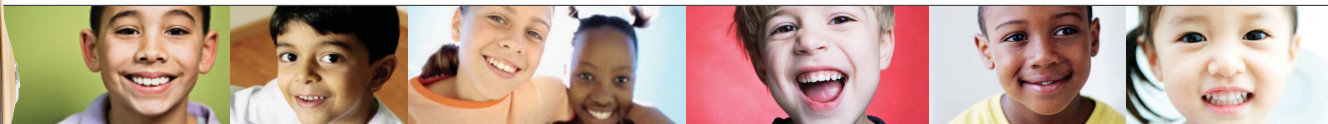




Sustainability Report 2009

Nissan: Enriching People's Lives



NISSAN



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Introduction

Guided by its corporate vision of Enriching People's Lives, Nissan aims to contribute to the development of society through its business activities worldwide. Important in this regard is the alignment of two management objectives: sustained profitable growth for the company and the sustainable development of society as a whole. Corporate social responsibility is a useful concept in bringing about such an alignment, and it can also help strengthen the trust we enjoy with our various stakeholders.

In fiscal 2005 Nissan formulated a CSR Policy and identified nine key areas of focus for its CSR-related activities. To gauge our progress in the nine areas, we created a CSR scorecard, which we

have published in this report since fiscal 2007 to increase the transparency of our actions. We gain valuable feedback from society on our progress and incorporate it as we strengthen our functions. Today, when concern is growing around the world about the potential impact of human activities on the environment, Nissan is facing new challenges as a global automaker. We will continue listening to what our stakeholders have to say to us as we contribute to sustainable development for society and the global environment.

Out of consideration for the environment, the Sustainability Report is no longer being published in print form; it can be downloaded from our website as PDF files.

✪ CORPORATE PROFILE

Date of Establishment: December 26, 1933

Consolidated Net Sales (Fiscal 2008): ¥8.4370 trillion

Number of Employees (As of March 31, 2009): 175,766

Group Structure and Business Outline:

The Nissan Group consists of Nissan Motor Co., Ltd., subsidiaries, affiliates and other associated companies. Its main business includes sales and production of vehicles, forklifts, marine products and related parts. The Nissan Group also provides various services accompanying its main business, such as logistics and sales finance.

Vision:

Nissan: Enriching People's Lives

Mission:

Nissan provides unique and innovative automotive products and services that deliver superior measurable values to all stakeholders* in alliance with Renault.

*Our stakeholders include customers, shareholders, employees, dealers and suppliers, as well as the communities where we work and operate.



✪ Our Related Websites

Corporate Information

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

Environmental Activities

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

IR Information

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

Product Information (by Country)

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

Product Information (Japan)

<http://www.nissan.co.jp/>

Citizenship Activities

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

Quality Initiatives

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

Safety Activities

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

Latest Technologies

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

Design Activities

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

Company Information Library

<http://www.nissan-global.com/EN/COMPANY/LIBRARY/>

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CEO Statement

The last year has taken a serious toll on individuals' confidence in the global economy. A series of events that began in the fall of 2008 with the crumbling of the financial system in the United States eventually spread through the entire international banking system, triggering a global recession. The financial and economic crisis has eroded value and created economic setbacks for governments, for financial institutions, for companies in nearly every industry and for individual consumers around the world.

The global economy as a whole—including the automobile industry—is in the midst of an unprecedented, unsettling experience. Against this backdrop, the word "sustainability" takes on new importance. People are particularly interested in what can be counted on to retain its value and in what the future holds.

At Nissan, as we manage through this global crisis, we are holding firm to our belief that it is vital to have consistency between short-term goals and actions and long-term strategy. We are making sure that the intensity of our short-term work to protect the company is not undermining our position in terms of products, technology, people and know-how. This economic turmoil will eventually pass. Even though we may have to retune our vision for the future, immediate challenges will not overshadow that vision.

We are making specific changes in our short-range priorities to ensure that a stable, healthy Nissan comes out of the other side of the storm. We continue to prepare for the major evolutions that are occurring in our industry. We are not compromising our efforts to mass-market the electric car. We are not compromising our focus on quality in our products and services. As we prepare our global entry-car lineup for consumers in the developing world, we may be tactically adjusting the pace of development and adapting the resources dedicated to our work, but we are not moving away from what is important for Nissan's future.

I remain optimistic about the future of the car industry for several reasons. First of all, the human population continues to grow, from 6.4 billion today to a forecasted 9 billion by 2050. Second, growth prospects and our industry's potential remain high in the world's developing economies. As people achieve higher standards of living, a car is one of the first major purchases they hope to make. There is no substitute for the automobile when it comes to providing the autonomy people seek in transportation. This demand will continue to propel our industry forward.

As more cars fill more roadways around the world, we recognize the need to develop automotive solutions to address the demand for a cleaner planet. Zero-emission cars, such as electric cars and fuel-cell vehicles, will be an answer.



Carlos Ghosn

President and Chief Executive Officer
Nissan Motor Co., Ltd.

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Nissan's flagship product in dealing with environmental concerns will be the electric car, and the Renault-Nissan Alliance will be first to mass-market them. The current crisis is forcing some manufacturers to cut investments in electric cars and delay development programs, but we are maintaining our focus on electric vehicles. We will introduce our first electric cars in Japan and the United States in 2010 and will mass-market them around the world in 2012.

For consumers in developing economies, we are also working on platforms for affordable, fuel-efficient entry cars. These vehicles will bring mobility within reach for a vast segment of the global population. Our first global entry car will be produced at the end of fiscal year 2009.

Another area of focus for Nissan is safety technologies. As described in this report, we consider the safety of people not just within the vehicle, but of pedestrians and passengers in other cars as well. Cars with enhanced connectivity will let drivers communicate more closely with the vehicle and allow vehicles to communicate with other cars and the traffic environment surrounding them. Here, too, we are making real-world advances. We worked together with the city of Beijing on communication and navigation systems to help keep traffic moving smoothly and contribute to energy conservation, putting them to use on the city's streets during the 2008 Summer Olympics.

Nissan is hard at work today helping to create the mobility society and solutions people can count on to enrich their lives. Our progress in all these areas—in environment-friendly technologies, in passenger/pedestrian safety, in affordable entry cars—is a promise of sustainability for the future.

Nissan cannot ensure sustainability through its own efforts alone, so we are engaged in many collaborative efforts.

For example, besides the battery technology and all the components that make up an electric vehicle, a supporting physical and economic infrastructure is also essential. Making the next generation of electric vehicles a reality requires cooperation from governments, electricity providers and many other specialists who will make the whole system work. We are talking to governments about shaping public policy, designating preferential parking or highway access, and approving tax credits that can put this new technology within the reach of car buyers. As we work with national and local governments, we are talking to electric utility companies and other third parties about building networks of EV charging stations. We are also talking about the longer-range need to boost funding for renewable energy. Over the long term, renewable energy sources could provide the cleanest form of energy and lessen the dependence on petroleum-based fuels. With electricity produced by the sun, wind or water, the zero-emission cycle would be complete since the cars themselves produce no emissions—and the outcome would be truly sustainable mobility.

For automakers, any new technology bears significant investments, which is one reason why the Renault-Nissan Alliance is working jointly on electric cars. Scale will be a key factor in determining the success of green cars in the marketplace. By sharing the risk, sharing investment costs and achieving lower costs per unit, both Nissan and Renault can execute their green strategies and make cars more affordable to the mass market.

In a sense, the Alliance itself is a tremendous conservationist entity. By sharing the resources of two major automakers, we eliminate overlap, redundancy and the waste of resources.

We have the advantage of a decade of experience in the Alliance with Renault. Our partnership has let us take advantage of diversity on a global scale and create a truly global platform for vehicle

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development and manufacturing. When we formed this relationship, Nissan and Renault sought synergies within the Alliance as a preferred option; in today's economic environment and given both companies' current situations, strengthening ties and seeking synergies is becoming mandatory. Other car makers are now seeking the scale and competitive advantages that alliance synergies can provide. We have a 10-year lead in our partnership, so strengthening our existing ties further will prove to be a valuable asset.

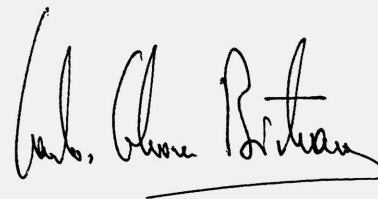
All stakeholders are concerned about a mix of short- and long-term factors. Shareholders want to see healthy dividends, customers want lower prices and better service, suppliers and dealers want more business and better margins and employees want salaries to go up. We cannot set these concerns aside with promises that we are building for what will happen a decade from now; the short term is important.

None of these stakeholders wants us to focus on these issues to the detriment of Nissan's future, though. Many shareholders are long-term holders of our shares, looking for steady appreciation in addition to regular dividends. Employees and business partners want their relationships with Nissan to last. And when customers buy a car they will use for years, they want an ongoing sales and service relationship with us. So short-term benefits must be fed by a long-term strategy, and this must be transparent to all our stakeholders.

Society's demands are not static. People's desires and requirements are constantly changing, and a responsible company must be responsive to these shifts. The age is behind us when an automaker could operate on its own, thinking only of making and selling its products. Society expects more from us, and we expect more from ourselves as well. Nissan is working to prepare comprehensive systems corresponding to societal objectives, such as zero-emission transportation, involving clean vehicles as well as clean sources of power for them, and better traffic environments. We continue to build trust by being engaged in programs to support education, to nurture diversity and to extend donations in times of natural disasters. Our long-term mission is to enrich people's lives, and we are working on many fronts to fulfill that ambition.

The current operating environment is testing automakers' ability to balance short- and long-term objectives. At Nissan, we will adapt and make the constant efforts needed to pass the test successfully. Our actions today are designed to help us survive the current crisis and assure the vitality of our company tomorrow.

This report details our efforts. We hope you find it to be an informative roadmap toward our future.



Carlos Ghosn

President and Chief Executive Officer
Nissan Motor Co., Ltd.

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Nissan's Approach to CSR

Nissan's Approach to CSR

—Seeking Balance in Our Business Activities





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Nissan's CSR Management Way

Contributing to Society's Development

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. Toward these twin goals we carry out management that combines our pursuit of sustainable profitability with our efforts to bring sustainable development to society. 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 the balances at right 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

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Our CSR Management Way

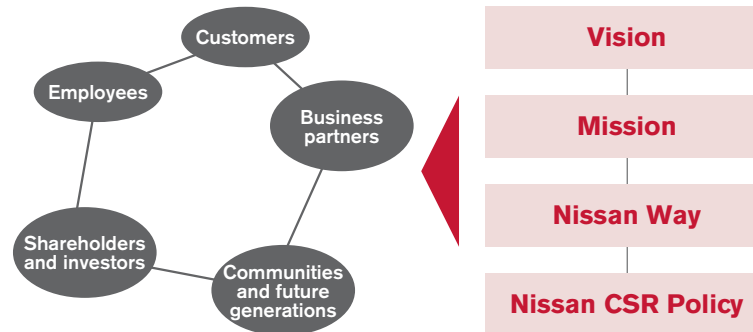
The Nissan CSR Policy and Nine Key Areas

We have defined our approach to CSR management by establishing the Nissan CSR Policy and nine key areas of focus for efforts in this field. In crafting this policy and these areas, we placed emphasis on garnering feedback from a wide variety of sources, both within and outside the company. Internal feedback was gathered from self-evaluation interviews of company directors and CSR workshops attended by midlevel managers. For external feedback, Nissan looked to various sources, including rating agencies operating in different global regions, media evaluations and benchmarks compiled by other companies.

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.

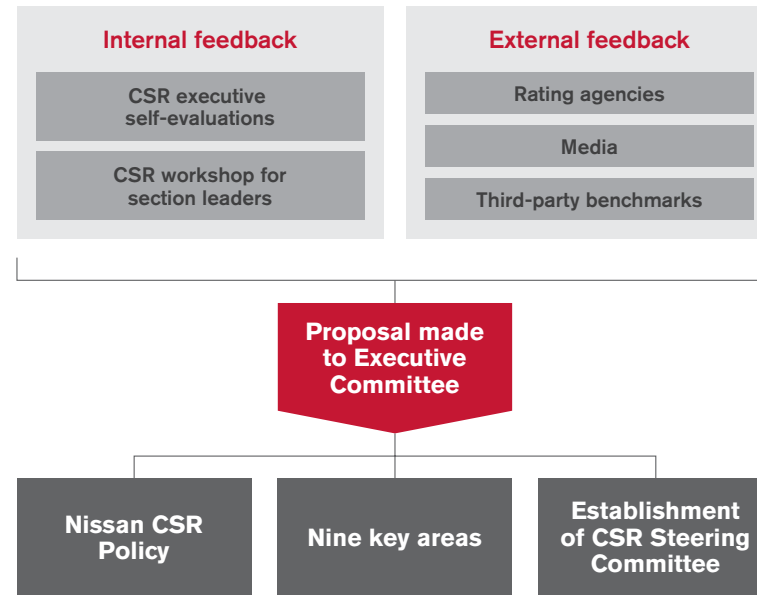


(For information on Nissan's Vision and Mission, see p. 1; for the Nissan Way, see p. 113)

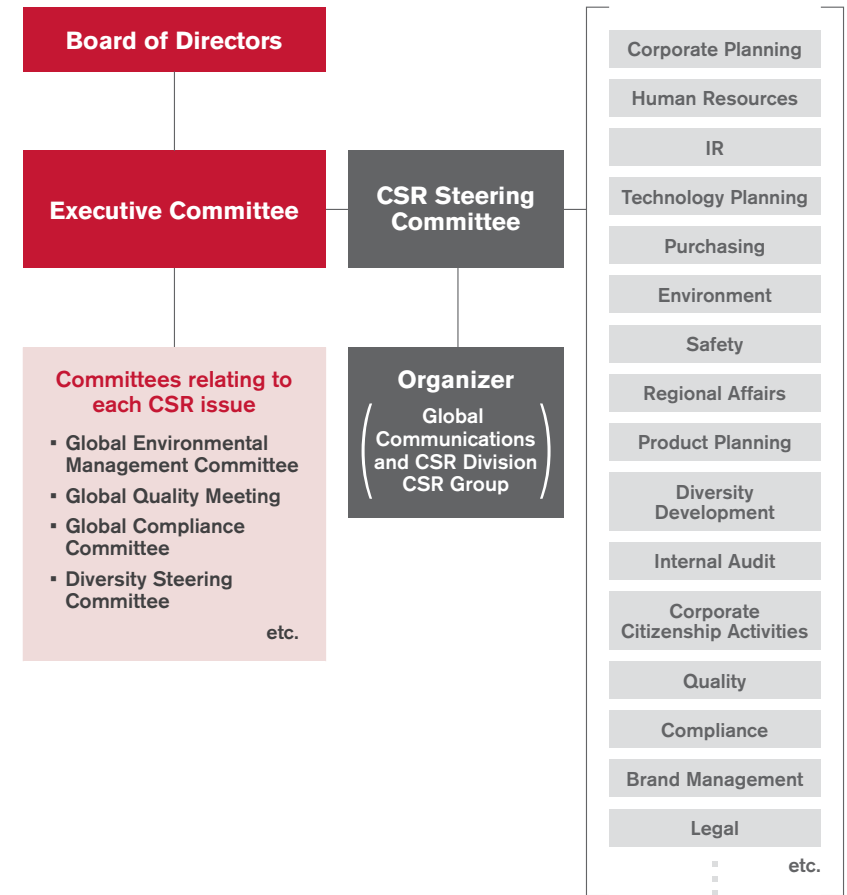
Nine Key Areas

<p>Integrity</p> <p>Nissan aims to be fair and impartial in pursuing its business activities by adhering to the law and corporate rules.</p>	<p>Quality</p> <p>Nissan creates products and services recognized as being of world-class quality.</p>	<p>Safety</p> <p>Nissan develops innovative technology and plays an active role in safety promotion, making the automobile society safer for all.</p>
<p>Economic Contribution</p> <p>Nissan aims for sustainable, profitable growth, contributing to economic development for all of society.</p>	<p>Environment</p> <p>Nissan seeks to reduce the environmental burden over the lifecycle of a vehicle and to contribute to the creation of a sustainable mobility society.</p>	<p>Value Chain</p> <p>Nissan promotes ethical, environmentally sound actions in all stages of the supply chain.</p>
<p>Brand</p> <p>Nissan works to create a trusted brand known for its attention to people, the environment and the communities where we do business.</p>	<p>Employees</p> <p>Nissan aims to be an attractive organization where diverse human resources can achieve personal growth.</p>	<p>Philanthropy</p> <p>Nissan contributes to the prosperity of people and communities through partnerships with NGOs.</p>

In addition to establishing the CSR Policy and nine key areas, we have set up a CSR Steering Committee, composed of 30 midlevel managers of the sections involved with those areas, as a means of managing developments in each field across the company.



CSR Steering Committee Organization



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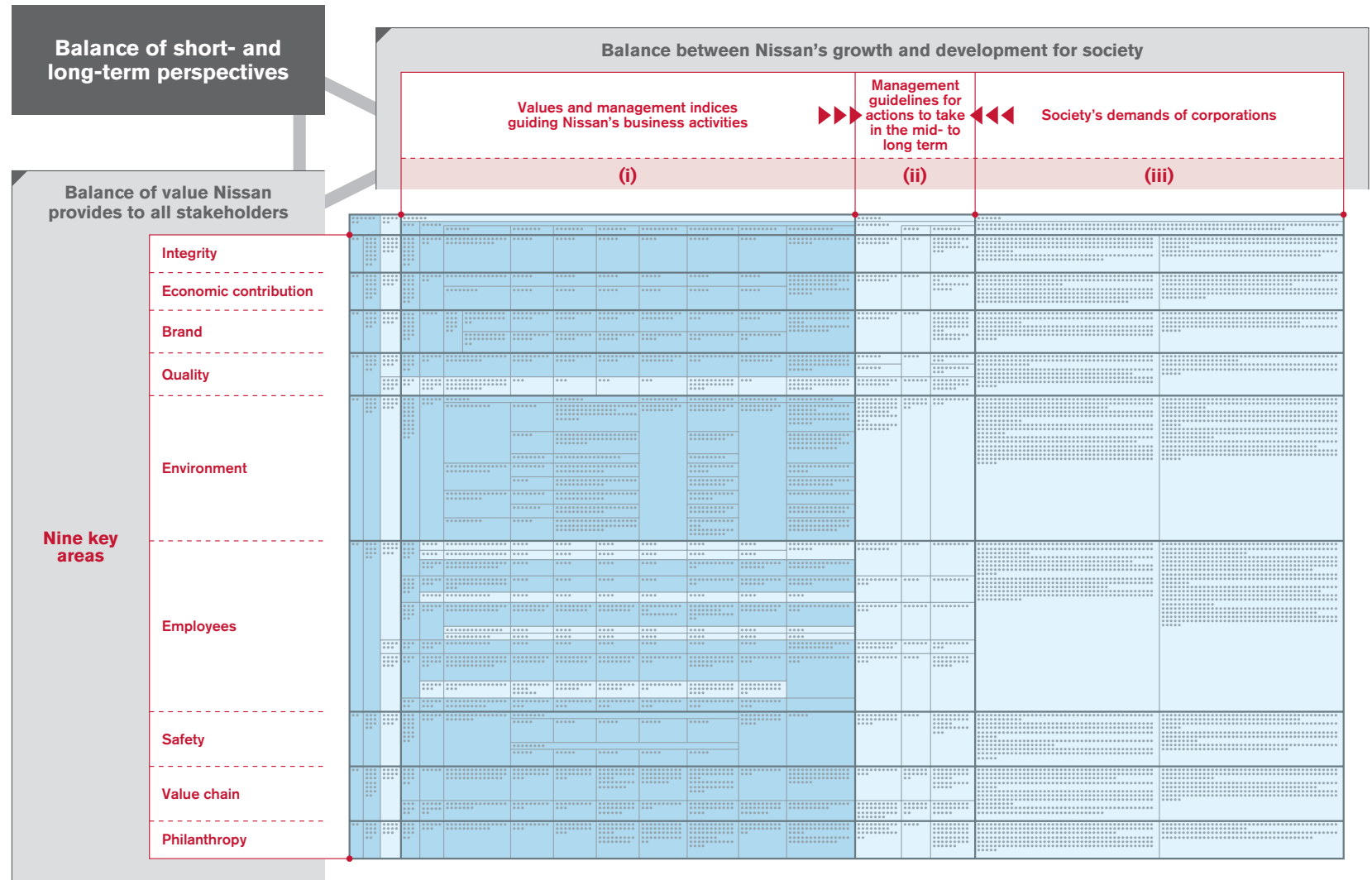
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Nissan's CSR Scorecard

Throughout the year Nissan makes use of the CSR scorecard as a fundamental tool for monitoring and reviewing our progress. The scorecard covers each of our nine 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

Nissan's CSR Scorecard



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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.

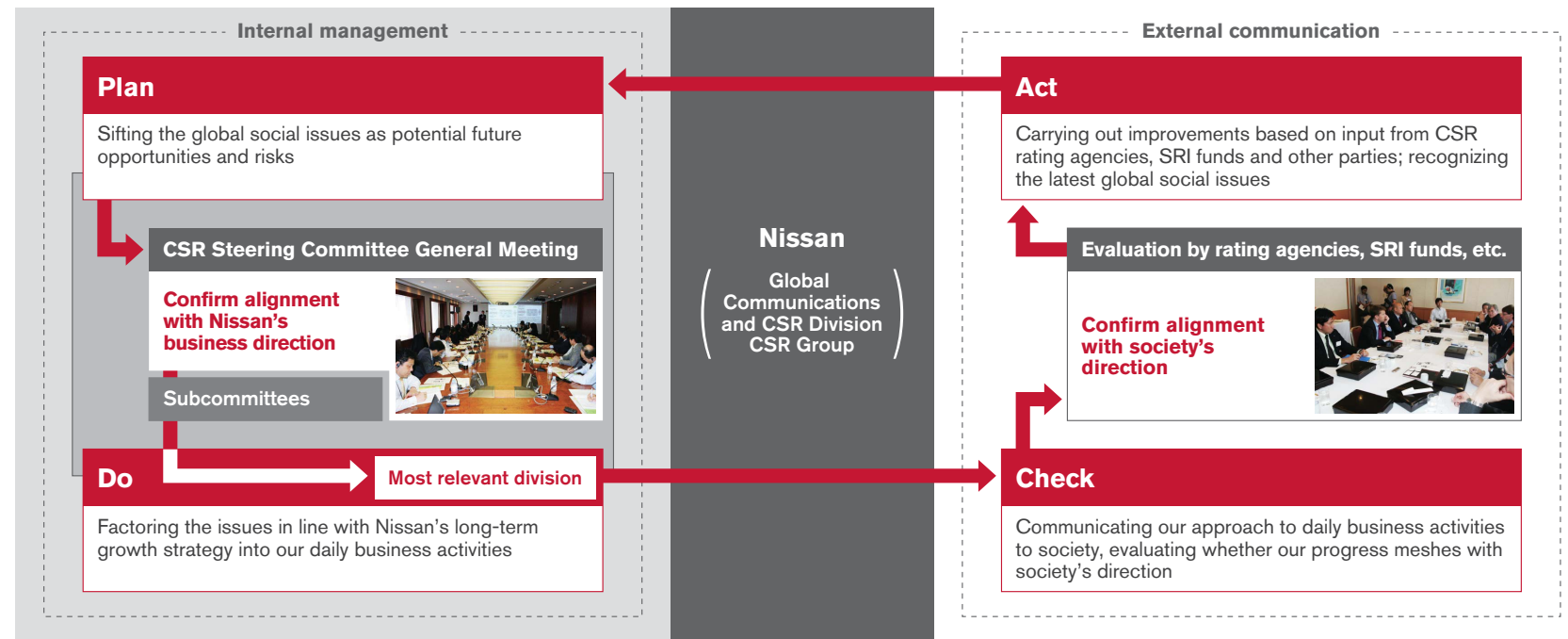
Each year we revise and publish the contents of the CSR scorecard, along with evaluations of our performance in attaining its goals.

Communication with Stakeholders

In addition to publishing its CSR scorecard in the company's Sustainability Report, Nissan arranges activities for dialogue with as many stakeholders as possible. We have also established our own method of fostering socially responsible behavior, the Nissan CSR Management Way, 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.



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Recent Activities to Create Our Framework

Internal Management

- July 2007 CSR Steering Committee meeting for first half of fiscal 2007
- Oct. 2007 CSR open forum held with the Nissan Technical Center's product development division
- Dec. 2007 Third Environmental Advisory Meeting convened by the Global Environmental Planning Office
- Jan. 2008 Suppliers meeting on CSR procurement convened with purchasing division
- March 2008 CSR Steering Committee meeting for second half of fiscal 2007
- March 2008 Suppliers meeting on the Nissan Green Procurement Guidelines
- Aug. 2008 Presentation of Nissan CSR Management Way to JATCO Ltd.
- Sept. 2008 CSR Steering Committee meeting for first half of fiscal 2008
- Nov. 2008 Fourth Environmental Advisory Meeting convened by the Global Environmental Planning Office
- March 2009 CSR Steering Committee meeting for second half of fiscal 2008

External Communication

- June 2007 Publication of 2007 Sustainability Report; first disclosure of CSR scorecard; CSR panel displays set up at annual shareholders meeting
- Aug. 2007 Media roundtable convened on Nissan CSR Management Way
- Oct. 2007—March 2008 Presentation of the Nissan CSR Management Way to the Japan Association of Corporate Executives CSR Committee
- March 2008 Nissan Chief Operating Officer Toshiyuki Shiga participates in a CSR panel discussion at a conference for individual investors
- June 2008 Publication of 2008 Sustainability Report; continued disclosure of CSR scorecard; CSR panel displays set up at annual shareholders meeting
- Aug. 2008 Presentation of Nissan CSR Management Way to the Shunko Konwa-Kai (an industrial group of more than 100 companies, mainly Shunko-Kai members and their subsidiaries)
- Sept. 2008 Presentation of Nissan CSR Management Way at a World Bank Group seminar
- Nov. 2008 Presentation of Nissan CSR Management Way at the U.N. Global Compact Japan Network symposium
- Dec. 2008 Panel discussion participation at a CSR symposium hosted by the Caux Round Table Japan
- Jan. 2009 Lectures on the Nissan CSR Management Way at Waseda University and the University of the Ryukyus

Future CSR Activities

Nissan intends to continue promoting its CSR approach, both internally and externally, by building its track record in implementing the PDCA cycle described above. The automobile industry is not immune to severe economic conditions, but it is our belief that these challenging circumstances in fact provide an opportunity for people to get to know Nissan's CSR activities. Through positive promotion of these activities, we seek to further strengthen our relationships of trust with stakeholders and to create even greater value for us all.

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Message from the Chairman of the CSR Steering Committee



Toshiyuki Shiga
Chief Operating Officer
Nissan Motor Co., Ltd.

Three years have passed since Nissan launched the CSR Steering Committee and defined the CSR Policy and its nine key areas. Looking back, I am reminded of the importance of considering day-to-day business activities and management decisions through the prism of social responsibility. Since becoming chairman of the CSR Steering Committee in fiscal 2009, I have set up a more flexible arrangement to promote Nissan's corporate activities from the CSR point of view. I hope that building greater awareness will help to encourage better performance.

In this time of unprecedented economic uncertainty, we must prepare for our future by drawing up a growth strategy that looks beyond the current crisis. Moving forward, I aim to maintain an appropriate balance between the needs of society and Nissan's corporate strategy. As we accomplish the objectives of the nine key areas, we will provide greater value to all our stakeholders.

Message from the Officer in Charge of CSR Activities



Alan Buddendeck
Corporate Vice President
Nissan Motor Co., Ltd.

Throughout the past year, the massive challenges faced by the global automotive industry have been one of the top stories for media outlets worldwide.

Without question, the automotive industry will be forever changed by this crisis. But in the midst of the forces of change, some things remain constant—because they must. For example, at Nissan, our commitment to CSR remains as strong as ever. The reason is simple: We are committed to making life better for people. It's simply good business.

In the year ahead, I am confident that you will see headlines that are more positive for our industry. In fact, I anticipate that we may see a new top story for media outlets worldwide: the beginning of the zero-emissions automotive era. This is an era that Nissan is helping to define and deliver—and it is directly linked to our commitment to CSR.

We hope that you will join us as we work to transform the automotive experience for people everywhere. It's sure to be an exciting journey.



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Our Nine 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 nine 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 2007 and challenges for fiscal 2008.

Nine Key Areas

Integrity	Quality	Safety
Economic Contribution	Environment	Value Chain
Brand	Employees	Philanthropy

“Owner” Messages on the Nine Key Areas



Integrity



Pierre Sevaistre

Chief Internal Audit Officer
Global Internal Audit
and Corporate Risk Management
Department

Every year, stakeholders have higher and higher expectations for stronger internal controls. Nissan is well aware of this, and in 2008 we have been working diligently on implementing Financial Instruments and Exchange Law (J-SOX) requirements. But beyond simply complying with regulations, we want our internal controls to actually contribute to the achievement of Nissan's business objectives by ensuring that processes are delivering as expected, that rules are being followed and that risks are being consciously managed. Occasionally it is difficult to express in writing what has previously existed only in people's minds, but when done successfully this is a very effective way of sharing and accumulating experience and knowledge.



Economic Contribution



Takashi Sakagami

General Manager
Corporate Planning Department

Nissan is working to turn this once-in-a-century economic crisis into an opportunity. Our aim is to secure an even more competitive position in the automobile industry once the crisis has passed. We use free cash flow, the outcome of a broad range of corporate activities, as a managerial indicator in determining our targets as we make steady progress toward a more muscular business structure. As well as pursuing efficiency, we are diligently allocating resources to the development of electric vehicles and the market for small, low-cost vehicles. We also intend to expand our operations in Brazil, Russia, India and China, which are again anticipated to experience dramatic growth, with the aim of achieving growth over the longer term for Nissan worldwide.

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Brand



Kozue Nakayama

General Manager
Brand Management Office

Given the severe economic climate that has recently gripped the globe, many people may be wondering about the meaning of brands today. But in times like these in particular, it is increasingly vital to be able to confidently recommend the company's products or become a brand that is chosen by customers. In fiscal 2008, we made "SHIFT_the way you move" the uniform international tagline for the Nissan brand, along with "Inspired Performance" for the Infiniti brand, and began brand training for company employees worldwide. In fiscal 2009 we embrace a higher goal: moving forward as one to lay the global foundation for becoming a top-grade brand that inspires customer trust. When it comes to brands, continuity is strength.

