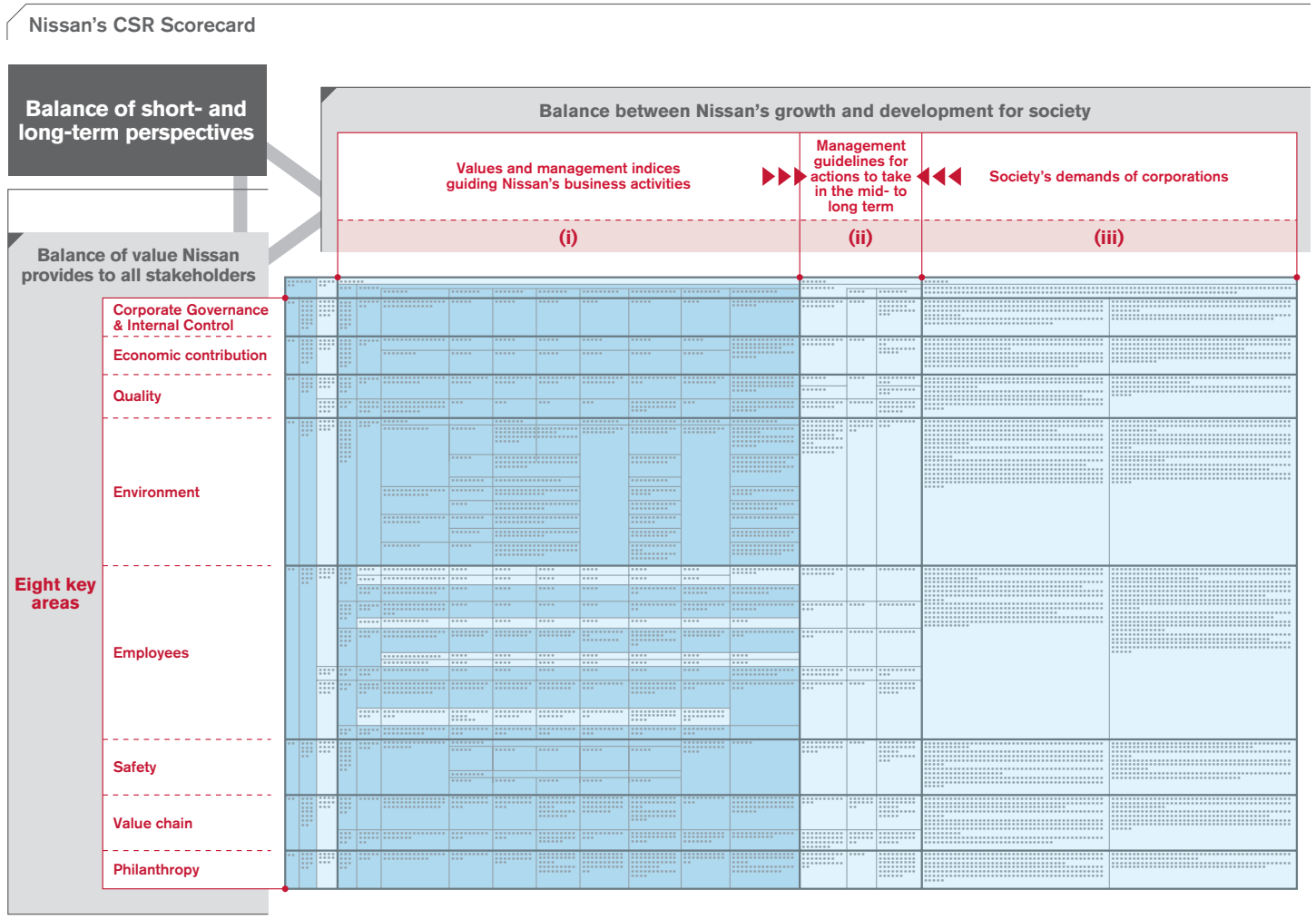
CSR Steering Committee Organization



Nissan's CSR Scorecard

Throughout the year Nissan makes use of the CSR scorecard as a fundamental tool for monitoring and reviewing its progress. The scorecard covers each of the eight key areas, presenting in column (i) the values and management indices that Nissan relies on in its ongoing business activities and in column (iii) the demands that society has of corporations. In column (ii), we list our values and management indices that may play a stronger role in our mid- to long-term efforts to keep our activities aligned with society's wishes. In this way the scorecard's horizontal axis represents the balance we pursue between growth for our company and healthy development for society, and the vertical axis the balance we hope to strike among the various stakeholders to whom we provide value. Nissan also pursues a third form of balance, between short-term and long-term perspectives, based on a comprehensive view of both the vertical and horizontal axes described above.

Each year we revise the contents of the CSR scorecard, including evaluations of our performance in attaining its goals. Since 2007, we have published the scorecard in the pages of this report.

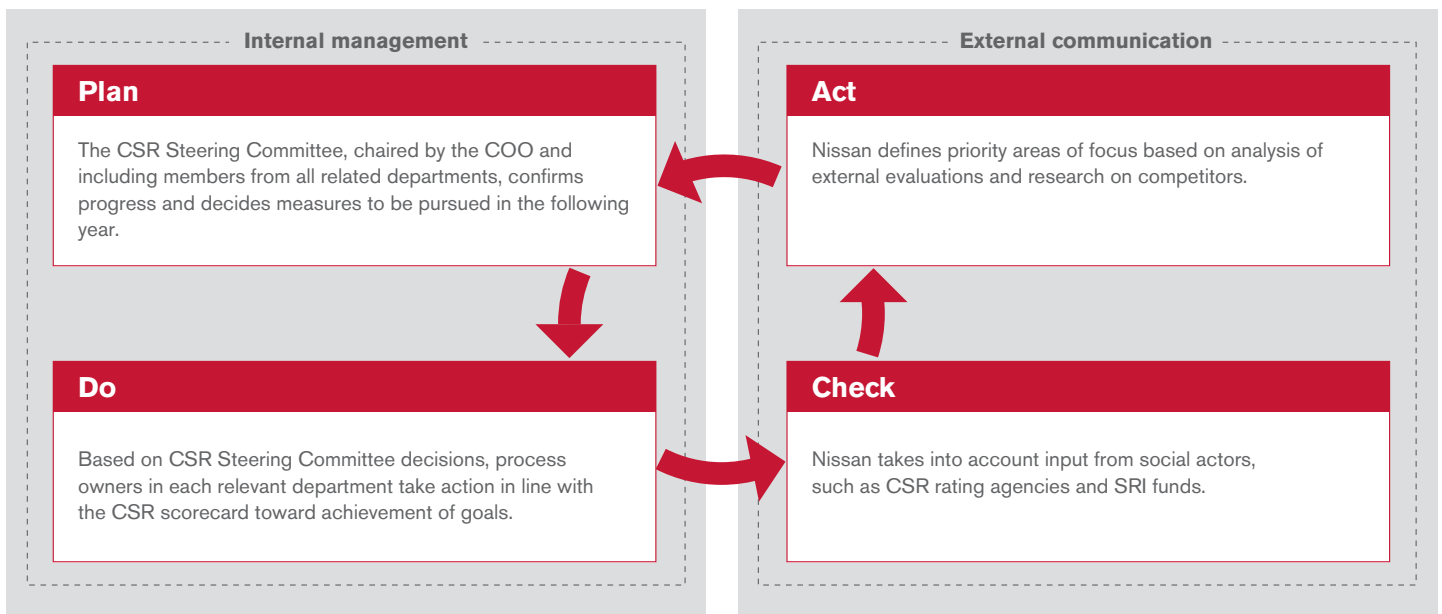


Communication with Stakeholders

Nissan arranges activities for dialogue with as many stakeholders as possible. This dialogue forms part of the Nissan CSR Management Way, our own method of fostering socially responsible behavior, through which we promote the synchronization of our activities with the demands of society.

The Nissan CSR Management Way Framework

The essence of the Nissan CSR Management Way is listening to the voices of society and identifying the seeds of both opportunity and risk. The framework for this plan is built around the PDCA, or "plan, do, check and act," cycle shown below.



Communicating Nissan's CSR Activities Internally

In addition to sharing information with the public via the Sustainability Reports and the Internet, Nissan has long been committed to communication inside the company. In fiscal 2009, we moved in particular to enhance this internal communication to prompt individual employees to consider their connection to CSR and translate this into concrete action.

Specifically, we are maintaining and administering the CSR Headline site established in March 2009 within WIN (Workforce Integration @ Nissan), our corporate intranet. Here employees can easily learn about the eight key areas, the progress made on our scorecard and other facets of Nissan's CSR activities. The "Introduction to CSR" section of this site highlights various CSR events and trends, allowing employees to learn the circumstances that companies face today. Nissan will continue its efforts to promptly communicate the latest information to all employees.

Future CSR Activities

Nissan intends to continue promoting its CSR approach, both internally and externally, through continual implementation of the PDCA cycle described above. The economic climate surrounding the automobile industry remains difficult, but it is our belief that these challenging circumstances in fact give us an opportunity to let people know about Nissan's CSR activities. By energetically communicating these activities, we aim to strengthen our relationship of trust with stakeholders and to build mutual recognition for our respective values.

Message from the Chairman of the CSR Steering Committee



Toshiyuki Shiga

Chief Operating Officer
Nissan Motor Co., Ltd.

Fiscal 2009 was a very difficult year for Nissan. While the financial crisis and recession compelled us to reevaluate our short-term operational strategy, based on our recovery plan we are working intensively to rehabilitate our performance, and we are making steady progress toward a complete recovery. This progress, however, does not come at the sacrifice of our key strategy of pursuing a sustainable mobility society or our product development designed to make our vehicles accessible to an even greater number of people in the future. We cannot allow ourselves to fall into self-satisfaction as we follow this plan: corporations are supported by diverse stakeholders and must develop in step with society. As a global corporation, Nissan maintains its focus on what is being asked of it by society and what kind of social responsibilities it must bear as it carries out its business activities.