Quality



Akira Wakabayashi

General Manager
Total Customer Satisfaction Function

Nissan is implementing the "Quality Leadership" medium-term quality improvement program to ensure that the Nissan brand remains one that customers can truly depend on. In fiscal 2008 we moved into the operational phase of our mission to receive top marks in the quality indicators deemed most important by consumers in every market by fiscal 2012. Already, we have achieved favorable results as measured by various quality indicators. We will continue these efforts in fiscal 2009 and work to make our goal a reality, while continuing to handle serious quality issues in a transparent manner by swiftly carrying out recalls when necessary and implementing service campaigns.

Environment



Hiromi Asahi

Deputy General Manager
Global Environmental Planning Office
Corporate Planning Department

Nissan Green Program 2010 guides our work on three major issues: reducing CO₂ emissions; protecting the air, water and soil; and recycling resources. In fiscal 2008, our achievements included equipping the X-TRAIL 20GT with a clean diesel engine adapted to Japan's vehicle exhaust regulations, which are among the strictest in the world. We were also successful in outfitting the Nissan Cube with a catalyst that uses half the precious metals of conventional catalysts. Moreover, in our medium-term business plan Nissan GT 2012, we outlined our goal of becoming a leader in zero-emission vehicles. Through such efforts as investing in and popularizing electric vehicles, we are working both sincerely and innovatively toward realizing a sustainable mobile society.

Employees



Norio Oguma

General Manager
Safety and Health Office
Safety and Health Administration
Group
Human Resources Department

At all levels within Nissan we are aware of the importance of ensuring the safety and health of company personnel, and each individual makes contributions toward this end. In fiscal 2008, we were able to hold our total accident frequency ratio to 0.19, well within our goal of 0.27 or lower. Ensuring safety and health is a never-ending process, and we intend to carry out our responsibilities based on the PDCA cycle, while improving our risk-management ability, such as by ensuring the safety of new manufacturing processes and new technologies for electric vehicles and by preparing for new strains of flu virus.

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Safety



Tetsuo Hasegawa

General Manager
Environmental and Safety Technologies
Global Government Affairs Department

By addressing vehicle safety in a comprehensive manner encompassing people and society, in fiscal 2009 Nissan will continue working toward halving the number of fatal and serious traffic accidents involving Nissan vehicles by 2015 (based on 1995 statistics). In fiscal 2008, we developed vehicles equipped with vehicle-to-infrastructure Intelligent Transport Systems (ITS) and our cutting-edge "all around collision-free" technology. The eventual goal is to create collision-free cars. In addition, we are expanding Nissan's traffic-safety education programs by working with the central and local governments toward realizing a safer automobile society, with the aim of improving safety awareness among an even larger number of our customers.

Value Chain



Hideaki Takeshita

Deputy General Manager
Purchasing Administration Department

In fiscal 2008 we worked toward strengthening communication with our suppliers as part of our CSR activities. In May we held a meeting on our medium-term business plan, Nissan GT 2012, for our domestic and international suppliers, and over 1,200 individuals participated. From December 2008, we held monthly production-plan briefings with suppliers in order to share information reflecting the difficult market conditions in a timely manner. We believe that in this turbulent business environment, it is important to forge relationships with suppliers that are based on deep trust. Therefore, we will continue in fiscal 2009 to listen earnestly to suppliers' frank opinions and work to improve our two-way communication with them.

Philanthropy



Kyohei Noguchi

General Manager
Global Brand Communications
and CSR Department

Based on Nissan's vision of Enriching People's Lives, we carry out global activities to support education, environmental awareness and humanitarian relief in our role as a good corporate citizen. We strive to maintain global consistency and to share best practices via the Corporate Citizenship Steering Committee that we established in fiscal 2006. Moreover, in April 2008 we began our first co-sponsorship of a global environmental program, the Science of Survival. This environmental exhibition is scheduled to go on tour in numerous countries around the world. At Nissan, we are making ongoing efforts to advance unique corporate citizenship activities that strike a balance between a global outlook and local needs.

From the CSR Steering Committee Secretariat



Yoshie Motohiro

Senior Manager
Global Brand Communications
and CSR Department

Since 2003, Nissan has carried out its operations under the banner of corporate social responsibility. Through creation and promotion of the Nissan CSR Management Way, we have supported corporate activities geared toward future development. Additionally, by publishing the scorecard for our nine key CSR areas, we have informed stakeholders of our progress in these areas. The phase in which we established the fundamentals of our CSR promotion has drawn to a close. Now, amid worldwide focus on environmental sustainability, Nissan is welcoming the start of a new era. The CSR Steering Committee Secretariat will carry out its duties to ensure that Nissan remains committed to ever-higher standards of environmental consciousness, while working to adapt more nimbly to a changing society.

Nissan CSR Scorecard

The CSR Steering Committee uses our CSR scorecard as a tool to manage, confirm and review our progress in each of nine 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.

Nine Key Areas

Integrity	Quality	Safety
Economic Contribution	Environment	Value Chain
Brand	Employees	Philanthropy

FY2008 target achievement rate: Achieved Mostly Achieved Not Achieved Not Calculated

Nine Key Areas	Major Activity or Value	Scope of Application	Indicators of Progress	FY2006 (Result)	FY2007 (Result)	FY2008 (Target)	FY2008 (Result)	FY2009 (Target)	Long-Term Vision	
Integrity Nissan aims to be fair and impartial in pursuing its business activities by adhering to the law 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	97.8% completed	100.0% completed	Introduce a global framework for the prevention of conduct violations and establish quantitative targets for future activities	Established a global evaluation system for prevention of non-compliance and a medium- to long-term action plan	Introduce a global internal reporting system	A fully functioning framework (process) for the prevention of conduct violations
		Risk Management		Establishment/ global development of an effective risk management system	—	—	1. Continued implementation of hazard risk measures and establishment of business continuity plan (BCP) 2. Addressing new influenza issues 3. Raising awareness among employees	1. Implemented quakeproof construction/ earthquake drills; established BCP for primary products/ manufacturing processes 2. To prepare for new flu pandemic, created/distributed pamphlets and manuals for employees including at overseas facilities; stockpiled emergency equipment 3. Established a risk management website on the intranet	Enforce countermeasures for emerging risks of FY2008	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	—	—	1. Enforce measures on personal data protection 2. Global deployment of information security policy	1. Completed principal reinforcement measures on personal data protection from Nissan to dealers respectively 2. Deployed information security policy and reinforced management at primary affiliates	Establish stable information security management	Contribute to pursuing stable corporate activities and social responsibility by globally implementing PDCA cycles on information security

FY2008 target achievement rate: Achieved Mostly Achieved Not Achieved Not Calculated

Nine Key Areas	Major Activity or Value	Scope of Application	Indicators of Progress	FY2006 (Result)	FY2007 (Result)	FY2008 (Target)	FY2008 (Result)	FY2009 (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	¥10.4686 trillion	¥10.8242 trillion	Increase revenue by 5% on average over 5 years of "Nissan GT 2012" (Suspension of "Nissan GT 2012" from February 2009)	¥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	Achieve growth with sustained profitability; continue providing long-term value to all stakeholders, including customers, shareholders, employees, business partners and regional communities	
			Dividend	¥34/share	¥40/share	¥42/share	¥11/share			
Brand Nissan works to create a trusted brand known for its attention to people, the environment and the communities where we do business.	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"	36.1 (29th among approx. 1,000 companies)	28.6 (86th among approx. 1,000 companies)	Aim for a higher score by enhancing reliability	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	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"	14.5 (7th among approx. 1,000 companies)	10.2 (39th among approx. 1,000 companies)	Aim for a higher score by swiftly reflecting values the market is seeking	Not in top 100 of approx. 1,000 companies		
			Fortune's "World's Most Admired Companies Top 50"	Nissan: below 50th, score 5.31 (Toyota 2nd, Honda 23rd, Toyota Auto Body 28th, Sony 41st, Canon 46th)	Nissan: below 50th, score 6.12 (Toyota 3rd, Honda 18th, Toyota Auto Body 31st, Sony 39th)	Aim to be acknowledged as a global company in line with our competitors	Nissan: not in top 100, score 0.12 (Toyota 3rd, Honda 32nd, Sony 39th, Toyota Auto Body 46th)			
Quality Nissan creates products and services recognized as being of world-class quality.	Score of external indicator that is most influential to customers	Global	[North America] Consumer Report	—	—	Improve rankings of respective KPIs	Target achieved for FY2008	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			
			[GOM] 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)	—	—	Steadily improve Sales and Service Quality by pursuing Top-Level Quality objectives in focus countries	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		

FY2008 target achievement rate: Achieved Mostly Achieved Not Achieved Not Calculated

Nine Key Areas	Major Activity or Value	Scope of Application	Indicators of Progress	FY2008 (Result)	FY2009 (Target)	2010 goals (NGP2010)		
Environment Nissan seeks to reduce the environmental burden over the lifecycle of a vehicle and to contribute to the creation of a sustainable mobility society.	Implementation and promotion of Nissan Green Program 2010 (NGP2010)	Global operations	Reduction of CO ₂ emissions	Products, technologies	<ul style="list-style-type: none"> Released the clean diesel X-TRAIL 20GT in Japan The X-TRAIL 20GT won the Minister's Prize in the Japanese Transport Ministry's Eco-Products Awards and the Agency for Natural Resources and Energy Director-General's award in the Energy Conservation Grand Prizes Livina capable of running on E100 fuel marketed in Brazil Developed the world-first "Eco Pedal" system to support eco-driving Launched new "Eco-Drive and You" service as part of Carwings navigation system The "Eco-Drive and You" service received the Steering Committee Chairperson's Award in the Eco-Products Awards 	Steadily implement NGP2010 (as detailed at right) and achieve targets	<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 by fiscal 2010 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 fiscal 2010 (global per vehicle CO₂ emissions)
				Dealers, offices	<ul style="list-style-type: none"> Began CO₂ management at offices/dealers in Japan, offices/sales companies in U.S. and Europe from FY2008 Acquired CASBEE S rank for new Yokohama headquarters, Nissan Advanced Technical Development Center 			<ul style="list-style-type: none"> Begin measurement of emission levels by fiscal 2007 and launch emission management in fiscal 2008
			Achievement of clean emissions (to preserve air, water and soil quality)	Products, technologies	<ul style="list-style-type: none"> Introduced ultralow precious metal catalyst in the Cube 			<ul style="list-style-type: none"> Introduce vehicles complying with each country's future emission standards ahead of requirements Develop technologies to reduce emissions to near-atmospheric levels
				Production	<ul style="list-style-type: none"> 1.0% increase in volume of VOC emissions in Japan (from FY2005 levels; for bodies and bumpers) 			
			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 three 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 95.7% recovery rate (Japan) 			
			Management	Joint efforts with society	<ul style="list-style-type: none"> Partnered with Portugal, Yokohama City, Tennessee, other governments to promote electric vehicles Selected for Climate Disclosure Leadership Index for second straight year Recognized by Japanese Ministry of the Environment as "Eco-First" company Started "Nissan Waku-Waku Eco School" with NPO Weather Caster Network Carried out environmental e-learning for Nissan Motor employees 			<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

FY2008 target achievement rate: Achieved Mostly Achieved Not Achieved Not Calculated

Nine Key Areas	Major Activity or Value	Scope of Application	Indicators of Progress	FY2006 (Result)	FY2007 (Result)	FY2008 (Target)	FY2008 (Result)	FY2009 (Target)	Long-Term Vision
Employees Nissan aims to be an attractive organization where diverse human resources can achieve personal growth.	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	4.0 or higher	4.3 or higher	Implement training programs that raise the skills of individual employees; maintain and enhance trainee satisfaction	4.2 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	Quality of management: 54% Employee motivation: 55%	Surveys not implemented in FY2007	Promote activities to enhance quality of management and revise corporate culture based on employee attitude surveys. Raise scores on quality of management/employee motivation	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	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	111 (Open Entry and Shift Career Systems)	125 (Open Entry and Shift Career Systems)	Carry out further promotion of optimum human-resource placement through 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	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)	0.24	0.27	0.27 and no serious accidents	0.19 and no serious accidents	0.20	Build and maintain safe, worry-free workplaces
			Intensity of labor accidents (Intensity=total working hours lost/total working hours x 1,000)	0.002	0.105	No serious accidents	0.003	No serious accidents	
	Promotion of diversity through active utilization of women's abilities	Global	Share of women in middle management and management positions	Japan (Nissan Motor): 4% Americas: 14% Europe: 10%	Japan (Nissan Motor): 5% North America (U.S.): 13% Europe: 11%	Maintain/increase share of women in middle management and management positions	Japan (Nissan Motor): 5% North America: 10% Europe: 12%	Maintain/increase share of women in middle management and management positions	Provide greater value to customers through diversity
			Employee survey score on diversity	Global 47%	Surveys not implemented in FY2007	Maintain/increase employee survey scores on diversity	Global 46%	Maintain/upgrade scores	
Promotion of diversity through cross-cultural recruitment	Nissan Motor Co., Ltd.	Share of non-Japanese employees	1%	1%	1%	1%	Maintain/increase share of non-Japanese employees		

FY2008 target achievement rate: Achieved Mostly Achieved Not Achieved Not Calculated

Nine Key Areas	Major Activity or Value	Scope of Application	Indicators of Progress	FY2006 (Result)	FY2007 (Result)	FY2008 (Target)	FY2008 (Result)	FY2009 (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 (figures unavailable for 2 years due to the use of official statistics)	Japan (Nissan Motor): 41% (Figures for calendar 2006)	Japan (Nissan Motor): 45% (Figures for calendar 2007)	Make efforts to halve deaths and injuries by 2015 through the development of safety-related technologies based on Nissan Safety Shield approach	Figures for calendar 2008 to be calculated after data is published	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	Introduced a framework basing the selection of suppliers for RNPO on their commitment to CSR perspectives	Began promotion of integrated CSR management with business partners (policy set forth at January 2008 suppliers' meeting)	Ensure that CSR policies and concepts are shared more fully by our suppliers	<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	Support reinforcement of suppliers' CSR structure with regard to extent of CSR permeation
	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	Preparations completed for launch of green procurement activities on a global basis	Global "Nissan Green Procurement Guidelines" launched (suppliers' meeting held in Japan in March 2008)	Initiate global deployment of "Nissan Green Procurement Guidelines" (starting from Europe)	Began deployment of "Nissan Green Procurement Guidelines" in Europe	Initiate deployment of "Nissan Green Procurement Guidelines" in Asia	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	Shared examples of compliance infractions and prevention strategies	Dealers Executive Meeting (December 2007) and General Affairs & HR department managers meeting (February 2008)	Reinforce internal control and self assessment	General Affairs and HR department managers meeting (November 2008)	Establish a compliance self-assessment program	Encourage voluntary activities and provide support to strengthen CSR system
Philanthropy Nissan contributes to the prosperity of people and communities (e.g. through partnerships with NGOs).	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	Established in-house, cross-functional Corporate Citizenship Steering Committee and enhanced linkage among related groups	Launched Nissan Monozukuri Caravan program for elementary school students (Japan)	Perceive social needs going beyond single countries or regions; plan and implement coordinated programs to address them	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	Continually implement an original philanthropy program centered on "support for education," "environmental awareness" and "humanitarian relief," balancing global perspectives with the most appropriate activities for each region

Stakeholder Engagement 2008

During fiscal 2008 Nissan created a number of opportunities for dialogue with its stakeholders, putting their opinions to use in its corporate activities.

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Environmental Advisory Meeting



Every year we invite scholars and businesspeople who are globally active on the front lines of the environmental field. (See p. 29.)
Nissan headquarters, November 2008

Informal reception with shareholders



Since 2002 the entire Board of Directors has met with shareholders after the annual general meeting. These receptions give our shareholders the chance to freely exchange views with Nissan executives. (See p. 84.)
Pacifico Yokohama, June 25, 2008

Test-Driving Lifecare Vehicles



We gave people a chance to test-drive our lifecare vehicles (LVs) on our Grandrive test course, gaining detailed customer opinions on the vehicles' handling afterward. (See p. 80.)

Management-employee meetings



Nissan forums allow employees to hold direct dialogue with executives. Similar meetings with local workers are part of the itinerary when executives travel domestically and overseas. (See p. 89.)

Executive meeting with dealer employees



CEO Carlos Ghosn and COO Toshiyuki Shiga visit Nissan dealerships and discuss products, services and customer satisfaction with the car-life advisors and technical staff.

Nissan Suppliers Meeting



We hold suppliers meetings throughout the year focused on particular topics. We also hold a ceremony in July to announce the recipient of our Global Supplier Awards. (See p. 98.)
Tokyo, July 10, 2008

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Protecting the Environment

Protecting the Environment

— Achieving a Symbiosis of People, Vehicles and Nature



COO Message on the Environment

The environment was a main discussion theme at the July 2008 G8 Hokkaido Toyako Summit. In the months that followed, though, the onset of the worldwide financial crisis pushed the environment off the stage as the issue of greatest concern to global society. Even though financial and economic topics are important priorities, that does not mean we are no longer working to deal with climate change or to realize a low-carbon society. For Nissan, 2009 is a pivotal year in which we have to balance overcoming the short-term crisis with the long-term target of charting a course through the environmental challenges we face.

While we are maintaining and strengthening our competitiveness, emphasizing the recovery of Nissan's performance, we know we cannot simply wait for the storm to pass: We must display a clear vision for the future and a willingness to make progress even in the midst of crisis. This approach will lead to fresh opportunities for Nissan.

Addressing our environmental challenges, we spelled out our vision for the future through Nissan Green Program 2010, our medium-term environmental action plan. We are making investments in production capacity for innovative environmental technologies, and we plan to roll out eco-friendly technologies in line with each market's needs.

In the near term, one of the pressing issues is to reduce CO₂ emissions through improvements to our engines, transmissions and other components. For example, we are introducing clean-diesel vehicles in Japan and Europe, and we are putting a million cars with efficient continuously variable transmissions (CVTs) on the road globally. We are working on a number of fronts, but there are limits to what we can achieve through gasoline-engine innovations alone. In the longer term, Nissan is championing the development and widespread use of zero-emission vehicles, such as electric vehicles (EVs). In 2010 we will begin adding EVs to our lineup, and in 2012 we will mass-market them on a global scale. Our target is to be a global leader in zero-emission vehicles. Nissan is not pursuing this objective merely by selling EVs. Our approach involves broad cooperation, including associations with governments and other sectors. Around the world, we have begun forging the ties that will help us realize the end goal of creating a new mobility society.

Over the hundred years since the mass production of automobiles began, our industry has created tremendous value for the people who use our products, even though gasoline-fueled cars have had an impact on the global environment. The automobile industry is creating solutions to lessen environmental impacts, and new technologies are a driving factor. Nissan is bringing inspired technology and innovative solutions, as our zero-emission vehicles will demonstrate when they appear on the global stage. We are working diligently to realize our vision for a cleaner planet.



Toshiyuki Shiga

Chief Operating Officer
Nissan Motor Co., Ltd.

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Nissan's Business Activities and the Environment

A Symbiosis of People, Vehicles and Nature

Nissan's vision of an ideal society is well represented by our environmental philosophy, "a Symbiosis of People, Vehicles and Nature." Since adopting this philosophy in 1992, we have worked hard to make it a reality, constantly assessing in what ways our vehicles and corporate activities impact the global environment while making every effort to address such issues as required. We will continue to make proactive efforts, working with society to create a brighter future for our planet and generations to come.

➤ Toward a Sustainable Mobility Society ➤

In 2008, which marked the beginning of the first commitment period of the Kyoto Protocol, discussions in the international community over a post-Kyoto framework intensified while public awareness of environmental issues also increased. Meanwhile, the impact of the financial crisis in the United States spread quickly around the world, shaking the foundations of the global economy. The international community must find a way to dampen the repercussions of the economic crisis in the short term while at the same time addressing long-term environmental issues. Movement in this direction can already been seen in the environmental and energy policies adopted by the new administration of U.S. President Barack Obama.

Maintaining balance in overcoming the economic crisis and pursuing environmental measures is also a major challenge for businesses. It is not simply a matter of waiting for these challenges to pass; companies must overcome them with a vision for the future, creating new value while maintaining and strengthening their competitive edge with advanced environmental technologies. At Nissan, we are making sincere and proactive efforts toward further innovations based on our medium-term environmental action plan, Nissan Green Program 2010, to realize a sustainable mobility society in which people and vehicles coexist with nature.

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Addressing Environmental Issues for a Better Future

Motor vehicles are built using a quantity of resources and are primarily powered by fossil fuels such as gasoline and diesel. As a global automaker, Nissan takes active steps to identify the direct and indirect impacts of its business on the environment and subsequently minimize them. Furthermore, our ultimate goal is to reduce the environmental impact caused by our operations and Nissan vehicles throughout their lifecycle to a level that can be absorbed naturally by the Earth, leaving as small a footprint on the planet as possible.

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

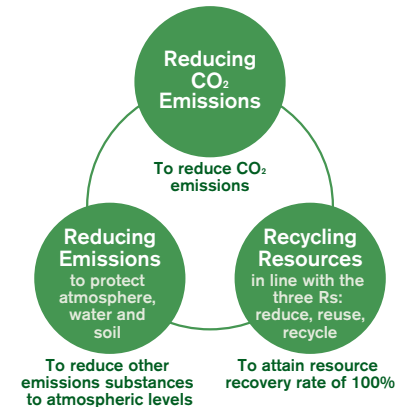
At Nissan, we believe that we can contribute to sustainable development through our environmental initiatives. The exhaust emission levels of the cleanest vehicle today are under 1/100 or even 1/250 of the levels defined in regulations in the early 1970s, and we have set ourselves the ultimate goal of reducing this amount to a level matching that of the clean air of the atmosphere. Moreover, in line with our medium-term business plan, Nissan GT 2012, we are moving ahead with research and development of more environmentally friendly automobiles with the aim of becoming a leader in zero-emission vehicles.

Nissan is actively working to contribute to the protection of the global environment through sustainable mobility to achieve "a Symbiosis of People, Vehicles and Nature."

Nissan's Three Key Issues

After considering the impact of various environmental issues, including climate change, the burden placed on the ecosystem and humans by environment-impacting substances, and mineral and water resources, Nissan defined three key issues to be tackled: reducing CO₂ emissions, reducing other emissions (to protect the air, water and soil) and recycling resources. We are working to achieve specific goals in each of these areas in order to minimize the impact of Nissan's motor vehicles and business activities on the environment.

We feel that these issues can be resolved in a sustainable way only by offering customers the right products at the right time and right cost. Reduction of CO₂ emissions, which Nissan considers one of its top priorities, is being advanced companywide under a "QCT-C" framework that adds the component of CO₂ to the traditional management indices of quality, cost and time.



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⋮ **Becoming a Leader in Zero-Emission Vehicles** ⋮

Our medium-term business plan Nissan GT 2012, which started in fiscal 2008, outlines our goal to become a leader in zero-emission vehicles. In pursuit of this goal, Nissan intends to ramp up efforts toward development and popularization of electric automobiles.

We are also implementing our medium-term environmental action plan, Nissan Green Program 2010, which we launched in December 2006 as a means to help the company as a whole achieve key environmental targets and establish needed frameworks by 2010. We achieved a number of successes in this pursuit in fiscal 2008, including the introduction to the Japanese market of the new X-TRAIL 20GT, equipped with a new clean diesel engine, and the establishment of partnerships with national and local governments around the world for the promotion of electric vehicles.

An "Eco First" Industry Leader

In recognition of Nissan's environmental commitments, including the company's pledge to achieve a 100% rate of resource recovery and comprehensive reduction of CO₂ emissions and its aim to become an industry leader in producing zero-emission vehicles, Japan's Ministry of the Environment in July 2008 endorsed Nissan as an "Eco First" company under a program that helps businesses become eco-sustainable. In line with the terms of the "Eco First" program and Nissan's program commitments, provided to the Minister of the Environment at the time of accreditation, the company will systematically report to the ministry on the progress and results of its environmental initiatives and regularly disclose such information publicly. Nissan is working to further strengthen its environmental measures as an environmental leader in the automotive industry.



NISSAN
GREEN PROGRAM



⋮ http://www.nissan-global.com/EN/ENVIRONMENT/GREENPROGRAM_2010/

Please see our website for more information on Nissan Green Program 2010.



Nissan was proud to receive recognition as an "Eco First" company in summer 2008.



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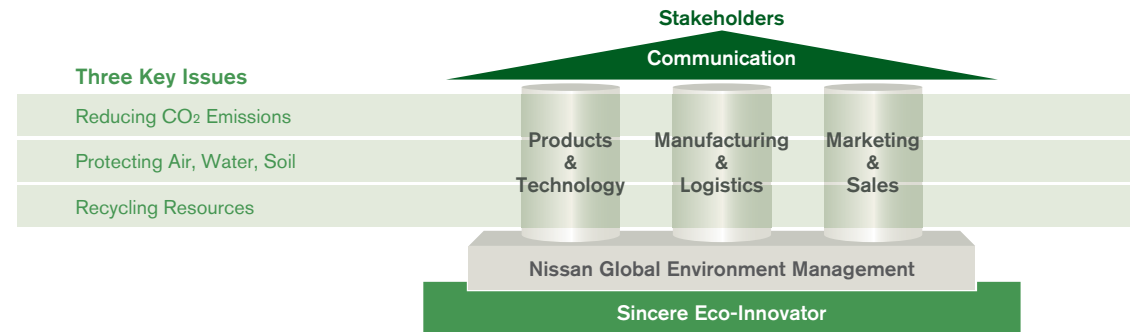
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Environmental Management

A Global Approach to Managing Environmental Challenges

Nissan has identified three major environmental issues that should be addressed: reducing CO₂ emissions; protecting the air, water and soil; and recycling resources. To make progress in these areas, we believe a management system is needed that achieves maximum results by organically linking divisions engaged in product and technical development, production, distribution, marketing and sales. We are building a global environmental management framework to steadily promote a wide range of efforts. Based on this system, targets and action plans are set in all areas of activity to promote consistent activities.

Our Framework for Global Environment Management



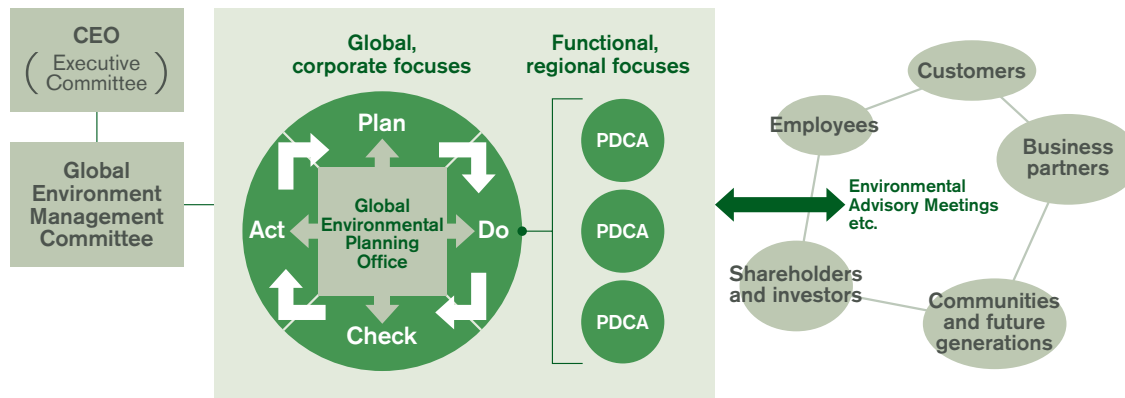
Our Global Environment Management

Nissan has created the organizational system shown on the following page to clarify areas of activity, with the aim of promoting environmental management worldwide. Our Global Environment Management Committee (G-EMC), headed by Nissan's chief operating officer, decides overall policies and the proposals to be put before the Executive Committee. The Global Environmental Planning Office, established in 2007, determines which proposals will be forwarded to the G-EMC

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and assigns specific actions to each division. It is also responsible for the efficient management and operation of progress based on PDCA—the cycle of planning, doing, checking and acting.

Nissan's Global Environment Management Organization



In addition to operating these internal organizations, we gather the ideas of leading figures and institutes at our Environmental Advisory Meetings, using them to grasp the opinions of our stakeholders and to scrutinize our goals and activities. We seek to further enhance our activities by learning about the trends of socially responsible investment (SRI) funds and assessments from rating organizations.

Companywide Management of Environmental Issues

To promote efforts in this field we are introducing environmental management systems in all companies in the global Nissan Group, including production sites, sales companies and affiliates. We are working to apply ISO 14001 standards at our main global production plants and R&D centers; today 17 of 18 production sites, including those of both Nissan and its consolidated manufacturing affiliates, have obtained ISO 14001 certification. Our policy is to extend environmental management systems with these same criteria to regions in which we are newly expanding.

In addition to undergoing audits by third-party organizations, each year Nissan carries out its own internal audits of its environmental systems and environmental performance. These are to check whether our environmental management systems are functioning properly and to confirm that our various organizations are implementing measures on an ongoing basis in line with our environmental policy.

In Japan we have introduced the Nissan Green Shop certification system, an original Nissan approach to environmental management based on ISO 14001 certification. As of the end of March

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2009, some 3,300 dealership outlets of 181 sales companies, including parts and forklift dealers, have been certified under the system. This ongoing approach is maintained through internal audits conducted by the sales companies themselves every six months, in addition to regular annual reviews and certification renewal audits carried out every three years by Nissan headquarters.

• The Nissan Green Procurement Guidelines •

The Nissan and Renault purchasing divisions have laid out their approach to dealing with suppliers—our business partners—in *The Renault-Nissan Purchasing Way*. Nissan's supply-chain management is conducted based on this philosophy.

In April 2008 we issued the Nissan Green Procurement Guidelines as standards for the environmental efforts of our automobile parts and materials suppliers, and we are now expanding these guidelines globally. We will continue to work together with our suppliers worldwide to realize Nissan's environmental philosophy of "a Symbiosis of People, Vehicles and Nature."