To grasp the needs of society and incorporate them into our activities, we have established the CSR Steering Committee, a companywide organization composed of managers from various departments with responsibility for key areas of our CSR initiatives. As chairman of this committee, my role is to ensure these measures are addressed more dynamically. In so doing, I look upon the challenges facing the committee as part of the company's business. Discussion that takes place in the committee is recapped at meetings attended by the full Board of Directors, thereby making these CSR issues part of our company's overall decision-making process.

In particular, the automobile industry is increasingly being called upon to address environmental issues; indeed, this has come to be an expected role for automakers to play. The industry's growth has had impact on the environment. Continuing to rely solely on fossil fuels makes the sustainability of a mobility society a difficult proposition, and will make it impossible for us to survive as a company. Based on our commitment to becoming a leader in zero-emission vehicles, in fiscal 2010 we are launching the Nissan LEAF electric vehicle. This is a major step forward in terms of our contribution to a sustainable mobility society that has less impact on the environment. Our approach goes beyond a simplistic pursuit of zero-emission technologies. Rather, our intention is to always be sincere to society. We work to increase each employee's awareness of the environment on a daily basis and promote company-wide, comprehensive environmental measures until they become second nature.

To grow in step with society is the essence of Nissan's CSR stance.

Message from the Officer in Charge of CSR Activities



Alan J. Buddendeck

Corporate Vice President
Nissan Motor Co., Ltd.

The face of the global automotive industry has been forever changed by the events and challenges of the past two years. At Nissan, we have emerged stronger and more resolute in our commitment to making life better for people with advancements in automotive technology that have the power to transform people's lives through affordable and sustainable mobility.

During the last year, we have worked to share our vision with the world. The myriad headlines and news reports tell a compelling story about how the people of Nissan are working tirelessly to design and deliver mobility that enables positive change for people—and for the planet that we share.

At this writing, we have completed pricing announcements for Japan, the United States and the markets of Europe, where we will launch the Nissan LEAF—the world's first truly affordable, 100% electric, zero-emission car. When this report is published, we will have broken ground on our lithium-ion battery plants at Sunderland in the United Kingdom and Smyrna, Tennessee, in the United States. And throughout fiscal 2010, we will build upon our vision of affordable sustainable mobility by increasing awareness of our Nissan PURE DRIVE offerings, which reduce environmental impact and help consumers to understand the depth and breadth of Nissan's eco-friendly innovations.

The era of affordable sustainable mobility is upon us, and Nissan is at the forefront with its holistic vision for enabling positive change. Together, the people of Nissan are looking to the future while ever mindful of our obligations to society in the present. Our commitment to our vision of Enriching People's Lives is unwavering.

As you will see in this report, during fiscal 2009, the people of Nissan gave back to society not only through our advancements in automotive technology, but also by volunteering their time, donating products and services, and making cash contributions to humanitarian relief organizations, schools, colleges, universities and research institutes, and environmental projects and programs around the world. We are actively engaged and making a difference for people, now and in the future.

We remain steadfast in our commitment to be a positive presence by working with all of our stakeholders for the betterment of society through our innovations and through the creation of opportunities for all people regardless of gender, age, creed or cultural background. And, because we know that we can always improve our efforts in the area of corporate social responsibility, we welcome your feedback and ideas as we strive to make life better for people and the planet that we share.

Thank you for joining us, and thank you for taking the time to learn more about the commitments and actions of the people of Nissan throughout the world.

Nissan's Approach to CSR

Our Eight Key Areas for CSR

The CSR Steering Committee uses our CSR scorecard as a tool to manage, confirm and review our progress in each of eight key areas we have defined for CSR activities. Below are messages from our "owners" of activities in each of these areas, touching on our progress in fiscal 2009 and challenges for fiscal 2010.

Eight Key Areas

Corporate Governance & Internal Control	Environment	Safety
Economic Contribution	NISSAN	Value Chain
Quality	Employees	Philanthropy

"Owner" Messages on the Eight Key Areas

Corporate Governance & Internal Control



Hideaki Kubo
Chief Internal Audit Officer
Global Internal Audit & Corporate Risk Management Department

Risk management is an important foundation of corporate governance and internal control. The term once meant mainly countermeasures for dealing with natural disasters, as exemplified by earthquake-readiness measures. At Nissan, however, we took the opportunity presented by the revisions to Japan's Company Law that took effect in 2006 to create a department for broadly managing risks related to corporate strategies as well. We have implemented a PDCA cycle in this area, reviewing our risk management process as needed as we accumulate more experience. Our intention is to increase transparency by disclosing more information related to these activities.

Economic Contribution



Kazuta Amemiya
Senior Manager
Investor Relations Department

Thanks to our focused efforts based on Nissan's recovery plan, we are making a smooth recovery and are planning to reinstate dividend payments of ¥10 for fiscal 2010. We are still operating in crisis mode toward complete recovery, but have not compromised key strategies for future growth. While we carefully track our management with the indicator of free cash flow, reflecting outcomes of a range of activities, we remain committed to investment toward realizing a zero-emission society, the introduction of a global compact car and expansion in the emerging economies. Through these strategic measures we aim to grow and create value sustainably over the medium and long term.

Quality



Akira Wakabayashi
General Manager
Total Customer Satisfaction Function

To be a brand that customers can continue to rely on, Nissan has implemented its Quality Leadership program, a medium-term quality improvement plan now in its third year. Our goal is to reach the top level in the external quality indices with greatest influence on customers in each market by fiscal 2012. The fruits of our efforts are becoming apparent as we receive favorable evaluations according to external indicators. We remain committed to making progress on the initiative to ensure our goal is met on schedule. Nissan will continue to respond transparently to major quality issues in our markets, promptly carrying out recalls, service campaigns and other measures.

Environment



Hiromi Asahi
Deputy General Manager
Global Environmental Planning Office
Corporate Planning Department

Nissan considers reducing CO₂ emissions, reducing other emissions and recycling resources to be key issues for realizing its environmental philosophy of "a Symbiosis of People, Vehicles and Nature." To reduce CO₂ emissions from our products, one of the most important tasks for us, we are rolling out environmentally conscious vehicles in markets throughout the world. These 13 models of highly fuel-efficient vehicles, the Nissan Eco Series, were introduced in Japan in fiscal 2009, and will be followed by the 100% electric, zero-emission Nissan LEAF in fiscal 2010. In partnership with actors including central and local governments, we are working to build a sustainable mobility society based around electric vehicles.

Employees



Miyuki Takahashi
General Manager
Diversity Development Office

Amid the accelerating pace of globalization, human resources representing different age groups, genders, cultures and nationalities are essential for creating products to meet customers' diverse needs. To encourage diversity Nissan provides support for the career development of female employees and promotes cross-cultural understanding. In fiscal 2009, we appointed two female production line instructors, a first for the Japanese car industry. We also energetically conduct cultural seminars on emerging markets like China and India. Our aims are to spread diversity to all stages of our operations, from production to the sales front, and to continue generating innovative ideas by synergizing different opinions.

Safety



Tetsuo Hasegawa
General Manager
Environmental and Safety Technologies
Global Government Affairs Department

We are working steadily toward our goal of halving the number of fatalities and serious injuries involving Nissan vehicles by 2015, compared to 1995 levels. In fiscal 2009 we marketed the world's first cars with our Driving Safety Support System, providing our customers with more advanced safety technology. We are also active in helping people heighten their traffic safety awareness and avoid dangers in their daily lives. In fiscal 2010 Nissan will continue its activities bringing together individuals, vehicles and society as a whole to realize a safer automobile society.

Value Chain



Sumio Ono
Senior Manager
Purchasing Administration Department

In 2006, Nissan's purchasing division issued a booklet, together with its counterpart in Alliance partner Renault, to share with suppliers the values and principles important to us in our business dealings. Since then, our business has expanded around the globe, making it necessary to pursue CSR activities together with those suppliers. The jointly produced *Renault-Nissan CSR Guidelines for Suppliers*, distributed to Tier-1 suppliers globally in fiscal 2010, will help all of our partners review their activities from a CSR viewpoint and make CSR a more essential part of their business. Nissan will continue to deepen its relationships of trust with suppliers and build mutually beneficial partnerships with them.

Philanthropy



Katsuaki Yasuda
General Manager
External and Government
Affairs Department

Based on Nissan's vision of Enriching People's Lives, we carry out philanthropic activities as a good corporate citizen in three main areas—education, environmental awareness and humanitarian relief. In addition to maintaining global consistency and sharing best practices via our Corporate Citizenship Steering Committee, we also implement activities at the community level. In Japan, for example, we launched new efforts aimed at winning hearts in local communities with the establishment of monthly employee cleanup activities and Yokoha-Mania, a digital network for posting Yokohama-area-related information. We will continue advancing unique corporate citizenship activities that strike a balance between a global approach and contributions to local communities.

From the CSR Steering Committee Secretariat



Yoshie Motohiro
Senior Manager
Global Communications and
CSR Department

As a company grows, so does the impact of its activities. Nissan bears a range of responsibilities to society, such as its action on environmental issues. We view CSR issues as a vital part of our business operations and make continuous efforts to grow our corporate value with hands-on management by the CSR Steering Committee. We in the secretariat help make Nissan's response to various societal issues viewed as corporate risks more rapid and flexible. We are committed to being a driving force toward effective actions. Through our efforts, we hope to add something "uniquely Nissan" with roots in the corporate vision of Enriching People's Lives.