• Enhancing Communication with Stakeholders •

Nissan creates a range of opportunities to communicate with stakeholders. We take what we learn through this communication and reflect it in our operations to increase the value of the company and build relationships of trust. An example of this is the Environmental Advisory Meetings we hold each year for discussions between Nissan executives and leading experts in the environmental field. The things we learn in these discussions are used to evaluate the direction of our environmental strategy, letting us change course where needed to achieve our environmental goals. The discussions also play an important role in management by providing external feedback on Nissan's corporate activities. We work to improve communication with our stakeholders through various other means as well, including publishing the annual Sustainability Report and other booklets or pamphlets describing our environmental efforts, disclosing information via our website, and holding exhibitions, test drives, environmental panel exhibits in our factory guest halls, environmental facility tours and traveling environmental lectures with academia-industry cooperation.

• Dialogue with Outside Experts •

We hold our Environmental Advisory Meetings each year for discussions between Nissan executives and experts who are global leaders in the environmental field. These meetings provide an opportunity for us to hear the specialists' opinions on the direction and strategy for our environmental efforts, which we can then evaluate for inclusion in our strategy going forward. At the fourth annual meeting, held for two days starting on November 4, 2008, we outlined our progress in Nissan Green Program 2010, our medium-term environmental action plan, and the environmental



• <http://www.nissan-global.com/EN/ENVIRONMENT/>

Publications and other data on our environmental measures are available at our website.



The annual Environmental Advisory Meeting

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strategy in our Nissan GT 2012 medium-term business plan. We then discussed issues to be pursued in the future. We will continue to seek the opinions of outside experts sincerely, actively considering them for incorporation into our environmental strategy as we move forward with activities to create a sustainable mobile society.

Environmental Education in Local Communities

In Japan, Nissan works actively to bring environmental education classes to schools and other locations near its places of business. In fiscal 2008 we expanded the activities of the Nissan Waku-Waku Eco School and began working with the nonprofit organization Weather Caster Network (WCN). Following talks by a weather forecaster from WCN, children assemble kits of fuel-cell vehicle models that run on hydrogen and oxygen and get a chance to ride in Nissan's X-TRAIL FCV. The children experience future energy sources and technology through these activities, and we aim to enhance the program in the future to help raise children's environmental awareness still more.



Elementary schoolers learning in Nissan's environmental course (Japan)

Environmentally Friendly Operations in China

In August 2008, Japan's Chinese joint venture partner Dongfeng Motor Co., Ltd. was designated as a "national environmentally friendly company" by China's State Environmental Protection Administration. This certification is given with the aim of nurturing companies that combine environmental and economic strengths, and is awarded to firms that fulfill evaluation criteria in 22 areas, including a high level of environmental awareness and technical and management strength. It is the highest environmental honor that the Chinese government can bestow on a company. Only 44 companies in all of China received this certification since 2003, when it was established, through 2008. Nissan was the second automobile company to be certified.

Unique Environmental Education for Employees

Nissan conducts environmental education for all its employees in Japan to promote and deepen individual awareness with regard to the environment. Basic education is a part of the orientation of new employees when they join the company. Classes and seminars are also held to raise the awareness of managers and mid-level employees, using Nissan's original environmental education curriculum.

In January 2008 we began the environmental e-Learning program in Japan. This is an environmental education tool for employees developed in conjunction with Natural Step, an

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international NGO. This program is a tool for enjoyable learning about the earth's environmental mechanisms and the ecological issues that we should be aware of as an automobile manufacturer. In the future we plan to roll this program out at affiliated companies worldwide, arranging this original educational approach more systematically and then spreading it globally.

Nissan Mexicana Establishes Environmental Education Center

In June 2008, Nissan Mexicana established an Environmental Education Center in its Civac plant. In addition to addressing the key issues in Nissan Green Program 2010, this center aims to promote measures that can be undertaken by individuals to help the environment. It serves as a venue for learning about reducing household emissions of CO₂, composting household garbage and recycling techniques, and members of the local community as well as employees are granted wide access to its facilities. Already more than 2,000 local elementary school children have participated in farm work and other hands-on activities organized by the Environmental Education Center.



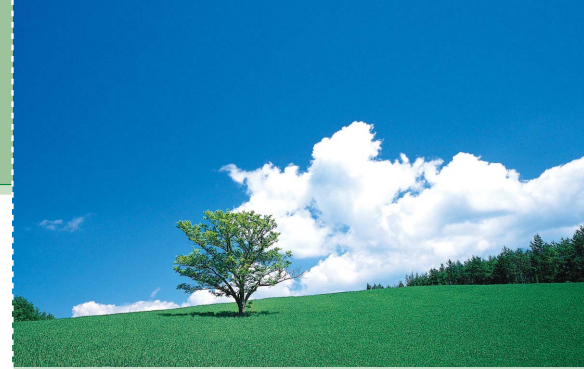
Children learning at the Environmental Education Center in Mexico

European Offices Reduce Their Carbon Footprint

In 2008, Nissan offices in Europe kicked off their "Switch Off and Turn Down" campaign with the aim of reducing CO₂ emissions in the workplace. Each year these offices emit a combined total of 14,500 tons of CO₂, the equivalent to the amount produced by 2,400 European households. Posters featuring an "eco-frog" mascot were put up throughout the workplace to raise employees' awareness of energy-saving measures, such as turning down the air conditioning and switching off lights when not in use. The same eco-frog appeared regularly with clever energy saving tips on PC wallpaper and in e-mail articles. In addition, offices monitored their emissions to gauge their progress in meeting the campaign's targets. The first year's emission reduction is expected to exceed 15%.



Nissan offices carried out a campaign to reduce CO₂ emissions.



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Reducing CO₂

Important Issues for a Global Automaker to Consider

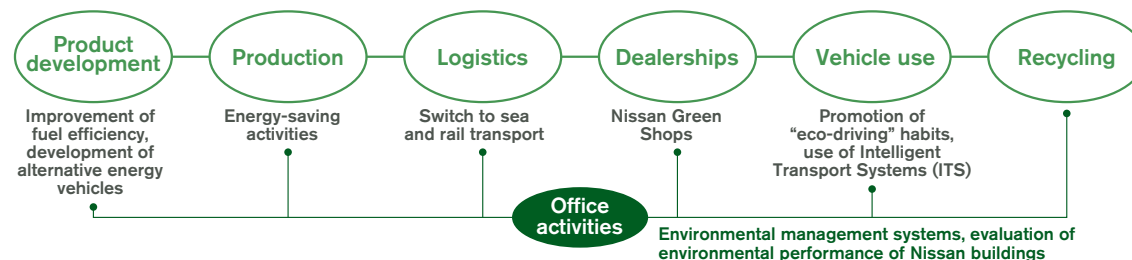
The rising average atmospheric temperature from global warming is thought to be causing changes in the Earth's environment, which will affect the way we live. Carbon dioxide (CO₂) is one of the main causes of global warming, and reducing CO₂ emissions is an important global issue. At Nissan, these emissions are among our highest priorities. As a global automobile manufacturer, we are working to reduce CO₂ emissions at every stage, from production of vehicles to transport and operation—in everything related to Nissan vehicles and our corporate activities.

Nissan's Efforts for a Low-Carbon Society

The Fourth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC), published in November 2007, concluded that climate systems are warming. The first commitment phase of the Kyoto Protocol started in 2008, and at the same time international debate has intensified with regard to the next framework from 2013.

These movements are accompanied by increasingly strict regulations on CO₂ emissions by the governments of many nations. In December 2008, the European Commission adopted a comprehensive plan to fight global warming. In the United States, the administration of President Barack Obama is working for a shift away from traditional dependence on oil, and has put forth

Nissan's Efforts to Reduce CO₂ Emissions

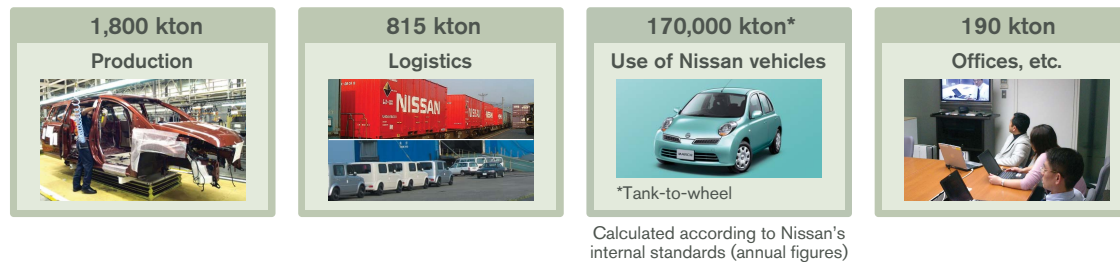


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environmental and energy policies featuring focused investment in natural energy. China too, with its rapidly developing economy, is looking to improve automobile fuel efficiency and is considering new regulations. As governments take these steps, customers are growing louder in their demand that companies take environmental measures.

We already are living in a carbon-constrained society, and today there is a need for a sense of urgency. Society needs to first slow the increase in CO₂ emissions, and then move to reducing them. This demands innovative technologies and business models. At Nissan we are accelerating our efforts for a low-carbon society.

Nissan's CO₂ Emission Levels



Our Approach to Reducing CO₂ Emissions

Technical innovation is essential for reliable progress in reducing CO₂ emissions. We are unlikely, however, to reduce them to sustainable levels by technology alone; this will require cooperative efforts by all of society. Even in the area of technology, we cannot pursue only CO₂ reductions; unless consideration is given to basic performance and cost, allowing the technology to be put into widespread use, we will not achieve real sustainability. Based on this awareness, Nissan considers environmental issues from the perspective of the entire lifecycle of its vehicles, and is working to reduce CO₂ emissions in all its corporate activities. We want to turn these challenges into an opportunity to contribute to a sustainable society.

Emission Management with QCT-C

We have introduced the Nissan Global CO₂ Management Way, QCT-C, to ensure results from our CO₂ reduction activities. This is a new set of management indices with CO₂ (C) added to the traditional QCT indices of quality, cost and time, and it shows the efforts we are making across the entire company to reduce CO₂. With QCT-C, we have placed CO₂ reductions alongside quality, cost and time in importance, and we are promoting corporate activities with a balance in these four

areas. We have set CO₂ reduction targets in all areas of our business with the aim of creating new value for customers and society.

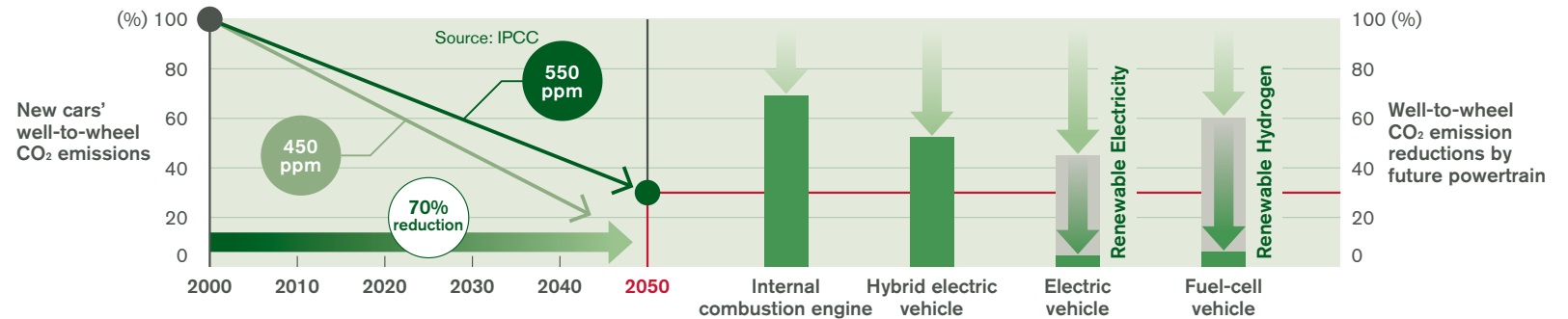
A Long-Term Emission Reduction Roadmap

We have established long-term CO₂ reduction targets and are carrying out systematic research and development based on those targets. Opinions vary with regard to the levels at which average global temperature and CO₂ concentration need to be kept. Based on the IPCC's Third Assessment Report, our working assumption has been that it is necessary to stabilize atmospheric CO₂ at less than 550 parts per million in order to keep average temperatures from rising more than 2 degrees Celsius. To achieve this, the automotive industry should consider reducing "well-to-wheel" CO₂ emissions for new vehicles by 70% in 2050 compared with levels in 2000. This would include emissions generated from the extraction of crude oil through refinement and delivery to customers as fuel, as well as fuel consumption during operation. (The latest scientific findings in the IPCC's Fourth Assessment Report, issued in November 2007, suggest that further reductions may be necessary.)

If we consider the potential for CO₂ reductions that can be achieved with the various vehicle power sources, we believe that it should be possible to reduce CO₂ emissions from gasoline engines another 30%. Over the short and medium term, therefore, the focus of CO₂ reduction efforts will be on enhancing the fuel efficiency of engines. Diesel engines produce less CO₂ than gasoline engines, and we are aiming to make further improvements in their emission levels. We are also developing combustion-engine and hybrid vehicles that can use biofuels.

Over the longer term, it is unlikely that the 70% CO₂ reduction target can be met without the spread of electric-powered vehicles, such as electric and fuel-cell vehicles, and the use of renewable energy as a source of power for them. In our medium-term business plan, Nissan GT 2012, we have set the target of making Nissan the leader in zero-emission vehicles. We have already begun cooperating with many government and local bodies, and are discussing infrastructure development and other ways of promoting the use of these vehicles.

Long-Term CO₂ Reduction Goals



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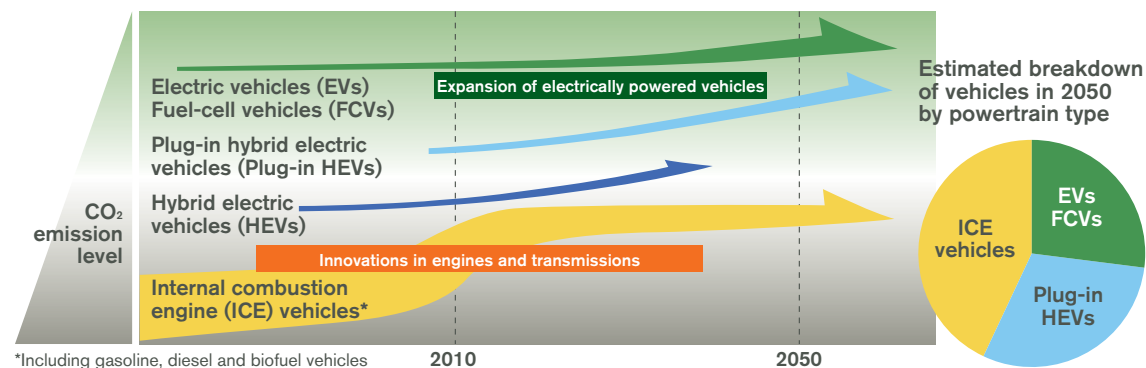
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Nissan's "Four Rights" Philosophy

To steadily reduce CO₂ emissions, we aim to provide effective technologies at prices customers can afford and to spread these technologies widely with a focus on their total contribution. Our basic approach to introducing technology is the "four rights"—providing the right technology, at the right time, in the right market and at the right value to the customer.

Based on these four rights, we are working to raise the efficiency of gasoline engines to the highest possible level, while moving ahead with the development and launch of electric and fuel-cell vehicles as the zero-emission vehicles of the future. We believe it is one social obligation of a global automaker to provide technology that has true value while meeting the diverse needs of customers and society.

Nissan's Powertrain Roadmap



*Including gasoline, diesel and biofuel vehicles

An Integrated Approach to Reducing Emissions

We approach CO₂ reductions during vehicle operation from the three perspectives of vehicles, drivers and the driving environment. CO₂ emissions during vehicle operation change depending on vehicle performance and type of fuel, as well as on driving technique and road conditions. We therefore seek not only to improve our vehicles, but also to conduct educational activities and introduce technology that supports eco-driving habits by our customers, and to improve the traffic environment in coordination with local and national governments and other industries.



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Supporting Our Customers' Eco-Driving Practices

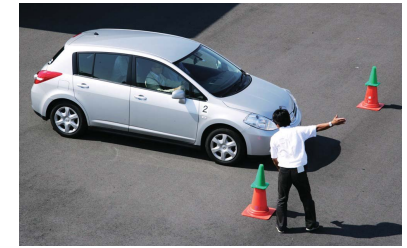
Nissan is conducting activities to encourage more drivers to adopt eco-driving habits. In September 2008 we held an eco-drive training session during CEATEC Japan 2008, a comprehensive exhibition of advanced IT and electronics. This was an opportunity to raise general environmental awareness. Participants received eco-driving advice from professional drivers, and we introduced the "Eco Pedal" system, a world-first technology to support more efficient driving.

In addition, during a training session for corporate customers on the Grandrive test course, participants learned how to increase fuel efficiency by up to 20%. The event, which included practice driving on the course and eco-driving advice from Nissan employees, earned much praise from participants.

Elsewhere, we are conducting in-house eco-driving activities in which employees report their own mileage and compete in low fuel consumption driving.

Clean Diesel Vehicles for the Japanese Market

Together with our Alliance partner Renault, we are conducting research for technologies to reduce CO₂ emissions, and increasing our shared and joint development of platforms, engines and transmissions. The X-TRAIL 20GT, equipped with a clean diesel engine based on the M9R engine jointly developed by the two companies and incorporating original Nissan technology, was launched on the Japanese market in September 2008. This is the first vehicle in the world to comply with Japan's strict 2009 Emission Regulations, which will be applied to gasoline and diesel vehicles sold in Japan from October 2009.



Our Grandrive test course hosted an eco-driving training session.



Exhaust from clean diesel engines does not stain cloth placed over the exhaust pipe.

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REDUCING CO₂ THROUGH PRODUCTS AND TECHNOLOGIES

A 70% Reduction by 2050

To address global warming it is said that atmospheric CO₂ concentration will need to be kept below 550 parts per million in 2050. In pursuit of this we have set a target of reducing CO₂ emissions from vehicles by 70% by 2050, for which we are taking various approaches in our efforts toward this goal. At Nissan we disclose fuel-consumption data for our vehicles in accordance with the measurement standards of each country, and also set in-house standards for average real-world fuel economy that combines a mix of city, highway and heavy-traffic road conditions to be used as an index for improving fuel efficiency. We also calculate the companywide averages for fuel consumption in Japan and North America, and for CO₂ emissions in Europe, according to the number and type of vehicles shipped each year. This helps us set targets to meet regulatory standards in each region and to reduce overall CO₂ emissions. The graph at right shows the average annual CO₂ emissions of new Nissan cars sold in the Japanese, U.S. and European markets based on actual shipments.

Becoming a Leader in Zero-Emission Vehicles

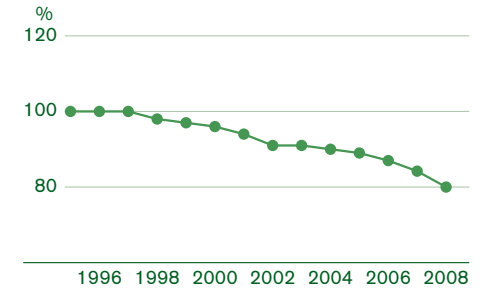
Nissan's Zero-Emission Approach

The ultimate long-term strategy for automakers to protect the environment and create new demand is to develop zero-emission vehicles, which have essentially no environmental impact while being driven. Renault and Nissan place the introduction and widespread marketing of electric-powered vehicles with zero emissions at the center of their Alliance strategy, and in its medium-term business plan, Nissan GT 2012, Nissan has committed to becoming the leader in zero-emission vehicles.

Our New Electric Vehicles

Electric vehicles that run on a battery-powered motor are one type of zero-emission vehicle that emits no CO₂ during operation. At Nissan we sold our first electric car in 1947, and since the 1960s we have been actively developing them, giving us experience in introducing and marketing a large number of these vehicles. We plan to launch a car designed and engineered as an electric vehicle from the start in Japan and the United States in 2010 and mass-market it globally in 2012. We are looking into the development of multiple lineups in the years after that.

Sales-Weighted Average CO₂ Emissions of New Passenger Cars (Japan, EU, USA)



The Hypermini, an EV model launched in 2000



Our Pivo 2 concept car, unveiled at the 2007 Tokyo Motor Show



EVs are now in development using test cars.

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Technologies to Popularize Electric Vehicles

Nissan was early to focus energy on the development of the motors, batteries and inverters that form the core technology for electric-powered vehicles. Today we are working toward achievement of the targets we set out in the Nissan Green Program 2010, intensifying development efforts to bring our technologies closer to practical application and to further reduce costs. In 2007 we cofounded the Automotive Energy Supply Corporation (AESC), a joint venture with NEC Corp. and NEC Tokin Corp. for the production and supply of compact lithium-ion batteries. The batteries the company develops will be used in hybrid and fuel-cell vehicles as well as electric vehicles.



Nissan teamed up with NEC and NEC Tokin to form Automotive Energy Supply Corp., a manufacturer and vendor of Li-ion batteries.

Steps to Promote Zero-Emission Mobility

Increasing the use of zero-emission vehicles is something no single company can do on its own. The wide adoption of the vehicles requires that the cars be economical to use and that the societal infrastructure be in place to support their use. As of June 2009, the Renault-Nissan Alliance has begun work toward rolling out zero-emission cars in Israel, Denmark, Portugal, the Principality of Monaco, the United Kingdom, France, Switzerland, Ireland, China and Singapore. In Japan, we are working with Kanagawa Prefecture and the city of Yokohama, and in the United States, we are in talks with state governments in Tennessee, Oregon, California, Arizona, Washington and North Carolina, with the goal of promoting zero-emission mobility and creating the required infrastructure.

Messages from Our Stakeholders

Working with Nissan for an Electric Future



Shigefumi Matsuzawa
Governor
Kanagawa Prefecture (Japan)

Electric vehicles (EVs) are a promising technology for conservation of the environment and resources. Still, there are various issues to be addressed, including the costs of implementation and development of power-source infrastructure. Consequently, Kanagawa Prefecture has announced a package of EV promotion measures including special benefits for EV users. The aim is to have 3,000 electric vehicles operating in the prefecture by 2014.

I have great confidence in the positive steps we are taking to develop and promote EVs along with Nissan, a world leader in environmental technologies based right here in Kanagawa, where it has also cooperated as a member of the Kanagawa EV Promotion Council. In the future I hope to work together on projects like the construction of a network of battery-charging stations, thereby creating a "Kanagawa model" for EV promotion to share in Japan and around the world.

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Cooperating on Next-Generation Traffic Systems

In March 2009, the Renault-Nissan Alliance reached an agreement with the city of Yokohama for the Yokohama Mobility "Project ZERO," a five-year joint plan to realize an Environmental Model City promoted by Yokohama. Cooperative efforts by this partnership will seek to spread eco-driving practices, experimentally test a road guidance system to alleviate congestion and increase the use of electric vehicles.

Nissan is also undertaking joint research with the University of Tokyo on automobile traffic that promotes coexistence with both urban spaces and the environment, and has obtained the university's cooperation for evaluation of current action items and dissemination of information. The city of Yokohama, along with other regions around the world with which the Alliance has already concluded similar partnerships, is scheduled to be one of the first markets to receive Nissan electric vehicles.



The Alliance and the city of Yokohama have agreed to work together on next-generation transportation systems for zero-emission vehicles.

Messages from Our Stakeholders

Real Progress Toward a Low-Carbon Future



Hiroshi Nakada
Mayor
Yokohama City (Japan)

The City of Yokohama, as an Environmental Model City leading international society, is promoting the shift to a low-carbon society, aiming to reduce the CO₂ emissions per capita of its residents by more than 30% by 2025. In order to curb global warming, it is important to secure the citizens' active participation in our endeavors and to expand their accomplishments both within the country and overseas. As part of this action plan, we have teamed up with Nissan to launch the Yokohama Mobility "Project ZERO" starting in 2009. The project will combine our knowledge to achieve a sustainable lifestyle through a new transportation system offering lower carbon intensity and enjoyable, rich mobility as a practical and effective transportation measure, which is particularly important for a low-carbon society. While taking the lead through the transmission of the "Yokohama Model" born from this endeavor, we also seek to establish the presence of both Yokohama as a chosen city and Nissan as a chosen company in the low-carbon age.

This year marks the milestone 150th Anniversary of the Opening of the Port of Yokohama. In the midst of the commemorative event EXPO Y150, the "Nissan Y150 Dream Front & Super Hi-Vision Theater" will give its visitors hope for the future. We would like to take advantage of the opportunity provided by the festivities as we work hand-in-hand with Nissan to improve the sustainability of our planet.

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Putting FCVs on the Road

Fuel-cell vehicles (FCVs) run on electricity generated from hydrogen and oxygen, and are another zero-emission vehicle that emits no CO₂ or other exhaust gases. The only substance emitted during driving is water. Nissan began limited leases of fuel-cell vehicles in Japan in 2003. In December 2008, we delivered an X-TRAIL FCV to the city of Nikko in Tochigi Prefecture, known for Toshogu Shrine and other UNESCO World Heritage Sites. The X-TRAIL FCV has an original, Nissan-developed fuel-cell stack with maximum output of 90 kilowatts, giving maximum speed and acceleration performance equivalent to that of a gasoline engine. The vehicle will be used in junior high school science classes and to promote tourism.



This X-TRAIL FCV is on the road in Tochigi.

Nissan's High-Capacity Fuel-Cell Stack

We have developed a new fuel-cell stack that puts out about twice the power of conventional stacks, and we began vehicle tests at the end of 2008. This fuel-cell stack features a new thin, metallic internal separator and an improved membrane between the hydrogen and oxygen elements. This improves output from 90 kilowatts to 130 kilowatts while reducing the stack in size to about three-fourths of a conventional unit, meaning that a high-capacity stack of the same volume as a conventional fuel cell can generate about twice the output and can power larger vehicles. We have also reviewed the electrode catalyst layer structure, achieving reductions in the amount of precious metal used and improvements in durability.



We are now testing vehicles using a fuel-cell stack with twice the power output of conventional stacks.

The World's First Automotive SiC Inverter

The size of the inverters that control the electricity in electric-powered vehicles is limited by layout within the vehicle. Nissan uses silicon carbide (SiC) elements in the diodes that are a major component in inverters, and has developed the world's first small, lightweight inverter for automobiles. We have begun driving tests of this inverter in our X-TRAIL FCV. SiC diodes are a technology that can be applied in electric vehicles and hybrids as well as in fuel-cell vehicles. We consider inverters to be a core technology for electric-powered vehicles, and are working to reduce the size even further by applying SiC elements to the transistors, another main inverter component.

Innovation in Engines and Transmissions

Boosting Sales of CVT-Equipped Cars

Nissan aims to reduce total CO₂ emissions through proliferation of what we believe to be effective technology. Toward this end we aimed to sell more than 1 million vehicles worldwide equipped with continuously variable transmissions (CVTs) by fiscal 2007. In that year we sold 1,088,000 vehicles with CVTs, achieving our target. In fiscal 2008 we sold approximately the same number of CVT-equipped cars for the second year running. In addition, the new Teana introduced in Japan in June 2008 is fitted with an XTRONIC CVT incorporating Adaptive Shift Control (ASC). As a simple



The XTRONIC CVT emblem affixed to our cars

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means to convey our environmental efforts to customers, we have started affixing "XTRONIC CVT" emblems to Nissan vehicles that have power trains with improved environmental performance.

Rolling Out Clean Diesel Vehicles

Clean diesel vehicles are a promising means to bring CO₂ emissions below the levels of conventional diesel vehicles. We began selling the Qashqai fitted with a clean diesel engine in Europe in 2007. Outstanding environmental performance is also seen in the X-TRAIL 20GT. Launched in Japan in September 2008, this is the first vehicle to comply with Japan's 2009 Emission Regulations. The X-TRAIL 20GT won the ANRE (Agency for Natural Resources and Energy) Director-General's award in the 19th annual Energy Conservation Prizes, presented by the Ministry of Economy, Trade and Industry, and the Minister's Prize in the fifth annual Eco-Products Awards presented by the Ministry of Land, Infrastructure, Transport and Tourism.

A Thousand Kilometers Without Refueling

Using the X-TRAIL 20GT, our new clean diesel vehicle that is the first in the world to meet Japan's 2009 Emission Regulations, we successfully took on the challenge of driving 1,000 kilometers without refueling in Hokkaido, Japan. This challenge, undertaken as one part of our eco-driving educational activities, took place over three days starting on October 22, 2008. The driving was done by six test drivers in turns, and the planned road course was covered without refueling. The final driving distance was 1,012 kilometers, over which the vehicle achieved fuel efficiency of 20.6 kilometers per liter. During the drive the team stopped at Nissan dealerships in Hokkaido, where they gave talks and demonstrations on eco-driving to convince people of its effectiveness.

A similar challenge was undertaken in Kyushu, this time with the participation of Nissan employees with no special eco-driving skills in addition to the test drivers. In all they completed 1,306 kilometers without refueling, recording fuel efficiency of 23.9 kilometers per liter.

Introducing Biofuel Vehicles

Biofuels are produced mainly from plant matter, such as sugar cane, corn, and construction waste material. Since they are produced from plants that have absorbed CO₂ during their lives, they do not add significantly to overall CO₂ levels and have been a focus of considerable attention as a renewable energy source. Two main types of biofuel are used for automobiles: bioethanol and biodiesel. All new gasoline-fueled vehicles sold by Nissan worldwide can already run on gasoline with a blend of up to 10% bioethanol (E10). In North America, Nissan markets the Titan FFV and Armada FFV, which can run on 85% bioethanol fuel (E85). In March 2009, we began marketing our flex-fuel Livina, the first Nissan vehicle that can run on any bioethanol blend (E100), in Brazil.



The X-TRAIL 20GT won the Minister's Prize.



平成20年度
省エネ大賞
資源エネルギー庁長官賞
主催:経済産業省

Nissan also garnered an Energy Conservation Prize from the Japanese government.



The X-TRAIL 20GT made it more than 1,000 kilometers without refueling.