Nissan's Approach to CSR

Nissan CSR Scorecard

The CSR Steering Committee uses our CSR scorecard as a tool to manage, review and validate our progress in each of eight key areas we have defined for CSR activities. The table below shows some of the values behind Nissan's present activities in these areas and the indices used in the scorecard to gauge our performance.

Eight Key Areas

Corporate Governance & Internal Control	Environment	Safety
Economic Contribution	NISSAN	Value Chain
Quality	Employees	Philanthropy

FY2009 target achievement rate: Achieved Mostly Achieved Not Achieved Not Calculated

Eight Key Areas	Major Activity or Value		Scope of Application	Indicators of Progress	FY2007 (Result)	FY2008 (Result)	FY2009 (Target)	FY2009 (Result)	FY2010 (Target)	Long-Term Vision
Corporate Governance & Internal Control Nissan aims to conduct fair, impartial and efficient business activities, having a high degree of transparency and consistency by adhering to the applicable laws and corporate rules.	Establishment /effective management of internal control system	Compliance/ Code of Conduct	Consolidated companies	Establishment/ global development of compliance promoting organizations and codes of conduct	100.0% completed	Established a global evaluation system for prevention of non-compliance and a medium- to long-term action plan	Introduce a global internal reporting system	Introduced internal reporting systems in each region	Establish mechanisms for prevention of non-compliance; improve mechanisms by implementing PDCA cycles	A fully functioning framework (process) for the prevention of conduct violations
		Risk Management		Establishment/ global development of an effective risk management system	—	<ul style="list-style-type: none"> Implemented quakeproof construction/ earthquake drills; established BCP for primary products/ manufacturing processes To prepare for new flu pandemic, created/distributed pamphlets and manuals for employees including at overseas facilities; stockpiled emergency equipment Established a risk management website on the intranet 	Enhance countermeasures for risks that emerged in FY2008	<ul style="list-style-type: none"> Dealt with outbreak of H1N1 influenza and formulated BCP to prepare for higher absence ratio Recognized new risks emerging from recent financial crisis as corporate risk; appointed risk owners to investigate management methods and strengthen controls 	<ul style="list-style-type: none"> Enhance global coordination with respect to adoption of common risk management process Enhance disclosure of risk management 	Contribute to raising corporate value with a global risk management system; obtain better external understanding through appropriate information disclosure
		Information Security		Addressing personal data protection issues and establishment of stable information security	—	<ul style="list-style-type: none"> Completed principal reinforcement measures on personal data protection from Nissan to dealers respectively Deployed information security policy and reinforced management at primary affiliates 	Establish stable information security management	<ul style="list-style-type: none"> Continuously monitored and improved status of compliance with measures to protect personal data at Nissan Motor Co. and sales companies Produced annual plan and implemented PDCA cycle for information security management at each major affiliate 	Maintain/raise level of information security management	Contribute to pursuing stable corporate activities and social responsibility by globally implementing PDCA cycles on information security

FY2009 target achievement rate: Achieved Mostly Achieved Not Achieved Not Calculated

Eight Key Areas	Major Activity or Value	Scope of Application	Indicators of Progress	FY2007 (Result)	FY2008 (Result)	FY2009 (Target)	FY2009 (Result)	FY2010 (Target)	Long-Term Vision	
Economic Contribution Nissan aims for sustainable, profitable growth, contributing to economic development for all of society.	Suspension of Nissan GT 2012, Nissan's medium-term business plan, to concentrate on ameliorating performance	Consolidated companies	Consolidated net sales	¥10.8242 trillion	¥8.4370 trillion	Focus our efforts on obtaining positive free cash flow in the automotive business and continue activities to maintain competitiveness after the current crisis	Attained positive free cash flow (¥375.5 billion); continued implementing recovery plan	Consolidated net sales : ¥8.2 trillion	Achieve growth with sustained profitability; continue providing long-term value to all stakeholders, including customers, shareholders, employees, business partners and regional communities	
			Dividend	¥40/share	¥11/share		¥0/share	¥10/share		
Brand Nissan works to create a trusted brand known for its attention to people, the environment and the communities where we do business. Note: As of FY2010, "Brand" is no longer included among Nissan's key areas for CSR activities.	Raising the value of the Nissan brand among stakeholders	Customers worldwide (indicators at right apply to conditions in Japan)	CSR index in Nikkei Corporate Image Survey of individuals (used for reference purposes as part of in-house brand management index)	Score for "reliability"	28.6 (86th among approx. 1,000 companies)	31.9 (58th among approx. 1,000 companies)	Upgrade trust and respective survey scores by communicating small-to large-scale activities like EVs under "Blue Citizenship," a communication platform founded at the end of 2008	34.5 (51st among approx. 1,000 companies)	Monitor external indicators related to various corporate brands; continue working to improve scores in surveys at left	Aim for ongoing, steady improvement in scores by positioning the Nikkei index as one measure of how well our corporate activities reflect the values sought by society
				Score for "adaptability to social change"	10.2 (39th among approx. 1,000 companies)	6.3 (119th among approx. 1,000 companies)		9.4 (49th among approx. 1,000 companies)		
			Fortune's "World's Most Admired Companies Top 50"	Nissan: below 50th (Toyota 3rd, Honda 18th, Toyota Auto Body 31st)	Nissan: below 50th (Toyota 3rd, Honda 32nd, Toyota Auto Body 46th)		Nissan: below 50th (Toyota 7th, Honda 36th)			
Quality Nissan provides top-level quality in its products and services around the world.	Score of external indicator that is most influential to customers	Global	[North America] Consumer Report	—	Target achieved for FY2008	Improve rankings of respective KPIs	Achieved nearly all FY2009 targets U.K. : Qashqai and Note earned high marks in <i>What Car?</i> Italy : Qashqai earned high marks in <i>Quattroruote</i> Germany : Qashqai and Note earned reputation for high reliability in <i>ADAC</i> China JDP/IQS: 4 models earned top 3 rankings South Africa PSI: 4 models in top ranking	Improve rankings of respective KPIs	Quality leadership	
			[Europe] U.K.: <i>What Car?</i> Germany: <i>ADAC</i> Italy: <i>Quattroruote</i>	—	Italy: <i>Quattroruote</i> gave Qashqai high marks, placed it in top three picks					
			[Other] China: J.D. Power Initial Quality Study South Africa: Pied Piper Prospect Satisfaction Index Brazil: <i>Quatro Rodas</i>	—	China JDP IQS: Teana No.1 in 2007 and 2008 (Upper Premium Midsize Segment), Tiida 2nd, Livina 3rd					
	Achievement of Sales and Service Quality objectives, resulting in the highest levels of customer loyalty and service retention	Global	Customer satisfaction survey results relating to Sales and Service Quality in focus countries (Nissan and Infiniti)	—	Top-level achievements maintained in countries where Nissan was leading; new achievement of Top-Level Quality in Canada (sales quality, vs. major competitors)	Continue Sales and Service Quality improvement through achievement of Top-Level Quality objectives in focus countries	Maintained position in all countries where Top Level Quality had previously been achieved; continued to improve position in all other countries in the focus group through initiatives, activities aimed at milestones for Top Level Sales and Service Quality	Continue Sales and Service Quality improvement through achievement of Top-Level Quality objectives in focus countries		

FY2009 target achievement rate: Achieved Mostly Achieved Not Achieved Not Calculated

Eight Key Areas	Major Activity or Value	Scope of Application	Indicators of Progress	FY2009 (Result)	2010 goals (NGP2010)	
Environment Nissan provides mobility with minimal environmental impact and dependency throughout its lifecycle, and exercises zero-emission leadership in creating a mobile society with decreasing dependence on fossil fuel.	Implementation and promotion of Nissan Green Program 2010 (NGP2010)	Global operations	Reduction of CO ₂ emissions	Products, technologies <ul style="list-style-type: none"> Announced Nissan LEAF electric vehicle Expanded the Nissan Eco Series of environmentally conscious cars: Cube, Note, Tiida, Tiida Latio and Wingroad improved fuel efficiency with engine and CVT modulation, alternator regenerative system and reduced drag Eco-drive support system (combining Eco-mode Function and navigation-linked speed control) used in Tiida, Tiida Latio and Cube Eco-drive support system won the Agency for Natural Resources and Energy Director General's award in the FY2009 Energy Conservation Prizes Co-developed next-generation CVT together with JATCO 	<ul style="list-style-type: none"> Steadily attain each country's fuel efficiency standards and further fuel economy progress Market vehicles with Nissan's proprietary hybrid technologies in North America and Japan in FY2010 Introduce all-electric vehicles in Japan, U.S. by FY2010; mass-market globally by FY2012 	
			Production	<ul style="list-style-type: none"> Achieved 10% reduction from FY2005 levels in global per vehicle CO₂ emissions 	<ul style="list-style-type: none"> Reduce CO₂ emissions from factories worldwide by 7% from 2005 levels by FY2010 (global per vehicle CO₂ emissions) 	
			Dealers, offices	<ul style="list-style-type: none"> Continued CO₂ management at offices/dealers in Japan, offices/sales companies in U.S. and Europe from FY2008 	<ul style="list-style-type: none"> Begin measurement of emission levels by FY2007 and launch emission management in FY2008 	
			Achievement of clean emissions (to preserve air, water and soil quality)	Products, technologies	<ul style="list-style-type: none"> Continued technological development Announced addition of AT vehicle to clean diesel lineup Expanded use of ultralow precious metal catalyst 	<ul style="list-style-type: none"> Develop technologies to reduce emissions to near-atmospheric levels
				Production	<ul style="list-style-type: none"> 13% decrease in volume of VOC emissions in Japan (from FY2005 levels; for bodies and bumpers) 	[Global] Achieve VOC reductions exceeding each country's standards [Japan] Achieve 10% reduction in volume of VOC emissions (from FY2005 levels)
			Recycling of resources (promotion of the 3Rs)	Production	<ul style="list-style-type: none"> Achieved 100% recycling rate (at five Nissan plants and one business office) and at five affiliate factories (Japan) 	[Global] Achieve top factory recycling rates in each country [Japan] Achieve 100% recycling rate (at Nissan and affiliate factories, according to Nissan calculations)
				Among dealers, in the market	<ul style="list-style-type: none"> Achieved 96.6% recovery rate (Japan) 	[Global] Aim for 95% recovery rate in four major markets [Japan] Achieve 95% recovery rate in FY2010 (five years ahead of legal requirement)
			Management	Joint efforts with society	<ul style="list-style-type: none"> Expanded partnerships in various countries and regions to promote electric vehicles Began research for joint development with Showa Shell Sekiyu for rapid charging systems for electric vehicles Began planning for a joint venture with Sumitomo Corporation on secondary use for EV batteries Yokohama Mobility "Project Zero": started E1 Grand Prix in September 2009; began developing "Eco-Drive Promotion Caravan" activities together with Yokohama; promoted installation of battery charging infrastructure at dealers, other locations 	<ul style="list-style-type: none"> Strengthen environmental management at business partners Strengthen environmental management in all facets of operations Enhance environmental awareness among employees Promote comprehensive measures in conjunction with other sectors Disclose environment-related information and enhance communication with stakeholders