Nissan Livina

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Nissan Participates in Biofuel Trials

Nissan took part in the Tokachi E10 trials starting in April 2008 on Japan's northern island of Hokkaido. These trials, part of a grant program by the Ministry of the Environment to promote the development of technologies to combat global warming, were the first in Japan with the aim of spreading the use of E10 fuel, a gasoline mixture including 10% bioethanol. In participating in this project, Nissan developed an E10-compatible vehicle based on the Murano, the first car in Japan to receive official certification from the Minister of Land, Infrastructure, Transport and Tourism as an E10 vehicle. The trial vehicles were used in acquiring vehicle data on actual use conditions. The bioethanol used in the Tokachi trials is made from substandard wheat and sugar beet and has little impact on food supplies. Yet according to our estimates, it has the potential to replace 1% (15,000 kiloliters) of the annual gasoline demand of Hokkaido.



Nissan developed an E10 vehicle based on its Murano for the Tokachi trials.

Support for Eco-Driving Habits

We have developed an accelerator pedal that supports fuel-efficient driving by adjusting the reactive force on the sole of the driver's foot when he or she steps on the accelerator pedal. This "Eco Pedal" system is the first of its kind in the world. If the system detects excessive pressure on the accelerator when the car is accelerating or cruising, it alerts the driver to this by both a fuel consumption lamp and increased pedal pushback. In this way the driver can aim for more fuel-efficient accelerator pedal operation, both visually and through tactile sensation. Our research indicates that this system can help drivers improve fuel efficiency by 5%–10%. We plan to begin introducing the Eco Pedal on new models starting in 2009.

Testing ITS to Support Eco-Driving

Eco-driving is an immediate and effective means of helping to reduce CO₂ emissions. From September 2008 through March 2009, we tested our Eco-driving Support Service, which aims to promote the driving practice through Intelligent Transport Systems (ITS). Our Eco-driving Support Service uses Nissan's Carwings information service for car navigation, which offers advice and information on Eco-driving and which won the ANRE (Agency for Natural Resources and Energy) Director-General's award in the 18th annual Energy Conservation Prizes in Japan. The service analyzes and diagnoses the driving conditions of individual drivers and provides specific advice on fuel-efficient driving methods via the Internet. In this testing we will evaluate the effect of eco-driving support and drivers' reactions to it; findings will be reflected in the Carwings service in the future.

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Carbon Offsets with the March Collet

Nissan became the first automaker in Japan to conduct carbon offset activities through sales of its vehicles, using the March Collet that went on the market in May 2008. The concept of carbon offsets is that combining CO₂ emissions with activities to reduce CO₂ can potentially cancel the effect of those emissions. For every March Collet sold we pledged one ton of carbon credits, thus allowing customers to participate in CO₂ reduction activities through the purchase of a vehicle. One ton of CO₂ offset is equivalent to the emissions from driving this vehicle about 8,000 kilometers. Thanks to our customers' support, this has allowed us to write off 11,134 tons of emissions in Japan. It is Nissan's hope that activities like these will not only contribute to the achievement of Japan's greenhouse gas reduction targets set under the Kyoto Protocol, but also serve as an opportunity to raise customers' interest in environmental activities.



March Collet

Our Parallel Hybrid System

Nissan plans to launch a rear-wheel-drive hybrid car combining a gasoline engine and electric motor in the Japanese and North American markets in 2010. The experimental vehicle, announced to the public in August 2008, is fitted with a parallel-powertrain hybrid system developed by Nissan. This system connects a motor, which handles both propulsion and regeneration, directly with the engine and transmission using two clutches. It provides both high power and responsive acceleration. This hybrid vehicle is fitted with a high output lithium-ion battery that gives efficient energy output during acceleration and energy accumulation during deceleration, contributing to both acceleration performance and fuel efficiency.

REDUCING CO₂ IN OUR BUSINESS ACTIVITIES

Cutting Emissions at Our Global Production Sites

Most of the CO₂ emissions in the manufacturing process are from the consumption of fossil fuels. As a part of the Nissan Production Way (see page 79), we are confronting these issues directly and engaging in a variety of energy-saving activities in manufacturing our vehicles. In the area of production technology, this includes the introduction of highly efficient facilities, improved production methods and the use of energy-efficient lighting. In our business offices, fine control of lighting and air-conditioning equipment enables us to operate with lower levels of energy loss. We then share these activities and best practices with our global production sites to promote lower CO₂ emissions.

We have also started to utilize renewable energy sources appropriate to the location of each plant site. Since 2005 we have installed 10 power-generating wind turbines on the grounds of Nissan Motor Manufacturing (UK) Ltd., which together provide about 7% of the electricity used at the entire site. In Japan, Nissan Motor Company is participating in the city of Yokohama's Y-Green

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Partner program for wind power generation. We are also adopting solar energy; Nissan Motor Iberica, S.A. in Spain has set up solar energy panels and Nissan Mexicana, S.A. de C.V. in Mexico has installed facilities to produce hot water by solar power. Nissan's target is to reduce CO₂ emissions by 7% below the fiscal 2005 level by fiscal 2010 as measured by "CO₂ emissions per global vehicle" (total emissions generated from global Nissan vehicle manufacturing sites divided by the total Nissan vehicle production volume). To achieve this, we are promoting CO₂ emission reduction activities and introducing Japan's cutting-edge energy conservation technology at our plants worldwide, while our plants in all countries also learn and share best practices with each other. CO₂ emissions per vehicle in our global manufacturing sites for fiscal 2008 were approximately 0.63 tons, a 10% reduction from the fiscal 2005 level.

Nissan's New Painting Technologies

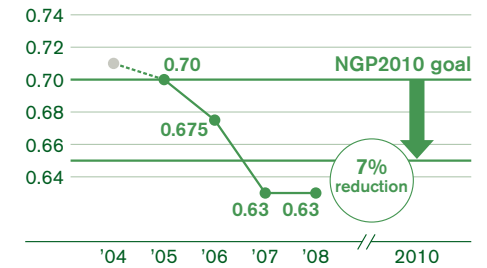
We have developed a new painting technology to potentially reduce the environmental impact of our painting lines by half. This new technology controls paint particles at the micron level, covering large surfaces all at once to achieve painting that is twice as fast and uses half the equipment of conventional lines. The environmental impact from exterior body panel painting facilities is reduced by as much as 50% compared to conventional plants. On automobile painting lines, air conditioning used in the production process accounts for about one-fourth of the energy for the entire process. In addition, the use of environmentally friendly water-based paint requires increased energy use to evaporate the water. The adoption of our new painting technology makes it possible to reduce the size of the plant itself, significantly cutting energy use and helping to reduce CO₂ emissions. Volatile organic compounds (VOCs) are also reduced, with waste paints and cleaning solvents cut considerably. We plan to gradually roll out this technology across our global production sites.

More Efficient Transport and Modal Shifts

For Nissan, which has markets and production sites around the world, transport efficiency is an important way to reduce our environmental impact. Distribution can be made more efficient through two major approaches. One is to raise the loading ratio, by increasing the amount that is carried at one time and decreasing the number of shipments; the other is to shift the transport mode from trucks to ships or trains, which emit less CO₂. At Nissan we are working to reduce CO₂ emissions through an integrated approach.

In 2008, CO₂ emissions from activities related to distribution amounted to about 88,000 tons in Japan. Overall, there was a decrease of 23,000 tons of CO₂ from the previous year. We are now moving to monitor and control CO₂ emissions from transport in North America, Europe and other regions as we do in Japan.

Global CO₂ Emissions per Vehicle
(t-CO₂/vehicle produced)



*2004 figure is per vehicle emissions for major global production plants.

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Moves to Improve Loading Ratios

Nissan has been sending its own trucks to take delivery of needed parts from suppliers since 2000, making it the first Japanese automaker to do so. This has enabled us to “visualize” waste during transport that had been hidden in the past. We have worked with suppliers to optimize the frequency of deliveries and transport routes and to improve packaging specifications, or the “mode of packaging.” The result is better loading ratios and reduced truck runs. We have already introduced this approach in China and Thailand, and we plan to adopt it at a new plant currently under construction in India as well.

In Europe, we are conducting joint shipment of parts and completed vehicles in cooperation with our Alliance partner Renault. In joint shipments by ferry across the English Channel we have also linked up with other automakers to further improve transport efficiency.

A huge number of parts of many different materials and shapes go into an automobile. We therefore put much effort into devising efficient modes of packaging. We have developed an original program to cultivate packaging design engineers, and we are now training them at production sites in Japan and other countries. As of the end of March 2009, 26 people from nine countries had completed this training. These specialists are contributing to further improving transport efficiency at the global level.

Streamlining Shipping with Modal Shifts

To increase transportation efficiency and reduce CO₂ emissions, we have reviewed our transport methods and are undertaking a modal shift from truck to maritime and rail transport. Some 60% of our completed vehicles in Japan are transported by sea. Parts shipments from the Kanto area to our Kyushu Plant are nearly all by rail and ship. The Japanese Ministry of Land, Infrastructure, Transport and Tourism has recognized Nissan as an outstanding enterprise for this modal shift to sea transport.

At our overseas sites, transport methods are selected to best match the local geographical conditions. In China, barge and rail transport have been used from an early stage for parts shipments to inland plants. We are also shifting from truck to rail and ship for completed vehicle transport, depending on the destination. In Mexico we are increasing the proportion of completed vehicles that are transported domestically by rail.



Our modal shift to rail transport is helping us to reduce CO₂ emissions.

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Measures at Our Dealerships and Offices

We are currently working to upgrade the Nissan Green Shop program implemented throughout Japan to introduce comprehensive CO₂ management measures at our dealers. In fiscal 2008, based on Nissan Green Program 2010, we began managing CO₂ emissions from the business activities of Nissan dealers.

The Nissan Advanced Technical Development Center (NATC) in Atsugi, Kanagawa Prefecture, was completed in May 2007. This center received the top "S" ranking from IBEC, the Institute for Building Environment and Energy Conservation, a third-party rating agency for Japan's Ministry of Land, Infrastructure, Transport and Tourism. This ranking is given under the Ministry's Comprehensive Assessment System for Building Environmental Efficiency, or CASBEE. The "S" ranking was also given in October 2008 to Nissan's new corporate headquarters, which is scheduled for completion in 2009, certifying it as an office building that conforms to the highest level of environmental performance in Japan. CASBEE forms part of the Japanese government's efforts to fulfill its obligations under the Kyoto Protocol by promoting energy-saving structures, and Nissan is helping Japan to meet its national environmental targets.

We have also begun managing CO₂ emissions from corporate activities at European business sites and the new Nissan North America headquarters in Tennessee, which was built with consideration for its environmental impact ahead of the global headquarters in Japan. We plan to strengthen our management of CO₂ emissions in many more countries and regions in the future.

Using Less Energy at Nissan Dealerships

Nissan dealerships in Japan have begun putting heat insulating film on windows to reduce the amount of energy used in air conditioning. Most showrooms have large windows so that the vehicles on exhibit can be seen from outside, and much energy is consumed in regulating the room temperature because of the low heat-insulating properties of the glass. All Nissan dealerships in Japan taken together emit an amount of CO₂ equivalent to that of a major production plant. To reduce energy consumption, we have been using the insulating film first in showrooms where its effect is predicted to be greatest, and will gradually expand the use of this film among other Nissan outlets.



Nissan's new Yokohama headquarters will be an eco-friendly facility.



The Nissan Advanced Technical Development Center in Atsugi, Kanagawa Prefecture



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Protecting the Air, Water and Soil

The Challenge of Manufacturing Cleaner Cars

Our lives depend on a balance within the ecosystem composed of such elements as the air, water, soil and other living beings. In order to hand down a healthy global environment to future generations, Nissan is making efforts to help reduce the environmental effects of our vehicles throughout their lifecycles. We are making this approach a new part of our values as we continue to develop and champion a wide range of environmentally friendly technologies.

Adding New Value to Nissan Vehicles

We have been quick to develop vehicles that meet or exceed various environmental protection regulations in the countries where we do business. Examples include vehicle exhaust regulations and restrictions on materials that can impact water or soil quality when vehicles are disposed of, and targets for the reduction of volatile organic compounds (VOCs) in vehicle cabins. We have made significant progress in reducing the amount of nitrogen oxide (NO_x) and non-methane hydrocarbon (NMHC) in vehicle emissions. Today, in Japan emissions from our U-LEV (Ultra-Low Emission Vehicle) models* are 1/100 of the level permitted in the early 1970s, while our SU-LEV (Super Ultra-Low Emissions Vehicle) models** are under 1/250 of the early 1970s level. While continuing to share the pleasure and richness of driving with our customers through the cars we provide to them, we are actively tackling the challenge of technological innovation that lets us add the new value of environmental performance to our products.

*U-LEV: 50% less NO_x and NMHC than the level prescribed in the 2005 emission standards

**SU-LEV: 75% less NO_x and NMHC than the 2005 emission standards level



SU-LEV sticker



U-LEV sticker

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Societal Demands for Environmental Quality

The impact of automotive products on the environment comes primarily in the usage stage in the form of emissions. Countries around the world are implementing stricter regulations covering these exhaust emissions. Euro4, the European Emissions Standards Level 4, went into effect in Europe in 2005, and the follow-up Euro5 standards are coming into effect in 2009; in the United States, the Environmental Protection Agency's Tier 2 or California Air Resources Board's Zero Emission Vehicle (ZEV) requirements regulate vehicle emissions in that country; and Japan is now implementing its 2009 Emission Regulations. In particular, governments are expected to bring the regulations on diesel vehicles, which offer an effective means of reducing CO₂ emissions, into line with those now covering gasoline vehicles. In addition, China and other emerging countries are now moving toward closing the time lag in implementation of exhaust regulations as stringent as those seen in Japan, Europe and North America.

To help minimize the release of formaldehyde, toluene and other VOCs in vehicle cabins, the Japan Automobile Manufacturers Association has launched a voluntary program that calls for all new models launched in Japan from April 2007 to meet standards set by the Japanese Ministry of Health, Labor and Welfare for concentration levels of 13 compounds in vehicle interiors.

Furthermore, controls on the environmental impact of substances are being strengthened in countries around the world. Examples include the European End-of-Life Vehicles (ELV) Directive and the European Commission's Registration, Evaluation, Authorization and Restriction of Chemicals (REACH) Regulation, which went into force in June 2007.

We are progressively implementing and carrying out measures to address these issues as we expand our business globally, responding to the demands of society to reduce our environmental impact as much as possible.

Reducing Impact Throughout the Vehicle's Life

Nissan believes that the timely delivery of vehicles equipped with effective environmental technologies at an affordable price is connected to reducing environmental impact. As such, we work to reduce environmental impact throughout the entire vehicle lifecycle, from development and manufacturing to usage and disposal. In the design and development stage we utilize top-level catalytic technologies to develop cleaner vehicles.

As our procurement network for parts and materials expands globally, we have decided to standardize our environmental initiatives, producing the Nissan Green Procurement Guidelines. In fiscal 2008 the guidelines were adopted by our suppliers in Europe; they are now being put into operation. By sharing Nissan's corporate philosophy and environmental action plan with suppliers, we are working to build an environment management structure for reducing environmental impact all the way up the supply chain.

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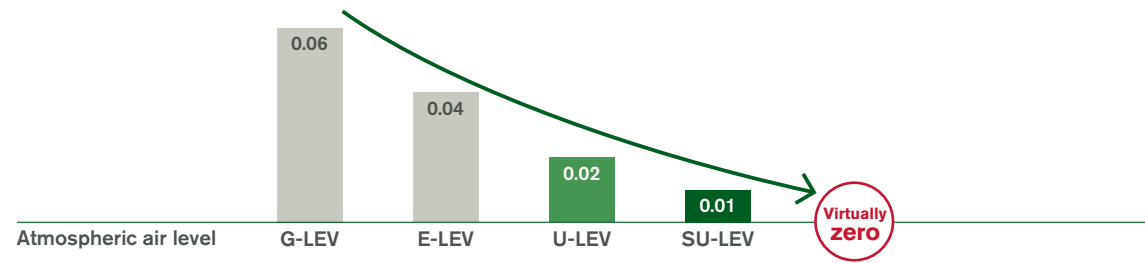
PROTECTION WITH OUR PRODUCTS AND TECHNOLOGIES

Manufacturing with Future Standards in Mind

Nissan proactively sets strict regulations and targets for the design and production of its vehicles with the aim of making them more environmentally friendly. Our Sentra CA, released in the United States in January 2000, was the first gasoline-powered car in the world to receive Partial Zero Emissions Vehicle (PZEV) certification in compliance with the emissions requirements of CARB, the California Air Resources Board. PZEV vehicles must meet the zero evaporative emission regulations as well as have an on-board diagnostic (OBD) system that warns of problems with the catalytic converter or other emission-control systems. Our Bluebird Sylphy, released in Japan in August 2000, became the first vehicle to gain certification from the Ministry of Transport (now the Ministry of Land, Infrastructure, Transport and Tourism) as an Ultra-Low Emission Vehicle (U-LEV). In 2003 this model became Japan's first to receive SU-LEV certification as a Super Ultra-Low Emission Vehicle, with emissions at roughly half the level of U-LEVs. As of the end of February 2009, over 85% of all Nissan gas-powered vehicles sold in Japan are SU-LEVs.

Nissan has set itself the ultimate goal of emissions as clean as the atmosphere, and we are continuing research and development in this direction with the aim of bringing to market as early as possible vehicles that are compliant with exhaust emission regulations in each region where we do business.

Exhaust Emissions Reductions and Future Target for LEVs (NOx and HC) [g/km]



Major Nissan Models Certified in Japan as SU-LEVs



Cube



Serena



Dualis



Lafesta



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• Nissan's World-Class Catalytic Technology •

We have long been one of the world leaders in the movement toward cleaner emissions, starting with our action to meet the requirements of the U.S. Clean Air Act of 1970, and including the world's first PZEV certification and Japan's first U-LEV certification. In May 2006 we reached our goal of earning SU-LEV certification for 80% of our gasoline-powered passenger vehicles sold in Japan. As of the end of February 2009, this figure had risen above 85%. The Nissan Tiida, which is marketed in Beijing, China, cleared the Euro3 emission standards that the Beijing government adopted in 2005. The Sylphy followed with certification for meeting Euro4 standards. We were also one of the first automakers to receive certification from the Beijing Environmental Protection Bureau for our OBD system. In Europe, too, we moved steadily ahead with programs to comply with Euro4 regulations, introducing qualifying vehicles in 2003, well ahead of the 2005 introduction of the new rules. Nissan plans to continue leading the industry in meeting global environmental quality standards.

• Bringing Clean Diesel Vehicles to Market •

Nissan aims to stay ahead of the regulatory curve in the field of cleaner exhaust emissions with the development of new clean diesel vehicles equipped with such technologies as diesel particulate filters (DPFs) that trap and remove the substances that make up dark fumes, NO_x-absorbent catalysts and oxidation catalysts. The Qashqai SUV, which we released in Europe in 2007, clears the Euro4 standards. In September 2008 we launched the X-TRAIL 20GT as the world's first clean diesel vehicle to meet Japan's 2009 Emission Regulations, which are among the strictest in the world.

World's First Ultralow Precious Metal Catalyst

Nissan is the first automaker in the world to put into practical use an "ultralow precious metal catalyst" for gasoline vehicles that uses only half the precious metals of conventional catalysts. The new 2008 model Nissan Cube incorporates this technology. Exhaust-cleaning automotive catalysts use such metals as platinum to facilitate chemical reactions that convert the nitrogen oxide (NO_x), carbon monoxide (CO) and hydrocarbon (HC) in exhaust gases into less harmful byproducts. Controlling the use of large quantities of limited and costly precious metals, however, was a major technological obstacle. The Cube reduces the use of precious metals in the underfloor converter from 1.3 grams to 0.65 grams, achieving the same level as SU-LEV models. Plans call for the catalyst to hereafter be gradually incorporated in new compact models released in Japan.



The ultralow precious metal catalyst uses valuable materials more efficiently.

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Our High Voluntary Standards

In an effort to reduce the release of environment-impacting substances, Nissan has established voluntary standards to meet the environmental regulations enacted in countries where it does business. We are working on a global basis to prohibit or limit the use of four heavy metals (mercury, lead, cadmium and hexavalent chromium) and polybrominated diphenyl ether (PBDE) flame retardants in all new models launched from July 2007 onward. We are also reconsidering the parts and adhesives used in the seats, door trim, floor carpets and other parts of our vehicle cabins with the aim of reducing in-cabin volatile organic compounds (VOCs).

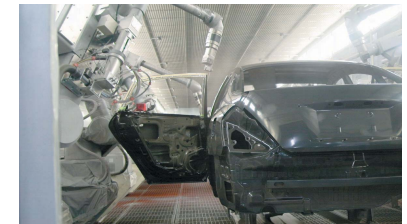
PROTECTION IN OUR BUSINESS ACTIVITIES

Reducing the Environmental Impact of Production

Nissan has taken a thorough approach to establishing a management system and usage standards to control environment-impacting substances in the manufacturing process, and is actively engaged in activities to reduce both usage and emissions of such substances. Keeping in step with the globalization of markets and parts procurement channels, we have instituted voluntary standards worldwide that are more stringent than the regulations in the countries where our main plants exist as we work together with our suppliers to reduce the use of environment-impacting substances. For example, Japan revised its Air Pollution Control Law in fiscal 2006, outlining new requirements for VOCs to be met by fiscal 2010. Nissan has already complied with these requirements by switching to water-based paints that include minimal amounts of VOCs, as well as by reducing the amount of paint and thinner used and collecting leftover materials, thereby improving production efficiency.



We brought cabin VOC concentrations below guideline values set by the Ministry of Health, Labor and Welfare in the Bluebird Sylphy.



A Kyushu Plant line switched to water-based paint, producing less VOCs.



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Toward Sustainable Recycling of Resources

Giving New Life to Resources

Nissan operates on a global scale, manufacturing and marketing its cars all around the world and utilizing resources in a variety of forms. In line with our basic stance of treating resources as limited, and believing that they should be used as efficiently as possible, we are working to make effective use of resources at every stage of our vehicles' life cycle. In this way, we hope to continue contributing to the enrichment of people's lives with sustainable mobility.

• Sustainable Resource Use Around the World •

The average passenger vehicle, which weighs from 1 to 2 tons, is constructed of finite materials, including iron, aluminum, copper and synthetic resin. It also consumes fossil fuels once it is on the road. Nissan is keenly aware of the importance to its business of making effective use of all resources, no matter how common or rare they may be.

Nations around the world are taking steps to boost efficient resource usage. Japan and the countries of the European Union were among the first to regulate automobile recycling; the End-of-Life Vehicles (ELV) Directive came into effect in Europe in 2000, followed by an Automobile Recycling Law in Japan that came into force in 2005, promoting the creation of better recycling systems.

Korea also brought into force a law mandating ELV recycling in 2008. Moreover, preparations are being made in China and other developing economies to cope with the expected dramatic increases in ELVs accompanying rapidly rising car sales there. Nissan is taking its own independent measures and making every effort to promote resource recycling globally, using the methods best suited to each area in which we do business.

• The Global Nissan Recycling Way •

The Global Nissan Recycling Way is a guideline that we constantly keep in mind as we consider ways to recycle and implement them. Our basic approach in identifying and resolving issues is to employ the "three Rs"—reduce, reuse and recycle. Essentially, we aim to reduce the use of

• The Global Nissan Recycling Way



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substances that will end up as waste, reuse what we can and recycle materials whenever possible. This is done throughout a car's life cycle, which we have separated into four stages: development, production, sales and service and end-of-life.

Responding quickly to Japan's Automobile Recycling Law, which set a 95% recovery rate as the target to achieve by 2015, Nissan moved its own recycling target up by five years, incorporating it into the Nissan Green Program 2010 (NGP2010). We hit this target in fiscal 2006, four years ahead of NGP2010 and nine years ahead of the legal requirement. We are now aiming to reach this 95% target on a global basis.

At the development stage, Nissan vehicles are designed to reduce their use of environment-impacting substances and make them easier to recycle, with consideration even to the point of reducing automobile shredder residue, or ASR, created during recycling. To reduce reliance on nonrenewable resources, we also give consideration to the use of recycled plastics and other materials, as well as renewable biomaterials. Material reclaimed from bumpers exchanged in repairs is recycled for use in new vehicles. We are also examining the possibility of recycling synthetic resins from ELVs as material for new vehicles, exploring methods to overcome the technical challenge of maintaining their quality.

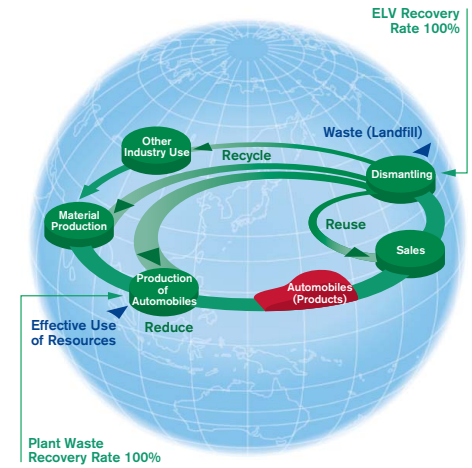
Nissan is working to reduce as much as possible the waste generated during the production phase, while also promoting reuse and recycling. Reused parts provide new value in the sales and service phase. Moreover, we research ways to make dismantling and recycling easier at the end of a vehicle's life. We then share the knowledge and techniques gained in this stage with people involved in the earlier phases of the life cycle to improve the total process. Nissan places particular emphasis on recycling used cars into new vehicles to the greatest extent possible, rather than into other products, without sacrificing material quality.

Through such measures Nissan seeks to achieve its ultimate goal of a 100% recovery rate, the percentage of all byproducts from production and other business activities, including heat exhaust, that is recovered instead of discarded. We hope to expand our resource recycling approach through connections with different groups in society, as well as through partnerships with industries outside our own.

Converting Derelict Bamboo Forests into Automobile Parts

In an effort to reduce resource consumption in automobile manufacturing, Nissan came up with the idea of using bamboo harvested from derelict groves and culled in the process of thinning cultivated groves—a resource that has been difficult to dispose of in Japan—as material for car parts. We are currently working with local governments, universities and parts suppliers to develop techniques for effectively converting bamboo into useful material. This initiative will help us improve our carbon neutrality when the material is incinerated in the vehicle's end-of-life phase by emitting the same amount of CO₂ that the plants absorbed while they grew. It will also let us contribute to resolving the problem of dealing with derelict groves and fostering regional development.

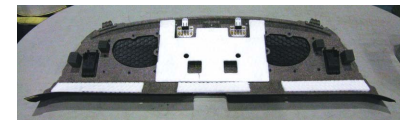
Resource Recycling Flows: Our Ultimate Goals



Harvested bamboo



Bamboo fiber



Vehicle parts

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• DEVELOPMENT: RECYCLING A PART OF DESIGN •

• Design Centered on the Life Cycle •

Making efficient use of all natural resources to produce eco-friendly vehicles is essential to the sustainability of our mobility society. Nissan designs and develops new vehicles from the point of view of the three Rs, taking into consideration the automobile's entire lifecycle, from the design stage until the end of its useful life. We seek to avoid the use of substances that impact the environment and ensure that our products are easy to dismantle and recycle. Since 2005 Nissan has achieved a recoverability rate of 95% or greater for all new models in Japan, and we are focusing development efforts on pushing this rate still higher.

Working together with our Alliance partner Renault, we have created a recycling simulation system called OPERA for use in the early design stages to calculate recoverability rates and recovery costs for new models. This has led to enhanced recycling efficiency from an economic standpoint as well.

• Achieving a 95% Recoverability Rate with the Skyline •



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Turning Bottle Caps into Car Components

Since January 2008 Nissan employees in Japan have been actively participating in a program to collect the caps from plastic bottles discarded at Nissan offices and facilities and some related companies nationwide and recycle them into material for vehicle parts.

As a way of making maximum use of a limited resource, we collaborated with other companies to create a flow for recycling the polypropylene in the caps, a resin used in many vehicle parts, as a material for our vehicles. Beginning in fiscal 2009, the material from these collected bottle caps is being put to use in parts for Nissan cars. Through such activities we are working to create an environment in which employees can demonstrate their personal concern for the environment.



Bottle caps are collected and recycled into vehicle parts.

• PRODUCTION AND DISTRIBUTION: EFFICIENT USE OF RESOURCES •

• Aiming for a 100% Recovery Rate •

Nissan actively promotes measures based on the three Rs in its production processes whenever possible, striving to minimize the waste generated and maximize recycling efficiency by means of thorough sorting of waste. In line with the objectives of our medium-term environmental action plan, NGP2010, we are working to achieve a 100% recovery rate for our operations in Japan and bring this rate to automotive-industry-leading level in each region. Our efforts have paid off; as of the end of 2008 we have achieved this 100% rate at five manufacturing plants, one operations center and three of our affiliates in Japan.

• Packaging and Waste Reduction •

To help preserve forest resources, Nissan has been moving forward with efforts to replace the wooden pallets and cardboard boxes used in parts shipping with units made from such materials as steel and plastic, which can be returned for reuse. We have been working with our Alliance partner Renault since 2001 to standardize and share our returnable pallets, and with the inclusion of China and other Asian markets in this initiative, global standardization is now nearly complete. We are also working with our suppliers to develop and adopt new packaging materials for shock absorbers that are more reusable and recyclable than the paper and plastic now used.

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• SALES AND SERVICE, END-OF-LIFE: RECYCLING AT DEALERSHIPS •

• Dealerships Doing Their Part as Nissan Green Shops •

Nissan has implemented its own Nissan Green Shop environment management certification system in line with ISO 14001 standards at its dealerships in Japan, which totaled some 3,300 outlets belonging to 181 sales companies as of March 2009. Dealers certified as Nissan Green Shops designate officers responsible for environmental issues. These officers maintain dealer compliance with environmental regulations, ensure that ELVs and various forms of waste are disposed of properly, manage all environment-related equipment and carry out communication activities aimed at customers. We regularly conduct internal audits with the aim of improving the quality of operations. In 2008 we newly added measures based on Nissan Green Program 2010 to reduce CO₂ emissions related to sales activities.



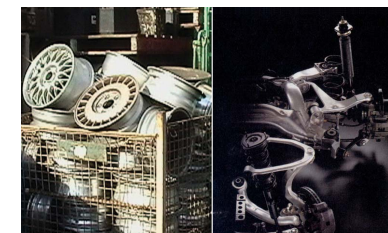
Nissan Green Shops operate throughout Japan.