FY2009 target achievement rate: Achieved Mostly Achieved Not Achieved Not Calculated

Eight Key Areas	Major Activity or Value	Scope of Application	Indicators of Progress	FY2007 (Result)	FY2008 (Result)	FY2009 (Target)	FY2009 (Result)	FY2010 (Target)	Long-Term Vision
Employees Nissan aims to form an attractive organization where diverse human resources can achieve personal growth through experience in global business.	Build a learning-oriented corporate culture	Nissan Motor Co., Ltd.	Trainee satisfaction: Based on surveys of employees undergoing annual training courses. Scores (on a scale of 1 to 5) are the lowest of the averages for each course	4.3 or higher	4.2 or higher	Implement education programs to enhance competency. Maintain/upgrade satisfaction degree of attendees	4.5 or higher	Implement education programs to enhance competency. Maintain/upgrade satisfaction degree of attendees	Create a learning-oriented corporate culture and a setup allowing individual employees to achieve personal growth
	Enhance management quality, employee motivation based on employee attitude surveys	Global	Improved scores for management quality, employee motivation; share of positive responses to questions in employee attitude surveys	Surveys not implemented in FY2007	Quality of Management: 46% Employee Motivation: 54%	Promote activities to enhance quality of management and revise corporate culture based on employee attitude surveys. Raise scores on quality of management/employee motivation	Surveys not implemented in FY2009	Promote activities to enhance quality of management and revise corporate culture based on employee attitude surveys. Raise scores on quality of management/employee motivation	Improve quality of management and create an organization that inspires and enhances employee engagement
	Support for self-initiated career development	Nissan Motor Co., Ltd.	Number of successful applicants under Open Entry (employees can apply for advertised position openings) and Shift Career (employees can apply to the department or occupation of their choice, regardless of availability) Systems	125 (Open Entry and Shift Career Systems)	83 (Open Entry and Shift Career Systems)	Further advance assignment of employees to relevant positions based on Open Entry/Shift Career Systems	94 (Open Entry and Shift Career Systems)	Further advance assignment of employees to relevant positions based on Open Entry/Shift Career Systems	Provide support for career development that emphasizes employees' self-initiative
	Creating safe and worry-free workplaces	Nissan Motor Co., Ltd.	Frequency of labor accidents (injuries or deaths per 1 million worker-hours)	0.27	0.19 and no serious accidents	0.20	0.37	0.20	Build and maintain safe, worry-free workplaces
			Intensity of labor accidents (Intensity=total working hours lost/total working hours x 1,000)	0.105	0.003	No serious accidents	0	No serious accidents	
	Promotion of diversity through active development, engagement with women	Global	Share of women in middle management and management positions	Japan (Nissan Motor): 5% North America (U.S.): 13% Europe: 11%	Japan (Nissan Motor): 5% North America: 10% Europe: 12%	Maintain/increase share of women in middle management and management positions	Japan (Nissan Motor): 5% North America: 10% Europe: 13%	Maintain/increase share of women in middle management and management positions	Provide greater value to customers through diversity
			Employee survey score on diversity	Surveys not implemented in FY2007	Global 46%	Maintain/upgrade scores	Surveys not implemented in FY2009	Maintain/upgrade scores	
	Promotion of diversity through cross-cultural recruitment	Nissan Motor Co., Ltd.	Share of non-Japanese employees	1%	1%	Maintain/increase share of non-Japanese employees	1%	Maintain/increase share of non-Japanese employees	