• Promoting Resource Recycling with Nissan Green Parts •

Parts with the potential for recycling include those reclaimed from ELVs as well as those replaced during repairs. Nissan collects and thoroughly checks the quality of these secondhand parts, and those that receive a passing grade are sold through our sales outlets as Nissan Green Parts. We sell 42 different parts this way, in two categories: reusable parts, which are cleaned and tested for quality before sale, and rebuilt parts, which are disassembled and have components replaced as needed. Sales of these parts in fiscal 2008 reached ¥1.96 billion.

• Recycling Wheel Rims to Save Resources •

Nissan is engaged in a unique recycling program to collect aluminum wheel rims from ELVs and reuse them. While waste aluminum materials are usually recycled into engine parts, we work together with recyclers throughout Japan to collect rims from Nissan ELVs and put the recycled high-grade aluminum back to use in suspensions and other important vehicle parts. Striving to reduce the use of virgin natural resources, we presently collect and recycle around 100 tons of end-of-life aluminum wheel rims each month.



Aluminum recovered from end-of-life wheels is reborn as new suspension parts.

• Research on Efficient Ways to Recycle ELVs •

To optimize processing and improve the recovery rate for ELVs, Nissan carries out experimental studies to develop more efficient ways of dismantling its cars. While such research has until now focused on establishing methods of processing waste oil, waste liquids, lead and other substances that impact the environment, we are presently moving ahead with research aimed at further

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increasing the recovery rate in order to reclaim and reuse valuable raw materials from ELVs. Feedback from the studies has led to improvements in dismantling techniques and has also proved useful to our product design division in choosing suitable materials and designing vehicles that are easier to dismantle.

• Toward Efficient Recycling Throughout the Industry

Japan's Automobile Recycling Law, which was enacted in 2002 and went into force in January 2005, requires automakers to take back and recycle automobile shredder residue (ASR) and airbags, as well as to take back and dispose of chlorofluorocarbons and hydrofluorocarbons (CFCs and HFCs) from their ELVs. As part of its efforts to comply with the law and increase the efficiency of its resource recovery, Nissan joined with 14 automobile manufacturers and other firms to form the ASR Recycling Promotion Team (ART). As a leading member of this team, Nissan is working together with society to improve recycling efficiency throughout the industry.

Nissan's recovery rate in Japan for ASR from April 2008 through March 2009 was 76.7%, more than satisfying the 50% level mandated by the law for fiscal 2010 and even clearing the 70% requirement set for fiscal 2015. We have also achieved an airbag recovery rate of 94.6%, exceeding the legally required 85%, and have recovered and safely destroyed 168,117.9 kilograms of CFCs and HFCs.

• Shredder Residue as a Reusable Resource

Even before the 2002 enactment of Japan's Automobile Recycling Law, Nissan was taking action to recover automobile shredder residue, or ASR. Nissan developed technology to control the temperature of ASR during the heat recovery process, which had been difficult due to the material's high heat index. After modifying the furnace at our Oppama Plant, in fall 2003 we became the first automaker in the world to recover energy from ASR in its own furnace. Since the Automobile Recycling Law went into force in 2005, we have processed about 5,500 tons of ASR annually. With the energy generated in the incineration we create steam used in the vehicle painting process at the factory.

Improved Recycling Efforts in Europe

The European Union's End-of-Life Vehicles (ELV) Directive, enacted in October 2000, requires automobile manufacturers and sales distributors to take back and recover ELVs. With the aim of achieving the 95% recovery rate mandated by the law for 2015, Nissan International S.A. and Renault are cooperating in the establishment of networks for collecting and recycling ELVs and supporting the sales distributors in countries where Alliance synergy effects can be attained.

• Recycling Performance Overview (Apr. 2008-Mar. 2009; Japan)

ASR	Volume Received	132,977.7 t
	Volume Recovered	101,959.2 t
	Recovery Rate	76.7%
Airbags	Volume Received	58,770.9 kg
	Volume Recovered	55,587.3 kg
	Recovery Rate	94.6%
CFCs/ HFCs	Volume Received	168,117.9 kg
	Total Deposits Received	¥6,202,192,794
Total Cost for Recovery, etc.		¥6,158,035,133



• <http://www.nissan-global.com/EN/ENVIRONMENT/CAR/RECYCLE/REGULATIONS/>

For more information on our recycling efforts and compliance, see our website.



Our Oppama Plant is outfitted to recover energy from ASR.



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Responding to Various Environmental Issues

A Responsible Member of an Eco-Aware Society

Nissan's environmental philosophy, "a Symbiosis of People, Vehicles and Nature," sums up its vision for an ideal society. To realize this ideal society we have reviewed the impacts of our products and corporate activities on ecosystems and established three key areas of focus for the environmental efforts that are needed today. Social circumstances, however, change with time. To respond flexibly to those changes, we will continue to identify new issues that must be resolved, with the above philosophy as a cornerstone.

☘ Sustainable Use of Water Resources ☘

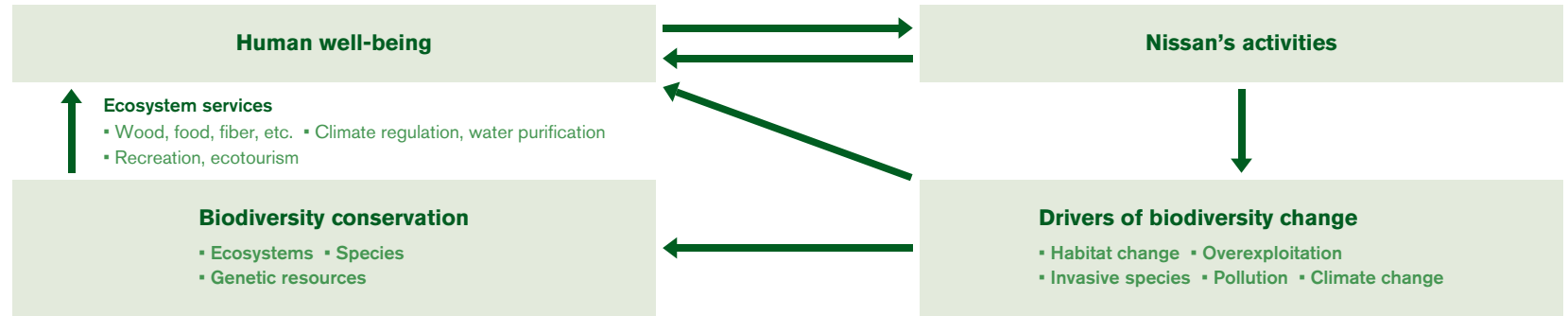
Ensuring environmental sustainability is one of the seven Millennium Development Goals outlined in the Millennium Development Declaration, which was adopted at the U.N. Millennium Summit in September 2000. One of the Environmental Sustainability targets in the Development Goals is to "halve, by 2015, the proportion of the population without sustainable access to safe drinking water and basic sanitation." At Nissan we use water resources in our production processes and elsewhere, and are deeply aware of the importance of this issue. We are working to preserve water resources by reducing our water use and reusing discharged water.

☘ Biodiversity Conservation ☘

Since the Convention on Biological Diversity was adopted at the 1992 U.N. Conference on Environment and Development (Earth Summit), efforts to conserve biodiversity have been made by signatory countries at the national scale. The need for participation by industry was later debated at the ninth meeting of the Conference of the Parties to the Convention on Biological Diversity (COP9) in 2008. At Nissan we define our relationship with biodiversity as below, based on the U.N. Millennium Ecosystem Assessment framework, and are working to identify issues that must be addressed while promoting activities including cooperation with external organizations.

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• The Relationship Between Biodiversity and Nissan



Joint Research with the U.N. University

Nissan hopes to clarify the relationship between ecosystem services (the value produced in society by nature through biodiversity conservation) and the automobile industry. To this end, we have conducted joint research since 2007 with the United Nations University Institute of Advanced Studies, which plays a central role in the U.N. Millennium Ecosystem Assessment. This has included a workshop with experts in the global environmental field in August 2008, where we debated the kinds of ecosystem services that the automobile industry depends on and the kinds of impact the industry is having on ecosystem services. We are now making preparations to present the results of this joint research, including the outcome of the workshop, to the general public.



The August 2008 workshop, held in California, focused on biodiversity issues.

Messages from Our Stakeholders

Joint Research to Achieve Sustainable Growth



Claudia ten Have, PhD

Managing Research Fellow
United Nations University
Institute of Advanced Studies
(Japan)

The United Nations University Institute of Advanced Studies (UNU-IAS) has worked with Nissan since 2007 to assess the relationship between ecosystem services and the automotive sector. The study, initiated by Nissan, has provided opportunities for UNU-IAS researchers and Nissan managers to explore the environmental impact of their operations, extending to their suppliers and customers. We have been impressed by the candor of Nissan's approach, the sincerity of its commitment to augmenting ecosystem services and minimizing resource depletion and its willingness to improve resource usage. To our knowledge, Nissan is the first automaker to engage U.N. expertise to help review its operations from a comprehensive biodiversity and ecosystem services perspective. With each step the company takes to apply and explore new processes, technologies and materials, it is better poised to balance the goal of business growth with its environmental and sustainability commitments.

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Improving Safety

Improving Safety

—Aiming for a Society with No Traffic Accidents



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Message from Our Safety Officer

To achieve the corporate vision of Enriching People's Lives, Nissan pursues a high level of safety for its vehicles. It is only on the foundation of that safety that we can offer the true joy of driving and comfort of riding in Nissan cars. We must think deeply about the role we play toward the realization of a safer automobile society. The goal underlying all our safety development, the eventual reduction of traffic accidents to practically zero, is a challenging one, but we continue our efforts to help one day achieve an accident-free society.

The environment surrounding automobiles is a complex one involving a wide range of problems like traffic accidents, road congestion and environmental issues, and we must make steady progress in tackling each of them. Fatalities and serious injuries caused by accidents remain at a high level in developing nations, although they are declining overall in Japan and other developed markets. Hard work will be required in all the world's regions to bring about safer driving conditions in the future. In considering safety, we do not simply develop technologies for our cars; we take a comprehensive approach that also includes people and even the traffic and societal environment in which vehicles function.

We carry out research and development based on our unique "Safety Shield" concept, a comprehensive approach that includes the concept of helping to keep vehicles and people away from dangerous conditions, thereby reducing the incidence of accidents. Nissan has introduced a number of world-first technologies through this approach: for instance, our Intelligent Pedal supports the driver in maintaining a safe distance between vehicles, while the Lane Departure Prevention system is meant to help reduce unplanned movements out of a traffic lane. Moving forward, we will continue developing these systems to improve their compatibility with a variety of driving conditions, making progress toward the ultimate goal of "collision-free" vehicles.

We are also developing ITS, or Intelligent Transport Systems, which use information and communication technologies to link people, cars and the traffic environment in an effort to help reduce congestion and accidents. ITS examples in use today include Japan's Electronic Toll Collection System (ETC) and VICS, the Vehicle Information and Communication System. I believe that ITS will form the core systems that support the mobility society of the future—a society that will be created only through the concerted efforts of national governments, local communities and companies in all industries. Nissan is working closely with partners in all these fields on joint research and practical testing that will help lead us to our ultimate goal of no accidents.

The achievement of a truly safe automobile society—one where people no longer even give thought to the idea of "safety"—would be my greatest joy as a person involved in the automotive industry. I am proud to be part of Nissan as it works toward its dream of this future mobility society.



Mitsuhiko Yamashita

Executive Vice President
Nissan Motor Co., Ltd.



Nissan's Safety Approach

Toward a Safer Automobile Society

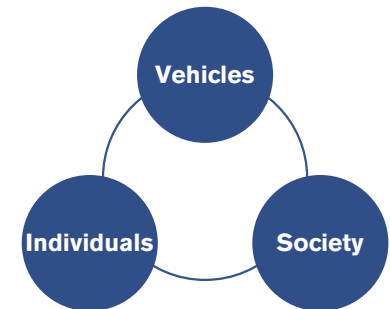
Nissan's goal is to create automobiles that give people a rich and enjoyable driving experience, while at the same time providing peace of mind with their reliability and safety. In addition to working to improve the safety of our vehicles themselves, we are carrying out development of Intelligent Transport Systems (ITS) that can help reduce accidents and traffic congestion and educational activities to help raise the safety consciousness of as many people as possible—not just drivers, but pedestrians and passengers in other vehicles as well. Through these proactive efforts we seek to help realize a society without traffic accidents.

Nissan's Concept of Real-World Safety

Each year around 1 million lives are lost in traffic accidents around the world. In 2008 there were 5,155 accident deaths in Japan. While this was a welcome drop of more than 10% from the previous year, the figure of more than 5,000 deaths is still a tragic one, and continuing steps are needed to help reduce this number still further.

Nissan takes "real-world safety" as a key concept in its activities. We are working to manufacture safe automobiles with the goal of reducing the number of fatalities and serious injuries involving Nissan vehicles to half of the 1995 figures by 2015. According to statistics from the Institute for Traffic Accident Research and Data Analysis, we are making steady progress: in 2007 the number of fatalities and injuries per 10,000 Nissan vehicles in Japan was down by 45% from 1995. We obtain data on traffic accidents from a wide variety of sources, scientifically analyzing it to identify accident causes and trends so that we can more effectively develop our safety technologies.

All of these activities are directed at helping us progress toward the ultimate goal of an automobile society with virtually no accidents leading to death or serious injury.



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

Please see our website for more information on our safety activities.

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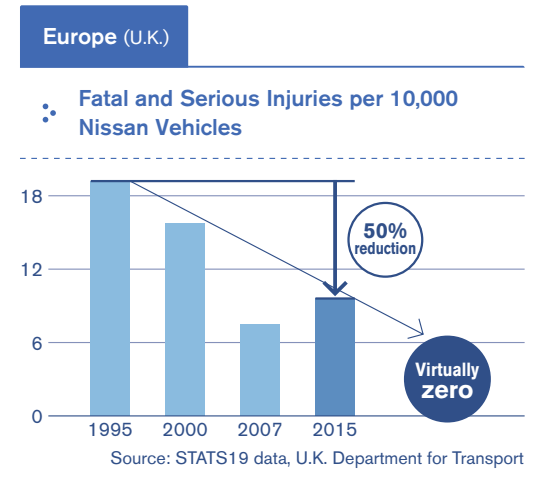
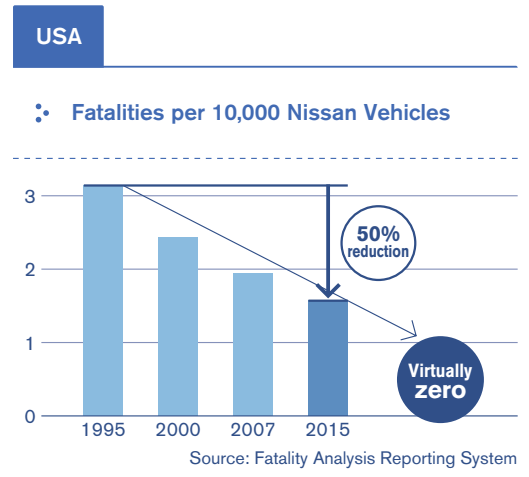
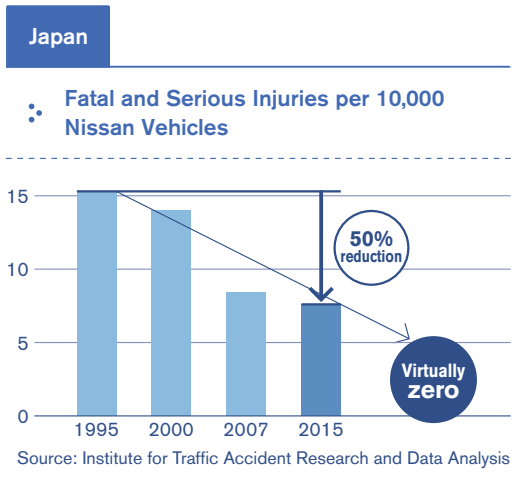
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Safety Technologies Developed with Humans in Mind

Nissan develops its safety technologies based on the unique "Safety Shield" concept, based on the idea that cars should help protect people. The concept defines an accident in terms of six phases, from "risk has not yet appeared" through "post-crash," and guides our development of technologies addressing each phase.

We design our development efforts from the perspective of people, who are at the center of the driving experience. We work to support the operations of the driver, using a number of barriers that



<p>Risk has not yet appeared</p> <ul style="list-style-type: none"> Distance Control Assist System Navigation-enabled Intelligent Cruise Control with full-speed range following capability Adaptive Front Lighting System (AFS) Around View Monitor 	Helps the driver to maintain comfortable driving
<p>Risk has appeared</p> <ul style="list-style-type: none"> Lane Departure Prevention Lane Departure Warning 4-Wheel Active Steer 	Helps the driver to recover from dangerous conditions to safe driving
<p>Crash may occur</p> <ul style="list-style-type: none"> Anti-lock Braking System (ABS) Brake Assist Vehicle Dynamic Control (VDC) 	
<p>Crash is unavoidable</p> <ul style="list-style-type: none"> Intelligent Brake Assist Front Pre-Crash Seatbelts 	
<p>Crash</p> <ul style="list-style-type: none"> Zone Body construction SRS Airbag Systems Front-seat Active Head Restraints Pop-up Engine Hood 	Helps minimize injuries when a collision is unavoidable
<p>Post-crash</p> <ul style="list-style-type: none"> HELPCNET (Emergency call service) 	

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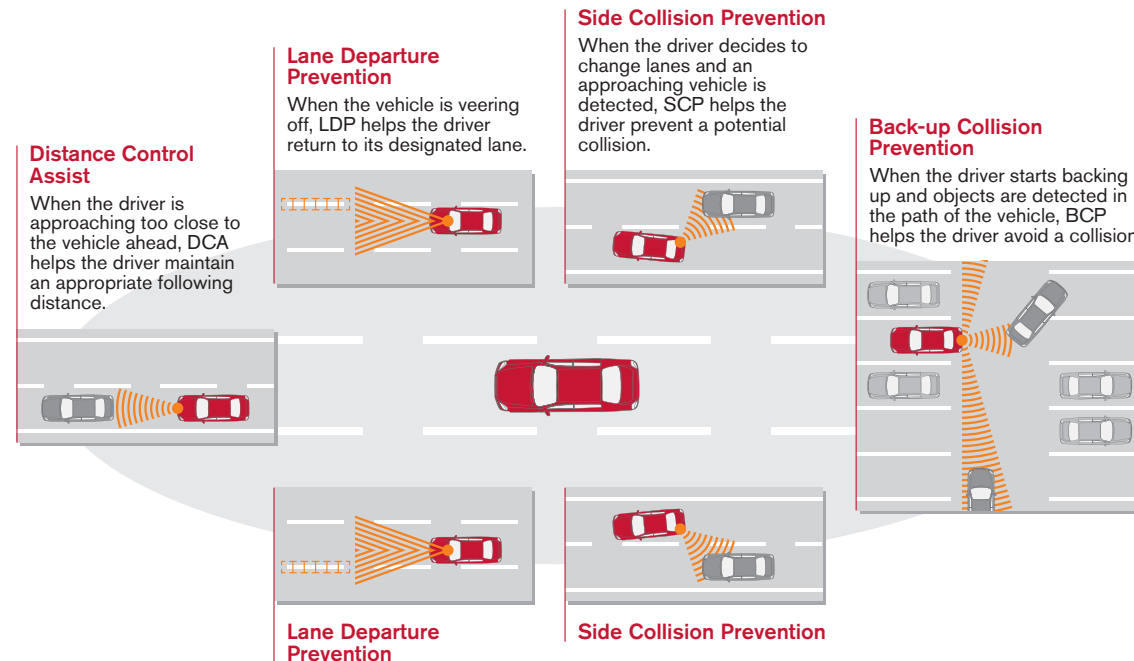
help protect against the risk factors arising in different situations and trying to keep as far from dangerous conditions as possible. When a collision becomes unavoidable, the car's systems themselves go into action, and Nissan technologies work to help reduce injuries.

Aiming for a Collision-Free Vehicle

In addition to its technologies to help increase safety through crash avoidance, Nissan is developing technologies toward the realization of an "all around collision-free" vehicle. The focus of these efforts is people, who are the main actors in the driving experience; our aim is to help reduce the burden on drivers by providing supportive functions that give them a direct feel for vehicle operations.

Some of our latest world-first driving support systems are Side Collision Prevention, used when changing lanes, and Back-up Collision Prevention, which goes into effect when the vehicle is moving in reverse. Other functions already available in some of our vehicles are the Distance Control Assist System and Lane Departure Prevention, which help support the driver in maintaining distance from the vehicle in front and returning the car to the traffic lane. Together these form a system to help avoid potential risks all around the vehicle.

Technologies in the All Around Collision-Free Prototype





Developing Safety Technologies

Helping to Protect People

Nissan develops its safety technologies based on the unique “Safety Shield” concept, based on the idea that cars should help protect people. The concept addresses the conditions surrounding a vehicle in terms of six phases—“risk has not yet appeared,” “risk has appeared,” “crash may occur,” “crash is unavoidable,” “crash” and “post-crash”—and guides our development of technologies that let the car support people by helping increase their safety at all times, from normal driving conditions to after a crash has occurred.

Putting Drivers at Ease Behind the Wheel

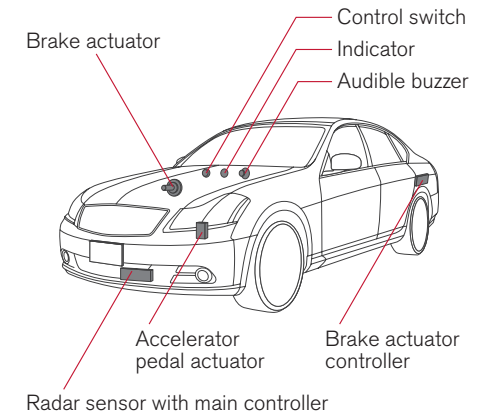
The Distance Control Assist System

Nissan’s world-first Distance Control Assist System uses a radar sensor installed in the front bumper to help drivers control the distance between themselves and the vehicle in front. In response to the gap and relative speed between the vehicles, the system helps the driver maintain a safe space between the vehicles. For example, when the vehicle approaches the car in front and the driver releases the accelerator, the system gradually applies the brakes to reduce speed. If the driver is still depressing the accelerator, the system lifts the pedal to assist the driver in slowing down. When the system judges that braking is needed it informs the driver with sound and visual alerts, lifting the accelerator pedal to assist the driver in switching to the brakes.



<http://www.nissan-global.com/EN/SAFETY/INTRODUCTION/COMFORTABLE/>

See our website for more information on systems including our Intelligent Cruise Control with low-speed following capability and Adaptive Front-Lighting System (AFS).



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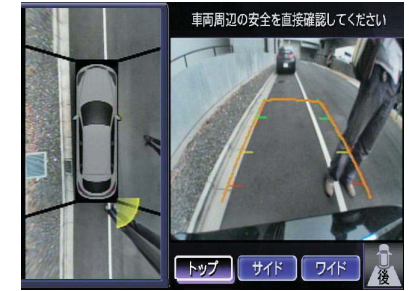
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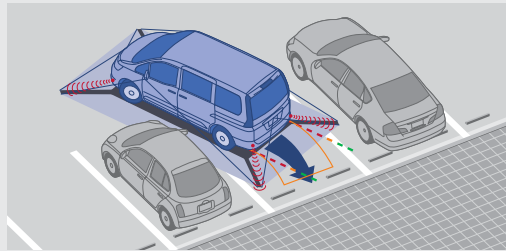
Around View Monitor

Our Around View Monitor system with Parking Guide is designed to be easy to see, use and understand. This world-first technology helps the driver smoothly parallel park or guide the vehicle into a garage by taking images from four cameras installed at the front, back and sides of the vehicle and putting them together as a complete overhead view on the car's navigation monitor. The system's overhead view also provides visual cues to let the driver know at a glance where to begin backing up or turning the wheel, making the parking process easy to understand. Around View Monitor can also display a split-screen view of both the rear and the curbside blind spot, letting the driver confirm the vehicles position in two key areas at once.

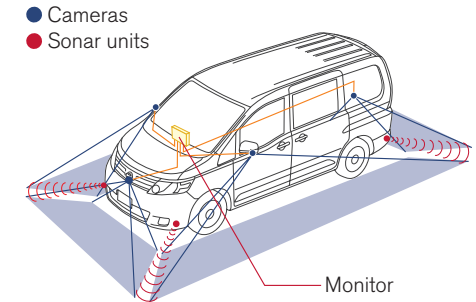
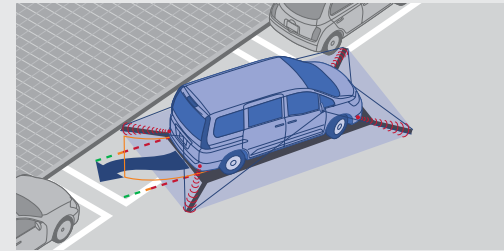


The system presents overhead and rear views when the vehicle backs up.

The Parking Guide system gives the driver an intuitive feel for the vehicle's position while parking.



When parallel parking, the driver can simultaneously check the car's rear, side, and curbside front views.



Customer Comments

Easy Driving with Around View Monitor



Toru Shibata
Nissan vehicle owner (Japan)

I used to think that a single rear-mounted camera was enough for backing into my garage. I could never have imagined the convenience of Nissan's Around View Monitor system. Of course it works great for everyday parking in the garage, but its true effectiveness becomes apparent when your car is wedged into a narrow parking space or alley. I used to crank the steering wheel endlessly back and forth for fear of banging the front fender. But accurately knowing the distance between the car and stationary objects lets me maneuver with many fewer turns. And since I can drive with minimal clearance on each side, I am also able to comfortably maneuver down narrow alleyways. I hope that someday many more cars will come equipped with this superb technology as a standard feature.

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Auto Headlights

The incidence of accidents involving death or serious injury increases in dim light or in rainy conditions. Nissan's lighting system turns on the vehicle lights automatically at dusk and when the windshield wipers are turned on to boost visibility to nearby cars and pedestrians, helping to reduce accidents.

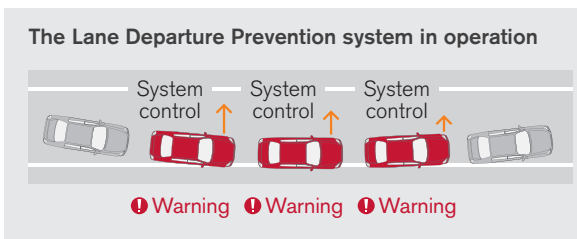
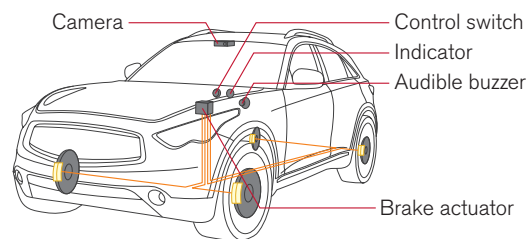


Nissan's automated lighting system improves visibility in dim light and rainy weather.

Helping Recovery from Dangerous Conditions to Safe Driving

Lane Departure Prevention

This system helps the driver return the vehicle to its designated travel lane when the vehicle is drifting out of the lane. A camera unit installed behind the rear-view mirror detects lane markers in front of the vehicle and calculates its position relative to them.



Side and Back-up Collision Prevention

Side Collision Prevention goes into action when the driver begins to change lanes by assisting the steering of the vehicle if there are nearby vehicles in adjacent lanes to help prevent contact with those vehicles. Sensors installed on the sides of the car detect vehicles in the adjacent lanes, and the system alerts the driver with sound and visual warnings. The system can also control the brakes on each wheel individually, creating a yaw mechanism to help move the vehicle away from the cars in the adjacent lanes.

When the vehicle is in reverse, such as backing out of a parking space, Back-up Collision Prevention goes to work. Sensors mounted on the rear and sides of the vehicle are used to detect vehicles and other obstacles in the car's path. If an object is detected, an alarm sounds and then the brakes are activated to help the driver avoid a collision.

Helping Reduce Injuries When a Collision is Unavoidable

Zone Body

Nissan's Zone Body construction technique creates separate zones in a car: the crushable zones, which include impact-absorbing body structures, and the occupant zone, a high-strength cabin that helps to protect the car's driver and passengers. At Nissan we ensure that our body structures



<http://www.nissan-global.com/EN/SAFETY/INTRODUCTION/RECOVER/>

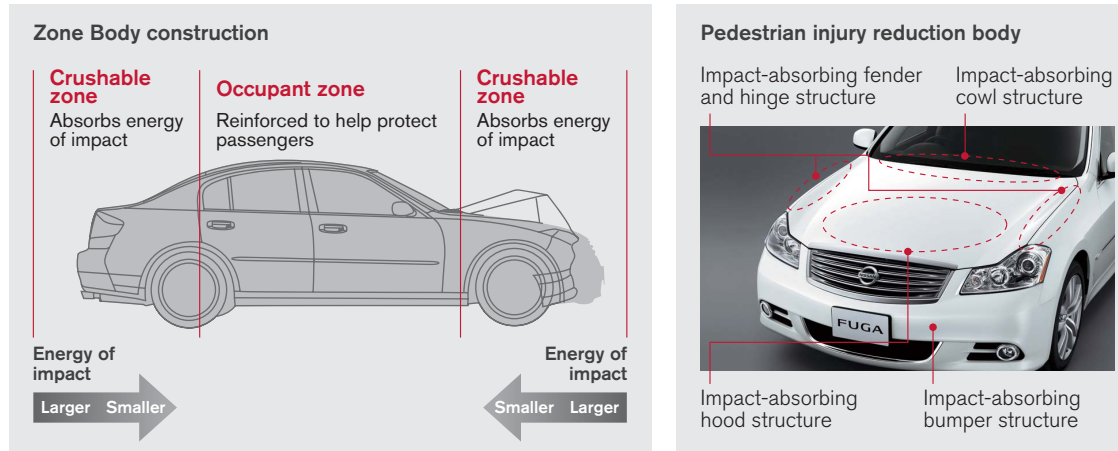
Our website has additional information on our safety systems.



<http://www.nissan-global.com/EN/SAFETY/INTRODUCTION/UNAVOIDABLE/>

For detailed information on technologies including our Intelligent Brake Assist, brake-operated pre-crash seatbelt system, SRS curtain airbags and Active Head Restraints, please see our website.

conform to safety regulations in Japan and the other markets where our vehicles are sold. We also constantly evolve our designs based on comprehensive analysis of actual accidents. We give thought to pedestrian safety as well in our designs, making use of structures that help absorb impact energy when there is a vehicle-pedestrian collision.



Our Seatbelt Technologies

The seatbelt is a fundamental mechanism for increasing the safety of drivers and passengers in a car. Statistics from Japan's National Police Agency show that when seatbelts are worn, they can reduce accident deaths and serious injuries to one-sixth the rate for front-seat passengers without seatbelts, and one-third for rear-seat passengers.

Nissan has made active efforts to promote the wearing of seatbelts. Our low-friction seatbelts use an irregular herringbone weaving process to create softer webbing, thereby improving seatbelts' ease of extension and comfort. This technology helps reduce friction by around 10% when the belt is pulled out and cuts the feeling of constriction by some 20%. We have also made the seatbelt buckles in our vehicles' rear seats easier to find and use by making them self-standing. The increased ease of use can help promote seatbelt use among rear-seat passengers.



Self-standing buckles make seatbelt use easier for passengers in the rear seats.

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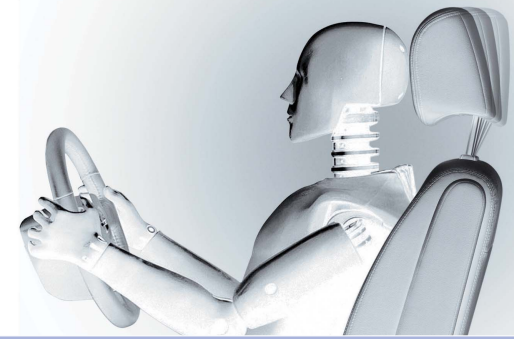
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Working Together with Society

A Safer Mobility Society Built with ITS

In addition to focusing on its "Safety Shield" concept, which sees cars as things that should help protect people, Nissan believes that it is possible to create an even safer automobile society by using information from the traffic environment surrounding the vehicles on the road. We are working together with a wide range of governmental agencies, universities and other companies toward the eventual achievement of a safer, more pleasant mobility society making use of ITS—Intelligent Transport Systems that connect people, roads and vehicles via information.

Working Together with Society Nissan's ITS Project

In October 2006, Nissan launched the ITS Project in Japan's Kanagawa Prefecture. This project seeks to use Intelligent Transport Systems to create integrated networks of people, roads and vehicles, thereby helping to reduce traffic accidents and ease road congestion. The ITS Project aims to gather and use information on nearby vehicles and the traffic environment surrounding a car in order to help reduce accidents involving other parties that can be difficult for a driver to see and react to.

In March 2007, at our Technical Center in Atsugi, Kanagawa Prefecture, we began testing of an ITS featuring synchronized data communication between traffic signals and vehicles. Through this experiment Nissan is looking for ways to help reduce accidents involving pedestrians, for instance by using signals that give priority to pedestrian crossings. We are also trying to help reduce collisions at intersections with an onboard system that alerts drivers to upcoming traffic lights.

Furthermore, for five months beginning in November 2007, we worked with the Hokkaido Prefectural Police to carry out real-world tests aimed at reducing skidding-type accidents on icy roads in cold regions. Drivers living in and around the city of Sapporo using our Carwings navigation system participated in these tests. This is just one example of Nissan's efforts to put ITS to use in helping to reduce traffic accidents.

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Nissan Participates in ITS-Safety 2010

Nissan is a proud participant in ITS-Safety 2010, a large-scale test of future automotive systems conducted by the ITS Promotion Committee, a public-private joint organization, and carried out on public roads beginning in January 2009. The aim of this test is to develop a safe-driving support system that coordinates multiple infrastructure systems with the goal of reducing traffic accidents. Since 2006, Nissan has been carrying out its own development in the ITS Project in Kanagawa Prefecture, Japan, where some 2,000 people have participated in our own large-scale tests of our ITS solutions. In recognition of our progress to date, our technologies have been selected for the ITS-Safety 2010 testing, which is hoped to lead to the systems' practical implementation in fiscal 2010.

Our support system to help prevent crossing collisions, for example, makes use of optical beacons to detect nearby vehicles and alert drivers to their presence when they approach intersections with poor visibility and no traffic signals. Other Nissan support systems now being tested include those to prevent traffic-signal oversights and to help prevent rear-end collisions.

Steps to Help Protect Pedestrians

Nissan is also working on a system that communicates with the cellular phones carried by pedestrians and a vehicle's onboard systems to let drivers know about hard-to-see people on foot, thereby helping to reduce accidents. In April 2007 we began tests in locations in Kanagawa Prefecture, Japan, where vehicle-pedestrian accidents have occurred in the past, and in November 2008 we launched a large-scale test with the participation of more than 700 Kanagawa residents. This field operation test is one of the world's first to involve so many members of the public with the aim of reducing accidents involving cars and pedestrians.

In this test, our system determines the location of pedestrians whose phones are equipped with Global Positioning System (GPS) locators. When the pedestrians are found along the course of a moving vehicle, a dedicated server calculates the necessity of alerting the driver to their presence. When necessary, the car's navigation system sounds an audio alert and visually indicates to the driver the position of the unseen pedestrians. Testing is now focusing on the best information to give the driver about upcoming pedestrians, and the best timing to do so, in order to contribute to lower accident incidence. Our hope is that this system will prove particularly useful in residential neighborhoods and other areas with many intersections with poor visibility.



We are now testing technology that networks vehicles with cellphones carried by pedestrians.

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Messages from Our Stakeholders

Looking to Nissan for the Future of Mobility



Minoru Kamata
Director
Institute of Gerontology
The University of Tokyo (Japan)

A total of 5,155 people died in traffic accidents in 2008. This figure has been decreasing steadily, but the numbers of accidents and injuries remain high, presenting a serious social problem. Many think that accidents are the result of bad luck, but what we need is the mindset that they shouldn't happen. Nissan is developing advanced safety measures and enthusiastically commercializing new technologies. Expectations are high for the ITS Project, a societal experiment investigating ways to support drivers. Since cars are driven by people, human error will be involved; technology should provide support in this area. I would like to see the early, standardized incorporation of vehicle dynamic control systems to prevent skidding and widespread use of pre-crash technologies to protect passengers during emergency braking. And as Japan is becoming an ultra-aged society, I also hope we will work together to create safe mobility for the elderly.

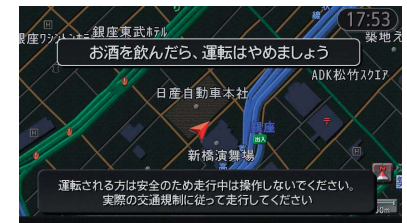
Combating Drunk Driving

Traffic accidents caused by drunk driving are an issue of deep concern to society that grows more serious each year. Nissan is taking active steps to help do away with this problem. In August 2007, working with the city of Kita-Kyushu, Fukuoka Prefecture, the Tochigi prefectural government, the town of Kaminokawa in Tochigi and the city of Atsugi in Kanagawa Prefecture, we began trials of a system to help prevent drunk driving. This system measures the alcohol level in the driver's breath when he or she attempts to start the engine, preventing ignition when the level is over a certain threshold. It was installed in monitor vehicles to gauge its ease of use and the accuracy of its readings.

Nissan has also carried out joint research with the University of Occupational and Environmental Health in Kita-Kyushu on the physiological, psychological and behavioral effects of alcohol on the human body. This research is aiding our development of technologies to quickly and accurately detect the errors and abnormalities in vehicle operation under the influence of alcohol. Other Nissan approaches to help reduce drunk driving include a function added to our Carwings navigation system in Japan that displays warnings against driving under the influence during the most common hours for such behavior, with the aim of increasing driver awareness of the danger of getting behind the wheel after consuming alcohol.



An alcohol odor detection device in the driver's seat aims to reduce driving under the influence.



Our Carwings navigation system delivers anti-drunk-driving messages to drivers.



Our Traffic Safety Activities

Emphasis on the Importance of Road Safety

A truly safe automobile society cannot be achieved through technology alone. To create a better mobility society in the future, it is important to ensure that as many people as possible, including drivers and passengers in vehicles as well as pedestrians outside them, share an understanding of road safety. Nissan takes part in educational activities to boost this safety awareness, measures to improve drivers' skills behind the wheel and a range of other safety promotions, with the goal of one day reducing the numbers of fatalities and serious injuries caused by traffic accidents to practically zero.

Our Hello Safety Campaign

Since 1972, Nissan has carried out its Hello Safety Campaign in Japan three times each year, as part of national traffic safety awareness programs held each spring and fall and during students' summer vacation. In June 2008 Japan's Road Traffic Law was revised to make seatbelt use mandatory for rear-seat passengers and require bicycles to ride on the same side of the road as vehicular traffic, among other changes, and in fiscal 2008 we adjusted the Hello Safety Campaign in response to this.

In July 2008, with the aim of helping to reduce traffic accidents involving children during their summer vacation, we created storytelling picture cards on traffic safety and distributed sets of them to all kindergartens in Japan. Through activities like this we hope also to get the children's guardians to reaffirm the importance of using seatbelts in rear seats, riding bicycles safely and eradicating drunk driving, thereby boosting the efficacy of measures to prevent accidents.

We also created an anti-drunk-driving educational program and aired it in the 10 Japanese prefectures with the highest numbers of traffic accident fatalities. In addition, we produced more than 122,000 stickers to attach to seatbelt buckles as a way to remind people to use the belts, distributing the stickers in six of those prefectures. Finally, as part of educational activities carried out nationwide, we printed and distributed 50,000 copies of a picture book on road safety issues.



We gave sets of safety picture cards to kindergartens around Japan.

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Traffic Safety Education in the Middle East

Nissan Middle East FZE has produced a booklet entitled "Be Safe with Nissan" and a cartoon DVD to help children learn about traffic safety in a fun way. Aimed at elementary-school-aged children, the booklet, written in both Arabic and English, explains basic traffic safety rules using colorful illustrations and simple expressions. Roughly 20,000 copies of the booklet have been distributed to date, making it a valuable education tool in the safety-promotion activities carried out by Nissan's sales companies in the Middle East. In Algeria, children learned about traffic safety by reading the booklet and participating in hands-on exercises using a mock-up of a city block including crosswalks and traffic lights. The booklets have also proved very useful in safety-education activities carried out in other countries in the region, including Morocco, Azerbaijan and Syria.



Children around the Middle East received copies of our safety booklet.

Accident-Prevention Activities in China

Traffic safety has become an increasingly important issue in China, which is seeing a rapid increase in the number of automobiles on the road. In 2005 Nissan (China) Investment Co. hosted the first Nissan Safe Driving Forum, a program to improve drivers' skills and safety awareness, in cooperation with the China Road Traffic Safety Association. In fiscal 2008 forums were held in 24 provinces as well as Beijing. Many customers, government officials and media representatives attended the forums, which featured programs for learning braking, cornering and other driving techniques from qualified instructors, contributing to deeper understanding of traffic safety.

The company also designed a contest to test Chinese high school students' knowledge of traffic safety issues. 2008 marked the third year for the event, which aims to increase interest and awareness of safety issues among young people, the drivers of tomorrow. In addition to completing simple quizzes on basic traffic rules and automotive safety devices, participating students made their own presentations on automotive and traffic safety. Questions relating to protection of the environment were also added to broaden the students' range of consciousness.



Chinese drivers got to test airbags and other safety features at the forum.

Safety Engineering Notes

Seatbelts for Safety and Comfort



Kengo Akita

Seatbelt Safety Engineering
Group
Vehicle Component Engineering
Development Department
Nissan Motor Co., Ltd. (Japan)

At Nissan, I work on seatbelt development. The seatbelt is an important part that helps protect passengers in an accident. I work to meet the challenges of improving seatbelt safety as well as comfort so that passengers can wear them with confidence. The process of creating a seatbelt that better fits the customer's body without losing functionality involves many test trials, but one result has been the development of a low-friction seatbelt that reduces the feeling of pressure when worn. I hope to continue developing safer, more comfortable seatbelts, thereby contributing to reducing the number of fatalities and serious injuries.

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Enhancing Value for Stakeholders

Enhancing Value for Stakeholders

—Realizing Sustainable Development for People and Society





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For Our Customers

Quality That Ensures Customer Satisfaction

At Nissan, we believe that the quality of our products allows us to build a relationship of mutual trust with our customers and is the foundation for continual growth. Product quality is far more than just the performance of Nissan vehicles. It means everything related to our cars that brings satisfaction to our customers, from the moment of seeing and touching a Nissan car in the showroom to the support given by the sales staff and the post-purchase driving experience. Nissan quality also extends to after-sales inspections and repairs. We will continue to evaluate and improve all areas of our operations in order to provide the products and services that will constantly give satisfaction to our customers.

WORKING TO IMPROVE RELIABILITY

Enhanced Quality in Four Categories

There are various different aspects to quality. At the core is the product quality of our vehicles, which allows Nissan customers to enjoy years of safe, comfortable driving. Also vital is the attraction at an emotional level that makes people feel they want to drive a Nissan rather than any other vehicle. It is essential that our dealers give a welcoming service and have a wealth of expertise to respond to questions from and give accurate advice to customers. Furthermore, there has to be high-quality management that can ensure robust promotion of these areas. Nissan has established the four categories of "product quality," "perceived quality and attractiveness," "sales and service quality" and "quality of management," with specific targets in each area. In April 2008 we launched the Nissan Excellence Program (NEP) to unite the company in its efforts to effectively improve quality in these categories. We aim to build trust and provide satisfaction in all situations involving our customers, and our goal is to be the leader in overall quality.



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

Please see our website for additional information on our quality initiatives.



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Initiatives in Three Quality Categories

The categories of "product quality," "perceived quality and attractiveness" and "sales and service quality" in particular relate strongly to the customer. Nissan has set up specific targets to be achieved by 2012 for each of these categories. The goal in the "product quality" category is for Nissan to be top in all markets in the quality indices to which customers attach the greatest importance. We have set internal targets to achieve this goal, which include halving the number of defects that occur within three months of purchase and halving the defect rate of parts from suppliers. We have also started work on improving our design and production quality, ensuring quality of procurement and analyzing traffic accidents. In the "perceived quality and attractiveness" category, we are focusing on 10 items, such as audio, navigation systems and meters, to which customers attach particular importance, in order for more than half of all Nissan models to make it to the top of their market segments.

In the "sales and service quality" category, our aim is to be at the forefront of the industry in terms of customer satisfaction. We set up our Global Sales and Service Quality Division in April 2008, and this has commenced activities aimed at spreading the Nissan Sales and Service Way, our company policy for customer care, throughout our more than 7,000 dealerships. We have also enhanced our customer service training system and our skills competitions.

Toward Improved Design Quality

A vast number of parts are required for the manufacture of cars. There is a zero defect rate for 65% of these parts, while there has been a problem of some description at some time in the past with the remaining 35% of parts. In order to raise as much as possible the percentage of parts that have absolutely no defects, it is essential to focus on quality of design before the parts are actually manufactured.

Nissan has introduced the method of Design Review (DR), in which designs are subject to a screening process, in order to create high-quality parts and systems. In the DR system, a group of design experts carefully investigates the potential defect risks of each part, incorporating ideas to help prevent problems from occurring. In 2008 Nissan has introduced a new method, Quick DR, which allows the quick, accurate screening of designs. By increasing the range over which DR is applied, we have boosted the creation of parts and systems that are not prone to defects. Quick DR can only be carried out by qualified personnel, but by increasing the number of such personnel to more than 5,000 globally we will enable the screening of many parts and systems more rapidly than ever using Quick DR.

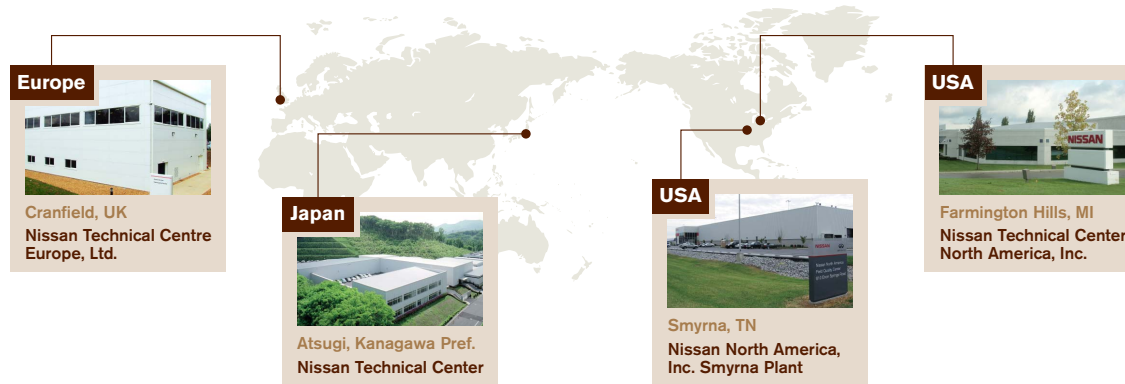
Striving to Improve Quality

Good quality is the heart of a product, and is an immensely important factor in building the value of the brand. Nissan is working to improve our vehicles' field quality, that perceived by customers when

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actually driving a Nissan vehicle. We have set up four Field Quality Centers (FQCs) around the world to act as bases that can respond swiftly to any defects that may occur in the marketplace. These FQCs embody our desire to provide cars that fully satisfy the needs of our diverse range of customers, and to remain loyal to our customers by continuing to manufacture quality vehicles.

Our customers' needs differ depending on the region or the environment in which they drive Nissan cars. By setting up FQCs at four development and manufacturing bases around the world Nissan is able to respond rapidly to any defects or recalls, as well as to make improvements that reflect our customers' driving environments in products under development.

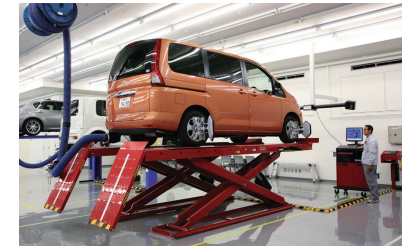


Our FQCs aim to halve the time required to provide the necessary parts once a breakdown or defect has occurred in the marketplace. Specific targets are to cut the time required to respond to problems stemming from the design stage by 40%–50% of the fiscal 2007 level by 2012, and to reduce the time required to respond to production stage problems by 25%–40% over the same period. Faulty parts or vehicles on the marketplace are subjected to a Field Quality Investigation Analysis, in which there is a mass recall and the conditions under which the problem developed are re-created. The development and production divisions of Nissan and our suppliers use highly reliable methods to pinpoint the cause of the problem, allowing swift, optimal improvements.

We also make every effort to identify even the smallest gaps between the pre-sale shipping quality and the field quality, which the customer experiences first-hand. For this we have adopted an approach that always takes into account the “three *gen*” principle, which stands for *genba* (onsite operating conditions), *genjitsu* (fact-based data) and *genbutsu* (real parts). We continually ask ourselves what the best quality is from the point of view of the customer, so that we can provide the quality that will earn confidence and trust.

Working with Suppliers for the Highest Quality

Cars are complex engineering products, made up of huge numbers of parts. Some 20,000 parts are used for a single car, and Nissan purchases 70%–80% of these parts from suppliers. We have



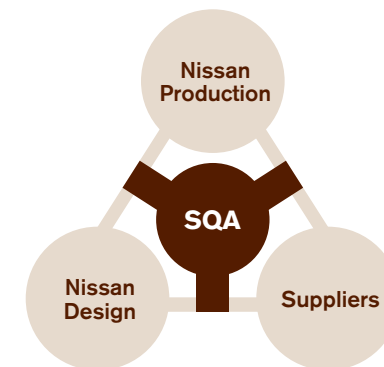
FQC engineers use recalled parts to reproduce the conditions when problems occurred, helping us to improve our vehicles.

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to accurately ensure the quality of every single part we purchase from the approximately 5,000 suppliers we currently work with in order to maintain the quality of Nissan cars, the finished product. We carry out our own Supplier Quality Assurance (SQA) activities, which we developed to guarantee the quality of suppliers, and we have systems in place to ensure that we receive parts of the highest quality.

Nissan also builds strong partnerships with high-caliber suppliers in order to ensure stable supplies of parts. We work together with our suppliers on an equal footing to build mutually beneficial relationships. The Purchasing Monozukuri Support Department, which promotes our SQA activities, takes a neutral standpoint to mediate among our design division, our production division and our suppliers, working to build mutual understanding and improve the quality of the parts we purchase.

Since April 2001, Nissan has established global quality standards with our suppliers in every region of the world, helping to ensure the quality of every part. Particularly since forming our Alliance with Renault, we have strengthened our global management systems relating to suppliers. This has allowed us to receive stable supplies of parts that meet Nissan's quality standards from suppliers worldwide.



For Fair and Prompt Recalls

It is the primary responsibility of the manufacturer to make every effort to ensure that product defects do not occur in the first place. Nonetheless, manufacturing cars is an extraordinarily complex process, and there are occasions in which a defect, or the possibility of a defect, can occur unexpectedly. When Nissan judges that a recall is necessary, it is carried out swiftly to ensure that top priority is given to customers' safety and to minimizing any disruption. Our approach is to make recalls transparent and to handle them fairly and promptly. The decision to carry out a recall is an objective decision made purely on the basis of technical considerations, with no influence from management.

For Rapid Service for Customers and Dealers

We launched the Nissan Customer Service Center (NCSC) in Yokohama City, Kanagawa Prefecture, in March 2008, bringing together the functions relating to product quality and after-sales service in order to improve the quality of service offered to customers and dealers. The NCSC carries out tasks including providing expertise for maintenance and repair services, giving support to dealers for repairs, carrying out training in sheet-metal coating and collecting market data on defects. The NCSC also functions as a customer support center, and is able to provide precise technical information through collaboration with service technology support teams. Every year, the customer support center receives some 230,000 telephone inquiries.



We offer centralized customer support from the NCSC in Japan.

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∴ The Nissan Production Way ∴

At Nissan, we are proud that our quality and productivity are in the top class in the global auto industry. We have achieved this through manufacturing centered on complete synchronization with our customers, as well as complete exposure of all issues coupled with reform. Our success has been made possible by the Nissan Production Way (NPW), which makes use of individual customer order data not only for the overall car manufacturing process, but also to synchronize the production of engines and other units, as well as assemblies and other components. The NPW allows us to manufacture high-quality vehicles efficiently and to guarantee short delivery times to our customers.

∴ Launching New Models with Consistent Quality ∴

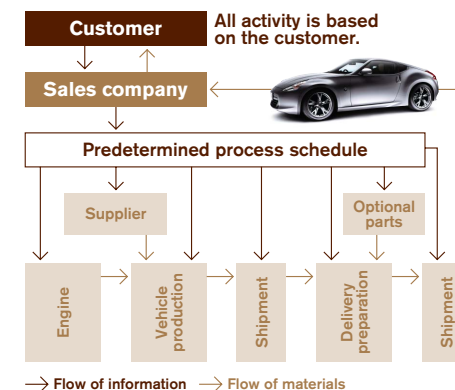
The Global Production Engineering Center (GPEC) was established in 2007 in order to ensure consistent quality at the global level, starting at the pre-production preparation stages, and to put in place the processes that allow us to deliver attractive products within a short space of time. The GPEC uses digital data and a pilot plant to carry out intensive trials and analyses of all stages of the manufacturing process, from pressing to body welding and assembly, before full-scale production begins on a new model. This allows us to optimize manufacturing conditions at an early stage. Computerizing information and expertise amassed from the production line and using it at all our production sites enables us to carry out mass production with high quality and greatly decreases the lead time from development to production of new models.

∴ Diagnostics for Sophisticated Onboard Electronics ∴

As cars attain ever higher performance, onboard electronics are becoming increasingly complex. To enable prompt and accurate diagnosis and repair of automotive electronics, Nissan has rolled out the Consult diagnostic system in the service workshops of our dealers around the world.

Consult is able to accurately diagnose defects in electronic devices that cannot readily be identified visually, using the data from onboard sensors to scientifically determine the site of the problem. The system is designed to give the customer a readily comprehensible indication of the status of the car through a display that indicates whether units like the engine or airbags are functioning correctly. Features including online ordering of replacement parts directly from the Consult system terminal greatly reduce the time required from diagnosis to completion of the repair, allowing repairs to be carried out with greater efficiency.

∴ Synchronized Manufacturing Under the NPW ∴



GPEC engineers optimize our production processes.



Nissan's Consult system helps service personnel identify problems in complex modern cars.

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∴ DIVERSITY IN OUR SALES OUTLETS ∴

∴ Female Employees Respond to Customer Diversity ∴

In Japan's automobile industry, the ratio of women in the workforce remains low. This situation does not reflect the reality of the consumer market, though, where women are deeply involved in the car purchasing process. Around a third of all vehicles sold in Japan each year are purchased by women, and in another third of cases a woman is involved in the buying decision; women thus play a role in at least two thirds of all car purchases. Nissan actively employs and trains women to meet the demands presented by this situation and to reflect society's diversity in its own operations. In fiscal 2008, the ratio of female car-life advisors (CAs) was raised to 6%, roughly twice the ratio in fiscal 2003, and the ratio of female technical advisors (TAs) was raised to 13%, roughly twice the fiscal 2003 ratio. In our fiscal 2009 recruitment of new graduates, we took on 194 female CAs (a ratio of 32%) across the whole country.

Nissan is currently increasing the opportunities at domestic dealers for female CAs and TAs to put forward car-life proposals incorporating a female perspective through activities that include study meetings for female CAs and TAs to discuss ideas together.

∴ Spreading the Joy of Mobility ∴

Nissan lifecare vehicles (LVs) help bring mobility to the elderly or those with physical disabilities. We regard LVs as an essential part of our lineup of cars rather than specialty vehicles, and we are enhancing the products and services available to them. As of the end of January 2009, in Japan there were 401 certified dealerships with LVs on display and advisory staff with expert knowledge of the vehicles, and a total of 5,520 LV advisors. There are dealerships in every prefecture of the country meeting the needs of customers and offering the chance to test-drive these vehicles.

Since 2003, we have also been carrying out an annual campaign of LV trial rides for people who have only limited opportunities to get out and about, so that they too can experience the joy of mobility. In fiscal 2008 we gave trial rides to eight groups of mobility-challenged people accompanied by friends or family members. Moreover, in August 2008 we invited children attending schools for the disabled in Tokyo and Kanagawa Prefectures, together with family members, to ride in LVs at our Grandrive test course and familiarize themselves with the vehicles.



Nissan actively promotes the hiring and training of female employees.



Our lifecare vehicles put mobility in reach of many more people.

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Test-Drive Campaign Report

Making Family Travel Possible Again



Yoshihisa Kamiya (Japan)

I took part in Nissan's test-drive campaign for its lifecare vehicles (LVs) after thinking about taking a family trip to a hot spring with my mother, who is not as mobile as she used to be. The test vehicle was a Serena Wheelchair Accessible Vehicle equipped with a fully automated ramp and a flat space, created by removing the rear seat, where my mother could ride in her wheelchair. The ample space and mechanism that lowers the vehicle to create a gentler incline for the ramp made getting in and out of the vehicle very smooth.

The lack of LV parking spaces and other challenges we faced during the trip made me think anew about what "barrier free" means, but this vehicle made it possible for our whole family to enjoy a memorable trip together. Still, I would like society to become one in which it is easy for physically challenged people to get around using LVs.

Worldwide Expansion for the Infiniti Brand

As part of Nissan's long-term global strategy, we are expanding the Infiniti luxury brand around the world. The brand was first introduced in the United States in 1989, and was subsequently launched in Canada, the Middle East, Taiwan, South Korea, Russia and elsewhere. We commenced sales in China and Ukraine during 2007 and launched Western European sales in October 2008. We are planning to set up a dedicated sales and service network for Europe in the future.



An Infiniti dealership in Russia

DESIGNING FOR HUMAN HEALTH AND EXCITEMENT

Focusing on Customer Individuality to Enhance Driving Pleasure

Nissan's goal is to provide customers with new value in terms of comfort and quality throughout their driving experience. We pursue this goal by giving constant consideration to potential value inside the passenger cabin, which we examine from the separate perspectives of function and emotion.

For example, the increasing complexity of dashboard functions in recent years has brought a concentration of large amounts of information around the driver's seat, giving rise to the demand for easy operation. In addition to adjusting the location and size of the buttons around the navigation system so that even first-time users can easily operate them, Nissan introduced such features as a touch screen to reduce as much as possible the workload on the customer when driving.

We also carry out research and development to provide customers a comfortable cabin environment, giving attention to seating comfort, air quality and other factors. Our Intelligent Air Conditioning System, which enables the air in the cabin to be cleaned with the simple push of a button, is one example.

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The feel of the interior from the moment that the customer slides into the seat is also a vital element. We analyze and quantify the information we receive about customers' feelings on the look and feel of our vehicles from the viewpoints of "look," "touch" and "use," aiming to build vehicles with quality finish and a comfortable riding experience.

Efforts like these are the foundation of Nissan's "Life on Board" concept. While the experience of driving varies from person to person, we carry out research and development based on the idea that we can find universality if we increase our understanding of the feelings of various people. This approach to making cars goes a step beyond the concepts of "usability" and "understandability" generally associated with universal design; it involves thorough investigation of the essence of "people," or to put it another way, an enhanced mastery of what makes us human.

Nissan aims to build cars that exceed customers' expectations.

∴ The Thrill of Motor Sports ∴

At Nissan, we share the passion of driving with our customers by taking part in a variety of motor sports events in Japan and abroad, including the Super GT Series, Japan's top motor sports championship series. We also support a range of grass-roots activities aimed at putting people in touch with the thrill of motor sports, such as the March Cup, an entry-level racing series held in Japan; the Nissan Racing School, which is staffed by professional racing drivers; and technical support for private teams. In 2006 we also started the Nissan Driver Development Program (NDDP), which fosters young drivers with the ability to compete internationally and contributes to the development of motor sports. During the 2009 racing season, six NDDP-sponsored racers aged from 17 to 21 are competing in such races as the Formula Challenge Japan and the Japanese Formula 3 Championship.



Our motor sports programs help us share the thrill of racing with our customers.



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With Our Shareholders and Investors

Maintaining Market Trust Through Disclosure

Nissan's investor relations are firmly grounded in a commitment to ongoing disclosure with the highest standards of transparency. Our aim is to communicate accurate, detailed information about the company's strategy, vision and management plans to financial analysts and individual investors, as well as to our corporate investors. In this way we seek to build market trust and to ensure consistency between the company's intrinsic value and its market value. The feedback Nissan gets from the market is essential to its creation of corporate value over the long term. The goal is to maintain healthy channels of communication with all our shareholders and investors so that they can make sound investment decisions.