FY2009 target achievement rate: Achieved Mostly Achieved Not Achieved Not Calculated

Eight Key Areas	Major Activity or Value	Scope of Application	Indicators of Progress	FY2007 (Result)	FY2008 (Result)	FY2009 (Target)	FY2009 (Result)	FY2010 (Target)	Long-Term Vision
Safety Nissan develops innovative technology and plays an active role in safety promotion, making the automobile society safer for all.	Establishment of quantitative reduction targets for Nissan-related traffic deaths, etc., real-world analysis of accidents to build safer cars and implementation of driver-education programs	Japan	Reduction from 1995 levels in Nissan-related traffic deaths and injuries	Japan (Nissan Motor): 45% (Figures for calendar 2007)	Japan (Nissan Motor): 49.6% (Figures for calendar 2008)	Make efforts to halve deaths and injuries by 2015 through the development of safety-related technologies based on Nissan Safety Shield approach	Japan (Nissan Motor): 53% (Figures for calendar 2009)	Make efforts to halve deaths and injuries by 2015 through the development of safety-related technologies based on Nissan Safety Shield approach	Halve deaths and injuries involving Nissan vehicles by 2015
Value Chain Nissan promotes ethical, environmentally sound actions in all stages of the supply chain.	Reduce the environmental impact of products through green procurement activities	All primary suppliers to Renault-Nissan Purchasing Organization (RNPO; responsible for 100% of total Renault-Nissan procurement by value, April 2009)	Extent to which values and codes of conduct are shared with suppliers	Began promotion of integrated CSR management with business partners (policy set forth at January 2008 suppliers' meeting)	<ul style="list-style-type: none"> Held suppliers' meeting on Nissan GT 2012 (May 2008) Held suppliers' meetings on sales, production plans for FY2009 (March, May 2009) Held monthly meetings to explain production plans, share information on rapidly changing environment with suppliers in a timely way 	Extend CSR to suppliers by sharing best practices on CSR activities	Created "CSR Guidelines for Suppliers" with Renault in line with the CSR procurement activities of the Japan Automobile Manufacturers Association, and prepared to send them out	<ul style="list-style-type: none"> Together with Renault, spread CSR Guidelines from overseas site purchasing departments to suppliers Start MPA revisions that incorporate penalties for compliance infractions 	Support reinforcement of suppliers' CSR structure
	Reduce the environmental impact of products through green procurement activities	All primary suppliers around the world	Ascertaining compliance with Japan's green procurement guideline for environment-impacting substances in purchased parts, and promotion of such activities with regard to global guideline	Global "Nissan Green Purchasing Guidelines" launched (suppliers' meeting held in Japan in March 2008)	Began deployment of "Nissan Green Purchasing Guidelines" in Europe	Initiate deployment of "Nissan Green Purchasing Guidelines" in Asia	Held meetings with Thai suppliers to explain "Nissan Green Purchasing Guidelines"	Initiate deployment of "Nissan Green Purchasing Guidelines" in North America	Reduce Nissan's environmental impact throughout the lifecycle by establishing structures for suppliers; enhance management scope by extending activities to the whole value chain
	Promotion of CSR activities at sales companies	Sales Companies (Japan)	Share values and support voluntary activities	Dealers Executive Meeting (December 2007) and General Affairs & HR department managers meeting (February 2008)	General Affairs and HR department managers meeting (November 2008)	Establish a compliance self-assessment program	Started introduction of a compliance self-assessment program at sales companies in Japan; at meetings of sales company executives in September 2009 and March 2010, shared information on latest compliance developments, offering support for sales company efforts	Revise content of self-assessment program to improve its effectiveness; work to spread use of program at sales companies	Encourage voluntary activities and provide support to strengthen CSR system
Philanthropy Nissan carries out social contribution activities as a corporate citizen, focusing on education, environmental awareness and humanitarian relief.	Clarification of Nissan's philanthropy policy, reinforcement of in-house organization and enhancement of philanthropic activities	Global	Clarification of Nissan's philanthropy policy and establishment of an in-house promotion organization	Launched Nissan Monozukuri Caravan program for elementary school students (Japan)	Launched "The Science of Survival," Nissan's first global environmental program; started exhibitions in London (April 2008) and New Jersey (October 2008); succeeded in communicating a consistent message globally	Continue implementation of global programs. Consider a humanitarian program that supports potential social needs on a global level	Continued to investigate global programs, but did not implement in FY2009. "The Science of Survival" was discontinued in June 2009 due to organizer's reasons	Begin consideration, partial implementation of social contribution programs to respond to societal needs through globally consistent activities	Continually implement unique philanthropic programs centered on "support for education," "environmental awareness" and "humanitarian relief," balancing global perspectives with the most appropriate activities for each region