Transparent Disclosure for Worldwide Trust

Nissan works to ensure prompt and transparent disclosure at all times in its global IR activities. As part of our financial reporting, we meet directly with institutional investors around the world, as well as members of the press, to present information on our quarterly results. We also report proactively on the status of the company through external events, such as conferences organized by securities companies. To build even greater trust with our shareholders and investors, we have increased opportunities for face-to-face dialogue with executive managers at venues like small-scale meetings. Furthermore, Nissan is making its financial activities even more transparent under the strict control of the chief financial officer, a position established in September 2007.

Through timely and fair disclosure of information enabling shareholders and investors to make the best investment decisions, Nissan seeks to carry out sound IR activities that ensure the trust of the marketplace and contribute to a stable increase in value for our shareholders.

Nissan's Dividend Policy

Reflecting the decline in its profitability, on February 9, 2009, Nissan announced a downward adjustment to its projected performance for fiscal 2008 and a decision not to offer a year-end dividend to shareholders. This resulted in a full-year dividend of ¥11 per share.



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

Detailed information for investors is available on our website.

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An important part of Nissan's strategy, and a key to maintaining strong relations with its shareholders, is the provision of globally competitive dividends on its shares. As of the publication of this report prospects remain unclear for dividends to be offered during fiscal 2009, but once we ensure that our free cash flow is in the black we will take stock of the situation with a view to reinstating dividend payments to our shareholders.

More Than 2,000 Attend Shareholders Meeting

The 109th Ordinary General Meeting of Shareholders was held on June 25, 2008, at the Pacifico Yokohama in Kanagawa Prefecture. In all 2,034 shareholders attended the meeting, whose agenda included a report on Nissan's business during fiscal 2007 and the business forecast for fiscal 2008. The venue also featured a panel display of Nissan's CSR activities, a mini motor show and other attractions. Following the close of the general meeting, an informal gathering was held to give shareholders the opportunity for direct dialogue with executive managers. Participants enjoyed frank, lively exchanges of ideas.

Prior to the meeting, a group of shareholders from the Kanto region who had been selected by a draw were invited to our Oppama Plant to experience Nissan's technology firsthand. The visit included demonstrations of collision experiments and our drunk-driving prevention program. It gave shareholders the opportunity to learn about Nissan's ultramodern equipment and advanced technology, and to appreciate for themselves that Nissan is a company worthy of long-term investment.

Better Communication with Diverse Investors

There were 317,000 private individuals holding Nissan stock as of the end of fiscal 2008. These individual investors are important partners in Nissan's business activities, and we see enhancing communication with them as a vital part of our IR activities. We present Nissan's long-term growth strategy through IR events, such as investment seminars co-hosted with securities companies and briefing sessions for individual investors. During fiscal 2008 our business briefings on the outline of the Nissan GT 2012 business plan and on Nissan's electric vehicle technologies were attended by over 300 people, an increase from the previous year. We also invite individual investors on an ongoing basis to visit our plants in order to gain a clearer understanding of our business operations.

We are working to increase people's opportunities to access information about Nissan. As well as setting up a Japanese-language website aimed specifically at individual investors, we have started providing information faster than ever via our e-mail information service, also in Japanese, "Nissan IR News." In January 2009 we carried out a survey of "Nissan IR News" recipients; approximately 30% of the bulletin recipients responded, sharing a great many ideas and opinions with us.



Shareholders speak face-to-face with Nissan executives following the annual meeting.



Investment seminars are an important part of our communication with investors.



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

Please see our website for more information on investor relations.

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Rated Top in Disclosure for Two Years Running

In fiscal 2008 Nissan received the Award for Excellence in Corporate Disclosure of the Securities Analysts Association of Japan (SAAJ), coming top in the automobiles, auto parts and tires category for the second year running. This award is given with the aim of improving standards of corporate disclosure. Recipients are selected by securities analysts, who use questionnaire surveys to screen companies' IR activities for the fiscal year. This was the fourteenth time for the award to be given, and entries in the automobiles, auto parts and tires category were screened by 37 analysts. Nissan was positively evaluated for its efforts toward fair disclosure and its voluntary disclosure on corporate governance and business activities.



Nissan was proud to receive top SAAJ recognition for the second year in a row.

Survey of Individual Investors

In January 2009 we surveyed subscribers to our "Nissan IR News" e-mail bulletin to find ways to improve our investor-relations activities. Below are some results of this survey.

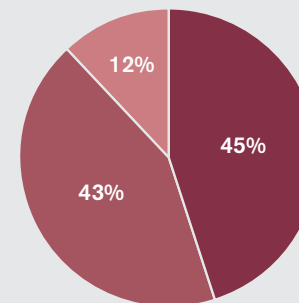
In April 2008 we launched our "Nissan IR News" service to deliver information on the company's financial results and news on updates to our investor-relations website to individual investors.

In response to our question on how useful this service is for investment purposes, the highest percentage of respondents, 45%, stated that it is helpful, while 43% had no strong opinion and just 12% thought it was not helpful. Additional comments from respondents, such as "I'd like to see information other than what's available on your website" and "Please share more details about Nissan's future plans," pointed to demand among investors for us to make "Nissan IR News" a channel for deeper information-sharing in the future.

When asked about what investor-relations activities Nissan should focus on more in the future, the majority of respondents identified the "Nissan IR News" e-mail bulletin and Nissan facility visits (26% each) and our corporate website (24%).

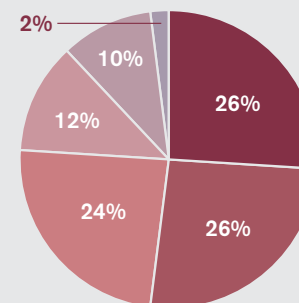
Building on the results of this survey, we are now planning to expand our bulletins with fresh content, including announcements of events held at our places of business and alerts about upcoming television coverage of the company.

Is "Nissan IR News" a helpful tool for investment purposes?



- Yes, it's helpful.
- Hard to say.
- No, it isn't helpful.

What IR activities should Nissan dedicate more energy to?



- "Nissan IR News" (e-mail bulletins)
- Opportunities to visit Nissan facilities
- The corporate website
- Meetings to explain the company's activities
- The Annual Reports
- Other



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With Our Employees

Workplaces Where Employees Can Grow Together

Nissan believes that the diversity of its employees is a vital source of strength for the company as a whole. When diverse people come together and apply their individual ways of thinking in response to the various issues we face, it produces more constructive, creative ideas, allowing us to produce greater value for Nissan. For these reasons, we make it a strategic goal to create a diverse environment where individual employees can extend their individual talents to the fullest. The diversity of our employees—who numbered 175,766 at Nissan and its affiliates as of March 2009—is the driving force allowing us to meet the varied needs of our customers and to achieve sustainable growth.

SUPPORTING CAREER DESIGN

Clear Goals for Our Human Resources

A company's employees are its most important resource. So that both Nissan and its employees can reach their full potential, we constantly work to improve our human-resource systems. The evaluation-based remuneration system used to accurately gauge employee contributions is structured in a way that motivates them to set and achieve high goals. An employee's salary is determined through a combination of performance evaluations, which measure how well the employee achieved certain goals (commitments), and competency evaluations, which measure such intangible variables as technical skill, knowledge and attitude.

Self-Guided Career Design

Nissan believes that employees should "design their own careers" and actively assists their efforts to do so. Employees meet with their supervisors twice a year to discuss their performance and competency evaluations, as well as to express their ideas on how to proceed in their career path.

Employees also have the chance to take on the challenge of a new position through the Shift Career System (SCS) and the Open Entry System (OES). The SCS enables employees to apply for

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positions in other departments and work areas that interest them regardless of whether there is a position immediately available. The OES allows them to apply for all openly advertised positions. Around 280 employees applied for approximately 140 open posts during fiscal 2008, and roughly 80 of them were successful in getting the positions they applied for.

Passing on Specialized Skills to the Next Generation

Helping employees develop specialized skills over the medium to long term is vital for a company to achieve sustainable growth. We introduced the Nissan Expert Leader System as a means of encouraging select employees who have achieved exceptional research results or demonstrate world-class skills and expertise to further polish their talents and transfer such specialized skills to the next generation. In fiscal 2008, the system's third year, we designated as Expert Leaders 43 employees with skills spanning 90 fields of specialization, including such non-engineering fields as marketing and legal affairs. Expert Leaders not only play a key role in the advancement of their respective fields of specialization, but also contribute to Nissan's business endeavors overall. In addition to sharing their knowledge with others via our corporate intranet and other communication tools, they contribute to the development of the next generation by passing on their specialized skills in seminars and training courses.



Expert Leaders meet to discuss ways to put their talent to work.

CREATING A CULTURE OF LEARNING

Opportunities for Ongoing Education

As an organization that continues to grow through constant learning, Nissan supports employees' personal growth with a proactive, systematic approach to human-resource development. The act of learning is one in which people stretch themselves to develop skills that create value. We believe that a corporate culture of learning cannot exist without the motivation to take part in this value creation. The Learning Navigation system on our intranet is one means of providing employees with opportunities for learning. This system lets employees search for information whenever they wish to develop specialized skills, receive training in management techniques, participate in e-learning programs or take distance-learning courses. The site is updated regularly to provide information our employees need to increase their skills and build their careers, meeting their growing thirst for knowledge.



Employees access the Learning Navigation system to gain new knowledge.

Programs to Foster Future Leaders

The Nissan Learning Center Management Institute in Hakone, Kanagawa Prefecture, was established with the aim of cultivating human resources with the specialized skills and leadership

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qualities needed for future development. The institute contributes to the ongoing creation of Nissan value through a number of programs, including human-resource development seminars, which provide leadership training to pass on the company's accumulated experience and knowledge to the next generation; cultural diversity workshops; and our Consortium Program, in which we invite other global companies to take part in cross-industry exchange. Moreover, the leaders of our business activities around the world who have taken part in such programs as our Nissan Way Workshops are now active in educating fellow employees in the Nissan Way—the crystallization of experience and knowledge gained through our company's revival—demonstrating our commitment to promoting a corporate culture of learning.

Developing World-Class Manufacturing Skills

With the globalization of production systems, manufacturers must ensure that all of their manufacturing sites maintain consistent standards of quality. Nissan established Global Training Centers (GTCs) at its Oppama and Yokohama Plants in Kanagawa Prefecture, Japan, and at its Sunderland Plant in the United Kingdom to educate trainers who share their knowledge at Nissan plants around the world. Trainees selected from among all employees at Nissan's production facilities worldwide are brought to the GTCs to take part in the company's Master Trainer Program. Upon finishing the program they are certified as Master Trainers and charged with instructing other employees at regional training centers using a globally standardized curriculum and materials. As of the end of March 2009, 542 Master Trainers were hard at work passing on their technical skills to local employees at Nissan plants worldwide.

The GTCs are now in the process of putting the accumulated know-how from our production sites around the world into audio-visual form as educational tools. One of the global-standard training tools already in use is a visual manual produced in five different languages.

BUILDING TRUST THROUGH COMMUNICATION

Employees' Ideas Put into Action

Nissan carries out surveys to get employee input and suggestions for improvements, using the results to help improve the company's management and corporate culture. We analyze the results for the company as a whole as well as for individual regions and divisions, measure employees' views on the jobs they do and evaluate the results of improvements proposed in previous surveys. Based on this analysis, each level of management formulates and carries out action plans tailored to specific needs.

In fiscal 2008 we carried out a Nissan Global Employee Survey. From the responses we identified the strengths of our company as a whole, as well as those of individual divisions, and also discovered areas for improvement. We are now working hard to make improvements leading to the



Nissan Global Training Centers provide a hands-on learning experience.

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creation of a better work environment for our employees as well as to continued growth for the company.

Enhanced Communication and Information Sharing

Nissan introduced a corporate intranet system called WIN (Workforce Integration @ Nissan) in 2005 as a tool to promote communication and information sharing. Since then we have continued to update the system with new technologies while encouraging employees to make active use of this tool for internal communication and collaborative activities.

To help us achieve the goals outlined in our medium-term business plan, Nissan GT 2012, and to further expand our market presence, we concentrated our efforts in fiscal 2008 in three areas: increasing the number of users globally, strengthening knowledge management and preparing for future issues. In line with this, we expanded the WIN network beyond Japan, North America and Europe to include the General Overseas Markets and our major business partners. Additionally, with the cooperation of group companies' human-resource divisions, we set up a system for communication with Nissan Expert Leaders (see page 87) through WIN, allowing all employees, even those with limited experience, to receive advice and support online from veteran employees with expertise in a variety of fields within the company.

A New Tool for Employee Networking in Japan

Nissan introduced a new internal social networking service called N-Square as a communication tool for employees in Japan to enhance their enjoyment of time spent in the workplace. This community-style website enables employees to create ties with each other based on shared interests, thus promoting improved information sharing and personal interaction within the company.

Opportunities for Employee-Executive Exchange

Nissan holds opinion-exchange meetings involving executives and employees as a means of building trust through clear communication between these two groups, as well as among employees themselves. These meetings, held at Nissan's corporate headquarters in Japan as well as the company's business offices around the world, starting with North America, give executives a venue for informing employees of the current situation of the company and delivering management messages. They also provide employees with opportunities to ask questions and voice their concerns in a direct and open manner. We plan to continue these meetings as an important channel for active communication.



Our WIN intranet system's English-language home page



N-Square, our new internal social networking website



CEO Carlos Ghosn exchanges opinions with employees at the Nissan North America headquarters.



Employees at the Sagami-hara Parts Center meet with the CEO.

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NISSAN'S RESPECT FOR DIVERSITY

Promoting Diversity Globally as a Corporate Strategy

Fostering diversity is an important management strategy at Nissan. We established a Diversity Development Office (DDO) in Japan in October 2004 to play a principal role in this pursuit. Since then, we have been working with the human-resource divisions of our offices in North America, Europe and the General Overseas Markets in a variety of ways to realize our common goal of achieving sustainable corporate growth while respecting diversity. Moreover, we established a Diversity Steering Committee, headed by executives representing each business division, to set the direction and establish strategies for promoting diversity throughout the company.

The DDO aims to leverage workplace diversity for the company's competitive advantage by focusing on ways to make full use of the talents of female employees while also actively exploring ways to create higher value through cultural diversity, utilizing the cross-cultural nature of the Alliance formed with Renault in 1999.

Initiatives to Utilize the Talents of Women

Since fiscal 2004 the DDO has been concentrating its efforts in the following two areas as cornerstones to utilize the talents of female employees.

1. Women's career development

Diversity takes on different meanings in various regions of the world. In Japan, where the ratio of women in the automobile industry workforce has traditionally been low, the participation of women, particularly in positions of responsibility, is essential to providing diverse value to our customers. Nissan is working to create an environment that encourages active participation from all employees, regardless of gender, and supports the career development of female employees. In addition to providing personalized support to female employees through individual counseling sessions with career advisors, the DDO works with Nissan's human-resource divisions to organize activities geared especially to female employees, including skill-development training courses and networking events. Moreover, interviews with senior female employees who are active in a variety of fields within the company are posted on the corporate intranet system to offer further encouragement.

Additionally, we are promoting ergonomic design of our equipment and work processes at our manufacturing plants to benefit female workers, who are generally smaller in stature and have less strength than men.

Organization of the Diversity Steering Committee



An employee consults with a career advisor.



Nissan strives to make its production lines places where everyone can work comfortably.

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Nissan Leadership Forum: Female Car-Life Advisors 2008 (Japan)

Nissan hosted a two-day conference starting on November 6, 2008, for outstanding female employees working as car-life advisors at Nissan dealerships in Japan. The program for the event, which was attended by some 80 talented female car-life advisors from across the country, included workshops on topics like career advancement and hints for maintaining a good work-life balance, as well as group discussions. The program also included a lecture by President Fumiko Hayashi of Tokyo Nissan Auto Sales Co., Ltd., who was selected by the U.S. business magazine *Fortune* as a "Woman to Watch," one of the company's global list of the 50 most powerful women in business. This conference provided further encouragement to the career aspirations of the attendees.



Car-life advisors gather at the 2008 Nissan Leadership Forum.

2. A work-life balance for employees

Nissan has implemented a system offering flexible working arrangements to enable employees to effectively balance work with family responsibilities, such as childcare and nursing of elderly relatives. These arrangements, which aim to help employees of both genders strike an appropriate work-life balance, include systems for pregnancy leave, reduced working hours and home-based telecommuting for employees to provide childcare or nursing care. We have also set up a daycare center, called "March Land," in our Technical Center in Atsugi, Kanagawa Prefecture. Nissan has been recognized by the Japanese government as a corporation actively promoting childcare support, successfully implementing programs to achieve the goals set forth in the action plan of the Ministry of Health, Labor and Welfare, based on an April 2005 law outlining measures to support the development of future generations.

In addition to encouraging employees to make use of their allotment of paid annual leave, Nissan instituted a new "Family Support Leave" system in April 2008 that encompasses existing leaves for marriage, childbirth by spouse, childcare and nursing of elderly relatives. The system enables employees to take off a maximum of 12 days a year, of which 5 days are paid, for the above-mentioned reasons, and features an additional leave provision for hospital visits to undergo fertility treatments.



Nissan has been certified by the Japanese government as a company supporting the development of future generations.

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Participating in Japan's Work-Life Balance Project

Nissan is participating in a project being carried out by Japan's Ministry of Health, Labor and Welfare to promote harmony and balance between work and life. Ten companies have been selected on the recommendation of the Japan Business Federation (Nippon Keidanren) to participate in the project, which aims to enhance opportunities for achieving this balance by sharing with society measures the model companies undertake to promote work-life balance for their employees, as well as the results of their initiatives. As a key action plan for the project, in fiscal 2008 Nissan introduced a measure to increase the number of days available in the company's family-support leave system, which includes leave for childcare and nursing of elderly relatives.

Standing Up for South African Women's Rights

Women's Day is a South African holiday celebrated on August 9 of every year. In honor of this event, in 2008 Nissan South Africa (Pty.) Ltd. sponsored an educational program titled "Balancing Work and Social Life." The majority of female employees chose to participate and found the program very rewarding.

In addition, NSA actively took part in the 16 Days of Activism campaign aimed at combating violence against women and children. In November 2008, employees listened to a speech by the deputy minister from South Africa's Department of Provincial and Local Government on issues relating to human rights and harassment.

With Our Employees

Nissan recognizes the need to make full use of the strengths and abilities of its multinational, multicultural family of employees in order to develop the company's business globally. We are working to leverage the synergy created through our cross-cultural Alliance with Renault, which not only recognizes and accepts cultural differences, but also utilizes such differences to the full, to make cultural diversity our strength.

We are also organizing cross-cultural training workshops to help employees deepen their understanding of different cultures in general, along with country-specific information seminars on India, Russia and other locations. These initiatives help employees learn about the history, culture and daily lifestyles in different countries around the world, thereby helping to make cultural diversity a permanent part of our corporate culture.



Employees discuss diversity-related topics at our cross-cultural workshops.

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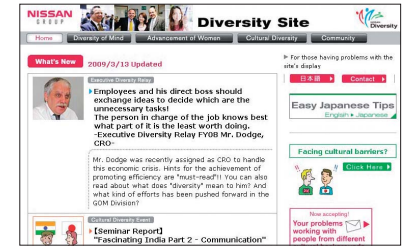
Nurturing a Diversity Mindset

Nissan has been holding diversity workshops since 2005 as part of the company's managerial training program. These workshops play an integral role in promoting diversity throughout the company by helping participants understand the importance of diversity, learn how to best utilize employee diversity and think about how diversity can be useful in the company's business activities. Moreover, executives post articles on the company intranet discussing their views on diversity as well as their own personal experiences. Having such regular, personalized messages from management encourages the development of a diversity mindset among our employees.

In June 2008 Nissan employees participated in a "Diversity Day" event held at the Paris headquarters of Alliance partner Renault. The event provided an opportunity for Nissan employees to talk about their activities as well as discuss the issue of diversity through the Alliance from several perspectives.

Enhanced Diversity in the Workplace (United States)

Nissan North America (NNA) is launching Business Synergy Teams (BSTs) to achieve business objectives, expand cross-functional interaction and assist with community outreach. The first such team, the Women's BST, was established at NNA's Nashville headquarters in 2007. The WBST is a voluntary group of nearly 150 women and men. It undertook a variety of activities in 2008, including sponsoring blood drives, collecting donations for a holiday food bank and offering educational training in fields like business etiquette and Japanese culture.



The company intranet features a website dedicated to diversity issues.



The Women's BST has organized a number of activities since its 2007 establishment.

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INCREASING WORKPLACE SAFETY

Toward Improved Workplace Environments

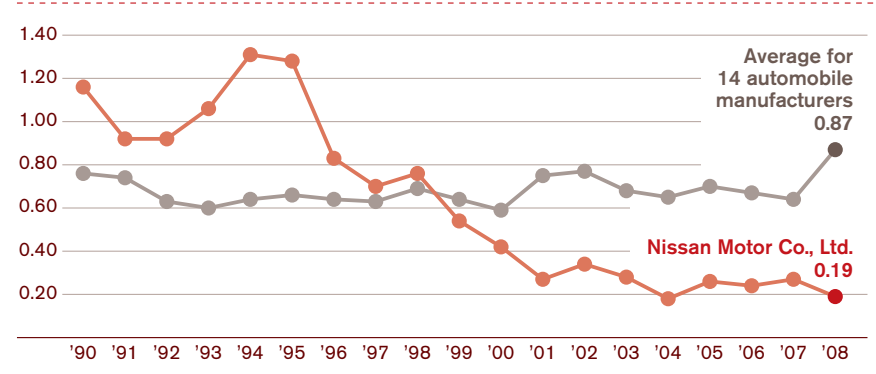
Nissan seeks to fulfill the company's mission of engaging in "human-friendly production" by improving the workplace environments of its manufacturing facilities worldwide through ergonomics—the science of designing the job, equipment and workplace to fit the worker—supported by the Nissan Production Way. We took a big step in this direction by introducing methods pioneered by our Alliance partner Renault to objectively gauge the difficulty and physical burden of workplace tasks. Utilizing our shared know-how, we are working to promote practices aimed at reducing worker burdens and increasing productivity. One such example is the "strike zone" approach, which provides a line worker with easy physical access to all needed parts, reducing stressful body positions and wasteful movement in the production process. In creating an environment where all workers can concentrate on their tasks without undue stress, we are contributing to improved product quality and increased productivity.

Nissan annually hosts a global conference on ergonomics and safety, providing an opportunity for sharing information from different countries on ways to improve workplace safety. This allows us to improve our production lines at our facilities worldwide.

Health and Safety in the Workplace

Nissan employs its own safety management diagnostic methods, as well as a risk-assessment approach to workplace management introduced in fiscal 2004, to create a danger-free environment and prevent accidents through proactive inspections of facilities to identify potential dangers. We also bring trainees together from around the world to give them practical instruction in labor safety management.

Trends in Occupational Accidents (Total Accident Frequency Ratio)



Total accident frequency ratio: total accident cases ÷ total working hours × 1 million
Source: Statistics on occupational accidents in the automobile industry (The Japan Automobile Manufacturers Association, Inc.)



Workers had to squat to assemble parts before introduction of the "strike zone" approach (above); these stressful positions are no longer needed thanks to conveyors that can raise and lower the cars being worked on (below).

日産自動車安全衛生基本方針

私たちは、トップから社員一人ひとりに至るまで、全員が人間尊重の考え方を共に認識しあい、職場環境の最適化、心身にわたる健康増進を積極的かつ継続的に進め、災害や疾病のない明るく活気ある職場づくりを推進する。

日産自動車株式会社 最高執行責任者(COO)

志賀俊之

COO Toshiyuki Shiga's declaration on workplace safety

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In April 2007 we added "promotion of employee health" to the existing tenets related to occupational safety in our companywide declaration on workplace safety.

Providing Expert Mental-Health Care

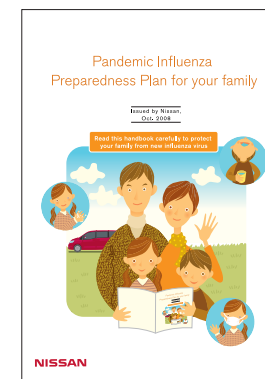
Nissan has put together a specialized team led by a clinical psychiatrist to care for the mental health of employees in Japan. In fiscal 2005 we introduced a mental healthcare program, Advantage EAP (Employee Assistance Program), in cooperation with external mental healthcare specialists with the aim of providing employees with consistent care covering everything from prevention and early diagnosis to treatment and recovery. In fiscal 2007 we extended the program to include production-line workers, giving all employees in Japan and their family members access to mental-health professionals for consultations, diagnosis and counseling. Advantage EAP also includes an online counseling service called eMe. Nissan is making diligent efforts to provide employees with top-quality mental healthcare that also respects patient confidentiality.

Guidance Against New Strains of Influenza

In response to the global spread of new strains of influenza, Nissan produced a guidebook in October 2008 to educate employees on measures to prevent their catching the flu and spreading it. The booklet contains advice on everyday preventive measures and an explanation of the company's policy for responding to an outbreak. The booklet has been posted on the company's intranet so that employees can consult it whenever they wish. Moreover, copies of the booklet have been provided to our business offices in Japan so that employees can take them home and share the information with their families.

Managing and Preventing HIV/AIDS

Nissan South Africa (Pty.) Ltd. instituted an HIV/AIDS Workplace Program in 1999 in an effort to protect the health of its employees. In 2003 the company launched an integrated Employee Wellness Program (EWP) to further improve this approach. To help ensure the mental and physical well-being of employees, the EWP provides for a range of measures, including health consultations and assistance with the prevention and management of HIV/AIDS. The EWP also includes outreach measures as a means of supporting communities around NSA facilities in their fight against the disease. The range of steps taken in 2008 included on-site medical clinic services, such as HIV voluntary counseling and testing (HIV VCT), regular health screening and monthly health awareness campaigns.



This booklet aims to prepare Nissan employees against the threat of new flu strains.



Since 2003 NSA has operated an Employee Wellness Program for its workers.

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Nissan North America offers employees support in this area by arranging insurance coverage for HIV/AIDS in addition to mental healthcare and substance abuse treatment. The benefit levels are among the most competitive in the industry.

Employee Health Promotion (United States)

To help employees manage their personal health, Nissan North America has developed LiveWell, a new initiative that builds on workplace safety guidelines. The initiative includes a free, voluntary health improvement program that provides education and support for reducing health risks and managing chronic disease. Another component is consumer-driven health plans that allow NNA employees to take a more active role in managing their health, as well as providing an opportunity to save for future healthcare costs.



Employees take an active role in maintaining their own health.

Messages from Our Stakeholders

Contributing to Nissan's Long-term Growth



Masanori Ueda

Expert Leader (Environmental and Energy technologies)
Technology Planning Department
Planning and Advanced Engineering Development Division
Nissan Motor Co., Ltd. (Japan)

Nissan introduced the Expert Leader System to enhance employees' skills and spur long-term company growth. Expert Leaders maintain and develop world-class competitiveness in Nissan's key areas of expertise. I became an Expert Leader in environmental and energy technologies in 2009. This field encompasses numerous challenges: rather than simply the need for recycling measures, we face the question of how Nissan should create future technology and its vision for zero-emission vehicles, the area where the company is making its strongest efforts toward a low-carbon society. The automobile industry may be facing difficult times today, but cars will remain a vital form of transportation in people's daily lives. We must keep our eyes on the future and not be sidetracked by temporary conditions. The environmental field, where results take much time and investment, requires a sustainable approach reconciling eco-friendliness and business success. I will treat our many challenges as opportunities, and address them head-on.

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Fair Business Stipulated in Purchasing Guidelines

The purchasing divisions of Nissan and Renault have produced a booklet, *The Renault-Nissan Purchasing Way*, outlining the important values and processes to be adhered to when doing business. This booklet, which is shared with our suppliers, clearly states our fundamental principles of fairness and impartiality in our dealings with suppliers and the complete transparency of our selection process. It sets forth the basic thinking, objectives, processes and management tools of the Alliance partners with regard to their global purchasing activities. Both Nissan and Renault have distributed the booklet to the primary suppliers of the Renault-Nissan Purchasing Organization in order to further mutual understanding and trust and to build mutually beneficial relationships with them.

Promoting CSR Management with Suppliers

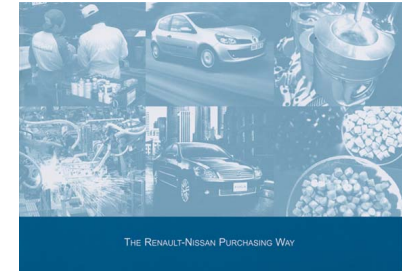
Nissan has business partners throughout the global markets, and our aim is to promote ethical, environmentally conscious business at all stages of the supply chain. We work together with our suppliers to promote enhanced CSR-based management, such as by sharing *The Renault-Nissan Purchasing Way* with them and by having new suppliers submit written statements of commitment to preventing pollution and abolishing child labor and forced labor.

We held a briefing on CSR and socially responsible procurement in January 2008 for 170 suppliers, at which we explained Nissan's CSR policy and CSR procurement policy and our efforts in these areas. We asked suppliers to ensure rigorous compliance with laws and regulations and to strengthen their internal systems relating to CSR.

We plan to introduce best practices in the future in order to check that our suppliers have established CSR activities and to improve CSR management. To promote CSR efforts by the auto industry as a whole, we participate in a conference organized around JAMA to examine CSR in the supply chain.

Strengthened Communication with Suppliers

Nissan's purchasing division hosted a meeting for major domestic and overseas suppliers in May 2008 in order to explain directly the aims and initiatives in our medium-term business plan, Nissan GT 2012. The meeting was attended by 1,200 people from 620 suppliers. At the meeting, Nissan executives explained the main objectives of the medium- to long-term plan and took questions from the suppliers' top managers. In addition, Nissan has held monthly production plan briefings since December 2008 to keep suppliers up to date on production and sales information in the rapidly changing market environment. We are working to boost our communication activities to further enhance the relationship of trust with our suppliers.



The Renault-Nissan Purchasing Way



<http://www.nissan-global.com/EN/COMPANY/LIBRARY/>

This booklet is available for download from our website.



A suppliers meeting covering CSR procurement issues



By holding meetings for suppliers, Nissan shares information with them in a timely fashion.

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Three-Way Collaboration for Best Practices

The Nissan 3-3-3 Program is an initiative involving collaboration between suppliers and our purchasing and product development divisions. The aim is to improve quality and reduce costs in order to keep developing competitive parts. The three parties aim to develop best practices by exchanging ideas based on the scientific judgment of cost-reduction engineers and on close communication between Nissan and the suppliers. We also dispatch staff to our suppliers around the world to improve their production processes and boost their competitive strength. With the goal of working together to become cost leaders in today's adverse markets, we are further strengthening the 3-3-3 Program to increase production volume per part, promote localization and improve logistics.



Suppliers work closely with us in the Nissan 3-3-3 Program.

Global Recognition for Supplier Contributions

Each year Nissan recognizes the contributions of its suppliers with awards presented in each of the regions where we operate, as well as with two worldwide supplier awards, the Global Quality and Global Innovation Awards. These are presented to suppliers that have contributed to our business performance at the global level.

Global Quality Award recipients are selected by our purchasing, quality and other divisions using standard criteria applied worldwide. Global Innovation Award recipients are selected from suppliers nominated by our production, development and quality divisions in the two categories of product technology and process management. In fiscal 2008, three companies received Global Quality Awards, and Global Innovation Awards were awarded to 11 companies in the product technology category and one company in the process management category.

Nissan hopes that this awards system will encourage suppliers in the global supply chain to embrace our management approach, which balances the economic activities of quality, cost reduction and technological development with environmental concern and social responsibility.



http://www.nissan-global.com/EN/QUALITY/GLOBAL_SP/

Please see our website for more information on the quality initiatives we undertake with suppliers.



Nissan recognizes suppliers' contributions with its global awards programs.

The Nissan Green Procurement Guidelines

Nissan set out environmental standards for its suppliers of vehicle parts and materials in the Green Procurement Guidelines in 2001, asking suppliers across Japan to cooperate by reducing their environmental impact. We expanded this coverage to include suppliers worldwide in fiscal 2007, and in 2008 we reissued the guidelines as the Nissan Green Procurement Guidelines. We have asked our primary suppliers to comply with the new guidelines, and we are promoting management of environment-impacting substances and continually reducing their use throughout the supply chain, including the sources from which our suppliers procure goods. At the end of 2008, 94% of our domestic suppliers had acquired certification under either ISO 14001, an international environmental management standard, or Eco Action 21, an environmental evaluation program set up by the Japanese Ministry of the Environment.



Sharing information on the Nissan Green Procurement Guidelines

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In fiscal 2008 we advanced the Nissan Green Procurement Guidelines in the European region, and their coverage is slated to expand to Asia and the United States in the future.

Messages from Our Stakeholders

Improving Our Products Through Close Communication



Masahiro Umezawa
Assistant Manager
Design Dept. 1
Suspension Spring Division
NHK Spring Co., Ltd. (Japan)

I am in charge of the design and development of vehicle suspension springs. I am pleased that cars sold in Japan and around the world are equipped with our technology, but I also feel a heavy responsibility. Most of the suspension springs that we design are made of metal. Weight differs according to the type of spring used, but roughly 10 kilograms of springs go into one compact car, and upwards of 50 kilograms in one pick-up truck. In order to contribute to solving the environmental problems that are of utmost concern at the moment, I believe we must improve our springs' functionality while also working to make them lighter. Nissan has widely employed our suggestions for reducing weight. I would like to continue communicating closely with Nissan and to offer even more suggestions, responding to increased expectations in the future.

WITH OUR DEALERS

The Nissan Sales and Service Way

Nissan established the Nissan Sales and Service Way (NSSW) as a set of global guidelines helping dealers to better respond to the individual needs of customers, seeing things through their eyes to provide professional, high-value services. We conduct various activities to increase customer satisfaction and to improve our sales and service quality based on these guidelines.

Examples of such measures include training for dealership staff to increase product knowledge and customer care skills, the establishment of outlet facility guidelines to enhance Nissan's brand image and customer satisfaction surveys. We carry out these initiatives globally while keeping in mind differences in cultural conditions and customs across countries and regions. In this way we seek to provide the best customer service possible in car purchases and maintenance, repair services and other areas.

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Recognizing Initiatives to Raise the Nissan Brand

Nissan instituted the Global NSSW Awards program to recognize dealerships around the world that have made substantial contributions to the Nissan brand through the implementation of high-quality customer satisfaction initiatives in their day-to-day sales activities. In fiscal 2008, Global NSSW Awards were presented to 42 dealers from 33 countries, including two in Japan, six in North America, 15 in Europe and 19 in the General Overseas Markets. Through this award program we seek to continually strengthen Nissan's brand value and customer satisfaction activities by motivating our dealers on the sales and service front line.



The 2008 Global NSSW Awards ceremony

Efforts to Recognize Dealer Competency

Established in 2000, the Global Nissan Award program serves to evaluate and recognize the competency of Nissan-operated dealerships worldwide in the areas of new vehicle sales, after-sales service, branding and customer satisfaction. Four dealerships were selected from among about 140 worldwide to receive the Global Nissan Award in fiscal 2008. Additionally, two dealerships received a Special Award for capturing the top market share in their respective markets.

We strive to maximize value to customers by increasing the motivation of every employee at our dealerships, the symbol of the Nissan brand in the marketplace.



CEO Carlos Ghosn presents a 2008 Global Nissan Award.

Skill Improvement for Dealership Technicians

The biennial Nissan International Service Technical Contest (NISTEC) recognizes the exceptional skills of outstanding Nissan technicians, thereby motivating dealer service technicians around the world to further develop their technical skills. Sixteen technicians were selected to receive the 2008 NISTEC Global Award based on the results of regional contests held in 2007 and 2008. Having standardized contests in each region, followed by feedback and evaluation of skills based on Nissan's analysis of the competition results, has contributed to further raising the skill level of technicians.



The 2008 NISTEC Global Award recipients at the awards ceremony

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Cooperating with Dealerships in CSR Management (Japan)

To promote a consistent approach to CSR management, Nissan regularly holds special meetings for dealerships in Japan to explain the company's compliance-centered internal control system. At these meetings, dealerships are encouraged to improve the standards of their codes of conduct and to continue to thoroughly educate employees in this area. At the compliance meeting held in November 2008, attended by 47 compliance officers from dealerships across Japan, discussion focused on reconfirming such ideas as the company's role toward society and customers, as well as on how to carry out sound corporate activities to improve Nissan's brand value.

Nissan aims to further improve its CSR management by ensuring its sense of compliance is shared with dealerships and working to build stronger internal controls.



Compliance officers from dealers in Japan discussed Nissan's CSR management approach.

Messages from Our Stakeholders

A Focus on Satisfying the Customer



Jose Martins
General Manager
Oakville Nissan Ltd. (Canada)

Today more than ever, the customer is the central focus in any successful business. In this competitive market, to sustain profitability and growth it is important not only to earn new customers' business, but also to satisfy and retain the current customer base. Customer retention is a reflection of a company's investment in providing quality service throughout the entire organization. While Nissan's brand identity and exceptional product quality certainly provide a strong foundation for retailers, a compelling product line-up alone does not keep the customers coming back. The specific standards set out by the Nissan Sales and Service Way guide us in attaining our total customer satisfaction goal, which benefits all stakeholders: Nissan, retailers and ultimately the consumer. As a dealer I am grateful for Nissan's continual pursuit of superior customer satisfaction, as it is directly responsible for sales growth, customer trust and retailer profitability.



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With Society

Contributing to a Sustainable Society as a Corporate Citizen

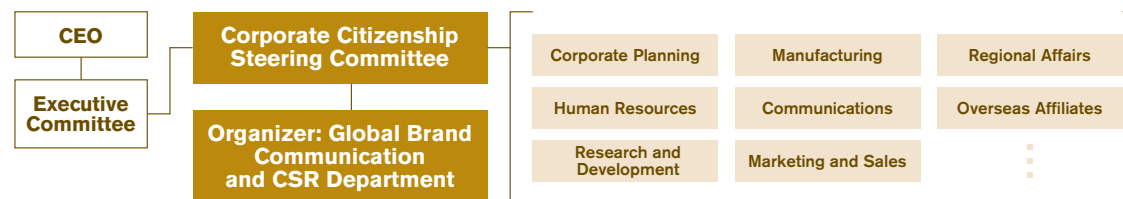
In line with its vision of Enriching People's Lives, Nissan's desire is to provide attractive products and services to customers worldwide while at the same time fulfilling its responsibility as a corporate citizen to help realize a sustainable society. As a member of the global community, we engage in a variety of social contribution activities supporting the creation of a better world.

CONTRIBUTING TO COMMUNITIES

Our Unique Social Contribution Activities

To fulfill its role as a corporate citizen and contribute toward a sustainable society, Nissan carries out social contribution activities, mainly in the fields of education, environmental awareness and humanitarian relief. The Corporate Citizenship Steering Committee, a companywide organization comprising executives and staff in charge of social contribution activities, oversees the development of these activities to ensure consistency, sharing the company's vision across its global network while also fitting the needs and circumstances of each country or region where the activities are implemented.

Organization of the Corporate Citizenship Steering Committee



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

Please see our website for additional details about our corporate citizenship activities.



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Nissan is working to build stronger ties with local communities where its offices and plants are located through social contributions as well as economic measures like job creation. In addressing issues that go beyond country or region, we balance a global vision with the activities best suited to each community where we operate. We believe that this approach enables us to make social contributions that are uniquely Nissan.

In our social contribution activities, we place great importance on the following points:

1. Fostering a spirit of voluntary participation among employees

We do our best to support the social contribution activities carried out by individual employees and we encourage as many of our people as possible to get involved in the spirit of corporate citizenship, with the aim of contributing as much as possible to society through such activities.

2. Making the best use of our corporate strengths and qualities

Some of our contributions are financial in nature, but we also aim to go beyond this by making full use of the resources built up through our business activities, such as our expertise and our facilities, to carry out sustainable activities.

3. Cooperating with specialized NPOs and NGOs

Nissan continually looks for ways to develop highly specialized programs to work with nonprofit and nongovernmental organizations in order to make its social contributions all the more effective and productive.

Sponsoring the Science of Survival

As one of its global social contribution activities, Nissan co-sponsors the Science of Survival. This interactive exhibition, which examines the theme of what life will be like in 2050, was first shown in April 2008 at the Science Museum in London and then in October at the Liberty Science Center in New Jersey. In April 2009 the show opened at the National Science Centre in Kuala Lumpur, Malaysia. Nissan's display in the Moving area of the exhibition showcases the company's environmental technologies, including lithium-ion batteries and a 1/4-scale model of Pivo, our electric urban commuter vehicle. The Science of Survival lets us introduce the results of our medium-term environmental action plan, Nissan Green Program 2010, in an easy-to-understand way, providing children as well as ourselves with an opportunity to think about environmental issues.



The Science of Survival made its second stop in October 2008 in New Jersey.

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❖ SOCIAL CONTRIBUTIONS IN JAPAN ❖

❖ 25 Years of Support for Children's Books ❖

This year marks the 25th anniversary of the Nissan Children's Storybook and Picture Book Grand Prix, a cooperative program with the International Institute for Children's Literature, Osaka. Started in 1984 to introduce children to richly imaginative storybooks and picture books, this writing competition seeks to encourage amateur authors toward the production of creative literature for children. Entries have included numerous outstanding works over the years, and prize-winning books have gone on to a variety of uses, including as elementary school language-arts textbooks. A total of 2,351 storybooks and 679 picture books were submitted for the 25th Grand Prix from all across Japan, from which 38 were selected and presented with awards. Nissan dealerships donate copies of the prizewinning works to around 650 kindergartens, as well as to some 3,500 public libraries across Japan. To date, we have donated over 160,000 books.

To commemorate the 25th anniversary of the Grand Prix, along with the 17th anniversary of the Joyful Storybook and Picture Book Exhibition, which Nissan co-hosts with the children's welfare foundation National Children's Castle, Nissan held special open seminars in Tokyo and Osaka. Former grand-prize winners and judges provided suggestions and insight into the creative process. An exhibition of original pictures was also held at the Nissan Gallery in Tokyo.



Grand Prix winners include colorful, imaginative works for children.

❖ The Nissan Waku-Waku Eco School ❖

In cooperation with the nonprofit organization Weather Caster Network (WCN), we have launched the Nissan Waku-Waku Eco School, an education program aiming to increase environmental awareness among children, the leaders of tomorrow. At the first class, held in September 2008 at Aiko Elementary School in Atsugi, Kanagawa Prefecture, a weather forecaster from WCN explained to approximately 90 fifth-graders such topics as climate change and global warming, after which a Nissan presenter introduced the company's environmental initiatives for vehicle manufacturing. The program also included hands-on activities like making model fuel-cell cars and going for rides in Nissan's X-TRAIL FCV, enabling the students to experience future energy sources. We plan to expand the program to more schools in Kanagawa Prefecture to encourage a greater number of students to think about future energy sources and environmental issues.



Eco School participants take rides in an X-TRAIL FCV.

❖ Sponsoring the Arts in Karuizawa ❖

Nissan co-sponsored the second annual Karuizawa Arts Festival, held from August 16 to 24, 2008. We also provided two of our latest fuel-cell vehicle, the X-TRAIL FCV, for use during the event. The event takes the form of a music festival to celebrate the cultural arts. Inspired by the organizing committee's aim to host an environmentally conscious event, Nissan decided to sponsor the festival

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for the second consecutive year. In addition to providing the two vehicles to transport performers to and from the festival grounds, the company gave spectators the opportunity to ride in the vehicles and conducted refueling demonstrations at a hydrogen station specially set up for the event. Nissan employees also visited four public elementary schools in the area, conducting environmental education classes with approximately 330 students. In conjunction with the festival, an exhibition of works entered in the Nissan Children's Storybook and Picture Book Grand Prix was held at the Karuizawa Museum of Picture Books, along with such activities as book readings.

Programs Connecting Education and Industry

We launched the Nissan Design Waku-Waku Studio, an educational program for fifth- and sixth-grade students in Kanagawa Prefecture, as a new social contribution activity connecting the manufacturing sector with education. In line with the objectives of the career education program promoted by Japan's Ministry of Education, Culture, Sports, Science and Technology, Nissan developed its own career classes. This was held for the first time in September 2008 at two public elementary schools in the city of Yokohama with around 230 fifth-graders. In addition to talking about the world of auto design, including the process of designing a car from start to finish, the instructors—professional designers at Nissan—demonstrated concept designs based on car sketches that the children drew. The program aims to provide a fun learning experience that opens children's minds to great possibilities, conveying through the work of car designers the joy of having dreams and the importance of giving our best in whatever we do.

Introducing Children to the Wonders of Manufacturing

The Nissan Monozukuri Caravan is an original educational program designed to provide children with the opportunity to experience the enjoyment of *monozukuri* (crafting things), based on Nissan's experience and know-how as a manufacturer. The first classes of this program, which targets elementary school students, were held in 2007 at elementary schools throughout Kanagawa Prefecture. In 2008, the program was expanded to include schools in Tochigi and Fukuoka Prefectures, and by the end of the year, 412 classes had been held at 186 schools.

Program activities include the assembly of Nissan Friend Model toy cars. This allows teams of students to experience the challenge of raising production efficiency through creative planning and improvements. There are also hands-on sessions in which the children learn under the guidance of trained personnel about the various tools used on the factory floor. Nissan plans to continue this new social contribution activity, which enables children to experience firsthand the joy of teamwork and *monozukuri*.



One of the X-TRAIL FCVs used at the Karuizawa Arts Festival 2008



Nissan designers tell students about their jobs.



Experienced Nissan workers share the joy of creating things with students.

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Assistance for Victims of Natural Disasters

Nissan provided ¥2 million in emergency financial assistance through the Japanese Red Cross Society to aid victims of the Iwate-Miyagi Nairiku Earthquake, which occurred in the Tohoku region of Japan's main island of Honshu on June 14, 2008.

Our Support for Employee Volunteer Activities

We introduced the Nissan Financial Support Program for Volunteer Activities in 1996 to help employees contribute more actively to their communities. With this program, which was established with the goal of fostering employees' sense of citizenship, Nissan pledges to match employee donations and to provide financial assistance when there are insufficient funds for employees to carry out volunteer activities or purchase the necessary supplies for such activities. In line with our vision of Enriching People's Lives, Nissan supports employees in carrying out volunteer activities as a corporate citizen.

Hosting the National Wheelchair Marathon

In cooperation with local community groups, Nissan hosted the ninth annual national wheelchair marathon Nissan Cup Oppama Championship 2008 at its Oppama Plant from December 5 to 7, 2008. Each year approximately 500 volunteers, including Nissan employees and local citizens, participate in this event, which aims to revitalize the local community and foster awareness of sports for the disabled. Among the 200 athletes participating in this year's event was a silver medalist from the Beijing 2008 Paralympic Games.

Racers competed in a half marathon and shorter race categories on the Oppama Plant's Grandrive test course as well as on public roads. The event program was a valuable opportunity to raise awareness of people with disabilities, also including a social gathering for local elementary and junior high school students where they could interact with the athletes and experience riding in a wheelchair. Various organizations supporting athletics for the disabled were presented with contributions from the Taiyo Fund, a donation program set up by Nissan employees especially for this event.

Supporting Scientific and Technological Development

The Nissan Science Foundation aims to "create solutions for social progress" through its activities, focusing specifically on research in the areas of the environment, cognitive science and education in science and technology. Since its establishment in 1974, the Nissan Science Foundation has provided cumulative assistance of ¥6.2 billion to approximately 2,100 projects.



A Christmas charity concert organized with support from Nissan's donation program.



Racers take part in the Nissan Cup Oppama Championship 2008.

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The Nissan Science Prize has been awarded to a promising researcher every year since 1993. The prize for fiscal 2008 went to Professor Fuyuki Ishikawa of Kyoto University's Graduate School of Biostudies for his research on chromosome telomeres that govern cellular aging. Ishikawa's work is expected to shed light on the processes through which cells age and become cancerous, thereby guiding development of new prevention and treatment methods.

In February 2009 Nissan joined the Nara Institute of Science and Technology to co-host the international Woody Plants Biotechnology Symposium. The event, which included a poster exhibition outlining results achieved by young researchers who have received assistance from the Nissan Science Foundation, proved an excellent networking opportunity for Japanese and foreign researchers.

WORKING FOR SOCIETY IN NORTH AMERICA

Helping to Build Affordable Homes

Nissan North America is helping to provide low-cost housing to those in need through its partnership with Habitat for Humanity International. In 2008 Nissan renewed its \$1 million yearly partnership with the organization, sponsoring the construction of 11 new homes, eight of which were "eco-houses." A variety of environmentally friendly features were incorporated into the design of these homes. The toilets and faucets use less water, and the temperature inside is adjusted automatically. In addition, the homes were built with an energy-efficient fluorescent lighting system and carpet made from recycled materials. Since 2006, Nissan has donated more than \$3 million to Habitat for Humanity in house sponsorships and truck donations, as well as 40,000 employee volunteer hours.



Nissan employees have volunteered 40,000 hours of their time to Habitat for Humanity.

EUROPEAN PROGRAMS

Nissan Supports Development of Hydrogen Vehicle

When a research team at the University of Sunderland set out to create a vehicle that could switch from gasoline to hydrogen as its fuel, Nissan Motor Manufacturing (UK) Ltd. provided engineering expertise and donated the car used in the project, a Nissan Almera from the company's Sunderland plant. The HyPower Nissan Almera made its debut at a university conference in September 2008. When running on hydrogen, the vehicle's only tailpipe emission is water. The HyPower serves as a platform for testing new hydrogen technologies, and by appearing at schools and other venues, it also helps stimulate interest in engineering careers.



Nissan is helping researchers create a new hydrogen-powered car.

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∴ **Sharing the Joy of Driving** ∴

The Sunderland Plant of Nissan Motor Manufacturing (UK) Ltd. is a proud supporter of Blind Drive Day, a unique charity event to raise funds for the provision of guide dogs. Blind and partially sighted individuals get the chance to drive around a Nissan test track in a dual-controlled car alongside a driving instructor. For some participants the experience is very memorable indeed, as it is their first opportunity behind the wheel of a vehicle. Afterward, participants are driven around the high-speed circuit in a rally car to experience the thrill of high-speed racing.



Blind Drive Day helps give everyone a chance to get behind the wheel.

∴ **CONTRIBUTING TO THE WORLD** ∴

∴ **Bringing Books to Young Thai Readers** ∴

The 2004 Indian Ocean Tsunami had a particularly devastating effect on Thailand. In the aftermath of the disaster, Nissan Motor (Thailand) Co., Ltd. donated an Urvan (marketed in Japan as the Caravan) to the Sikkha Asia Foundation for use as a mobile library, with the aim of delivering books to underprivileged children in affected areas. In addition to modifying the vehicle to allow it to carry large numbers of texts, Nissan also provided support for maintenance and fuel charges and donated educational reading materials. The Nissan Mobile Library is also used to bring books to children living in Thailand's remote areas. Library staff members read stories and organize various other activities to encourage the development of healthy reading habits. The company decided to expand upon this effort in 2008 by donating a second vehicle, with the aim of extending the geographic coverage of the educational project.



The mobile library brings books to children in rural Thailand.

∴ **Our Flagship Project in South Africa** ∴

Nissan South Africa (Pty.) Ltd. (NSA) is undertaking several diverse projects to make meaningful contributions to society. Three of these—the Mobile Eye Clinic, Nissan Adbag and Vegitunnels—have been reorganized into a unique flagship project.

The Mobile Eye Clinic provides vision testing and eye screening to elementary school students in rural villages throughout South Africa. In addition, the clinic itself—a Nissan Interstar van fully outfitted with optometry equipment—allows for 4,000 pairs of eyeglasses to be dispensed to children each year. NSA donated this van to the International Centre for Eye Care Education, a nonprofit organization involved in community healthcare activities in Africa.

The Nissan Adbag project, launched in 2006, provides rural schoolchildren with book bags made from recycled Nissan advertising billboard material. The bags are assembled by individuals with mental and physical disabilities.

The final component of NSA's flagship project is Vegitunnels. Participating elementary schools in rural areas each receive two Vegitunnels, covered gardening structures that increase produce



One of the Vegitunnels set up by NSA each year.

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yields and reduce loss to pests. Vegetables grown in the nonhazardous, net-covered tunnels are used mainly to feed schoolchildren, and local residents are employed to look after the crops. NSA sets up Vegitunnels at 35 schools each year, helping to feed around 25,000 students.

Contributions to Rural Schools

NSA is helping to improve the educational environment of the country's schools. For the past 11 years, the company has been involved in the Rally to Read, a charity event that takes place every May in seven of South Africa's nine provinces. Companies involved in the rally donate reading and writing materials. After the event has finished, these materials are left with rural schools, which use them as writing practice notebooks and library books. Training materials are also provided to educators to help them more effectively administer their schools.

Nissan's Mobile Science Laboratory

The Vuwani Maths and Science Resource Centre in South Africa's Limpopo Province introduces high school students to practical applications of these two subjects. NSA is working in partnership with the center, providing a mobile science laboratory and financial donations to allow its facilities to be brought directly to students in rural villages. Exposure to these resources helps students improve their math and science grades and thus become eligible to enroll in university engineering programs. The project is also expected to create a larger pool of potential entrants to the automotive industry. The project benefits over 15 schools and 50,000 students each year.

Support For Disaster Relief

Two large-scale natural disasters struck the Asian continent in 2008, and in both cases Nissan Motor Co. contributed support for emergency relief efforts. After Cyclone Nargis hit Myanmar in early May, Nissan pledged ¥10 million to Japan Platform, a nonprofit organization engaged in relief efforts. In the wake of the May 12 earthquake in China's Sichuan Province, Nissan donated ¥15 million to support the activities of the Red Cross Society of China. In addition, Nissan's joint-venture partner in China, Dongfeng Motor Co., Ltd., donated 10 Qashqais for use in relief activities.



NSA has supported the Rally to Read for more than a decade now.



NSA representatives present the keys to the mobile laboratory vehicle.

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Fund-Raising Along the Silk Road

The Nissan Ten-Year International Silk Road Walk is a fund-raising event that covers the whole 7,000 kilometers of the historic Silk Road over the course of a decade. Sponsored by Nissan China Investment Co., Ltd., this walk provides participants with the moving opportunity to experience for themselves the wonders of China's history and art as they travel through different regions, along with fresh insight into China's educational and environmental issues. The event includes fund-raising activities for elementary schools in some of China's poorest regions.

Nissan China Investment supports the Lifeline Express, a mobile, train-based medical clinic offering free treatment to people in the poor regions of the Chinese interior. In 2006 the company donated 100,000 yuan (about ¥1.4 million), and since 2007 it has made annual donations of 150,000 yuan (about ¥2.1 million). This help has been received with gratitude and official recognition from the Chinese Ministry of Commerce and the Chinese Foundation for Lifeline Express, which operate the mobile medical program.



Fund-raising participants spend 10 years walking the 7,000 kilometers of the Silk Road.

Messages from Our Stakeholders

Working Toward Mutual Learning and Hope



Tetsuo Tsutsui
Secretary General
Shapla Neer
(Citizens' Committee in Japan
for Overseas Support)

Shapla Neer, the Citizens' Committee in Japan for Overseas Support, is an NGO working to eliminate poverty in India, Bangladesh and Nepal. Our organization cooperates with various Nissan activities, such as the Nissan-NPO Learning Scholarship Program launched in 1998 and the collection of unusable postcards from Nissan offices, to promote a lifestyle incorporating reuse. Daily life for people in South Asia is indescribably difficult. Yet there is much that we can learn from these people's lifestyles, such as zest for life, family ties and concern for others. People in South Asia live in the same era and have the same hopes as people in developed countries. With cooperation from Nissan, we want to share their thoughts with people in Japan through our programs. We all have a duty to make the world a better place. I wish to join everyone in broadening our thinking as to how we can accomplish this.

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Corporate Governance

—Maintaining Trust Through Transparency





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Corporate Governance

Maintaining Trust Through Transparency

Enhancing corporate governance policies is essential for Nissan to fulfill its corporate social responsibilities. We strive to make our CSR approach more effective by presenting stakeholders with business goals and guidelines that clearly indicate management responsibility, and by sharing information on our progress toward these goals as early as possible. We would like to build a stronger relationship of trust with our stakeholders based on full transparency in our business operations.

THE NISSAN WAY

Developing a Distinctive Corporate Culture

Nissan's strength as an automobile manufacturer comes from a corporate culture focused on creating value while respecting cultural diversity. At the core of our corporate culture is the Nissan Way. The principles embodied in the Nissan Way, which include a "cross-functional, cross-cultural" business approach and a "commit and target" strategy, formed the foundation of our revival through the Renault-Nissan Alliance. They remain the basis for our achievement of profitable, sustainable growth into the future. The synergy of the Alliance has led to the development of a comprehensive management philosophy and corporate culture in step with the age of borderless business.

Sustainable Corporate Growth Led by Individual Action

The basis of the Nissan Way is a constant focus on the customer as the starting point for increasing corporate performance while sustainably creating value for society. We outlined five "mindsets" and five "actions" in our company guidelines as a means to achieving this goal. Since fiscal 2006 we have made these guidelines available in eight languages (Japanese, English, French, Chinese, German, Spanish, Dutch and Russian) for our employees worldwide. In addition to upholding the Nissan Way, we also emphasize the idea that "the power comes from inside." We



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encourage employees to think about what they can do individually with the belief that their efforts to overcome challenges are the driving force for Nissan's growth.

“The power comes from inside”

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

<p>Mindsets</p> <ol style="list-style-type: none"> 1. Cross-functional, Cross-cultural Be open and show empathy toward 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. 	<p>Actions</p> <ol style="list-style-type: none"> 1. Motivate How are you energizing yourself and others? 2. Commit and 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?
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INTERNAL CONTROL SYSTEMS AND COMPLIANCE

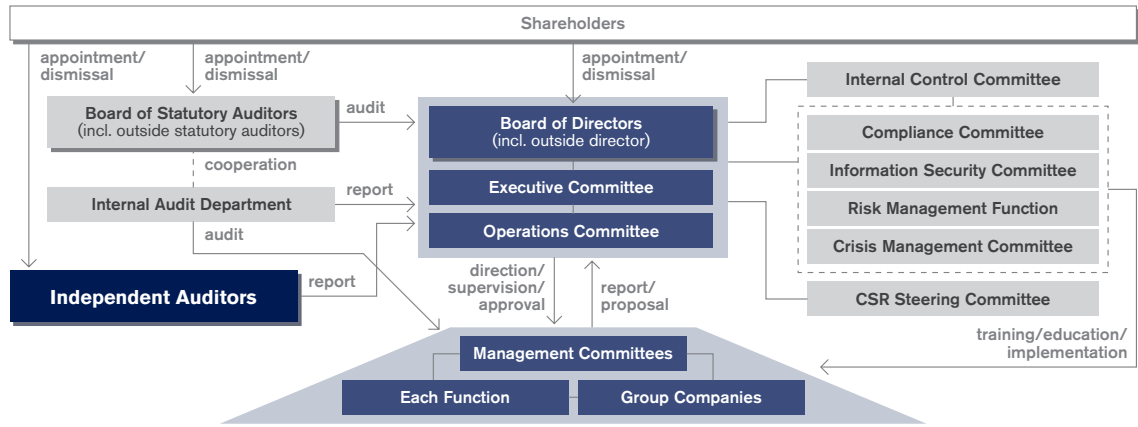
Internal Control Systems for Fair, Transparent Business

Nissan places high value on transparency, both internally and externally, in its corporate management. We focus consistently on the implementation of efficient management for the purpose of achieving clear and quantifiable commitments. In line with this principle, and in accordance with Japan's Company Law and its related regulations, the Board of Directors has decided on the Internal Control Systems to pursue these goals and on its own basic policy. The board continually monitors the implementation status of these systems and the policy, making adjustments and improvements as necessary. One board member has also been assigned to oversee the Internal Control Systems as a whole.

Nissan has adopted a system under which the Board of Statutory Auditors oversees the Board of Directors. The Statutory Auditors attend board and other key meetings, and also carry out interviews with board members to audit their activities. The Statutory Auditors regularly receive reports on the results of inspections and plans for future audits from independent accounting auditors, as well as exchange information to confirm these reports. The Statutory Auditors also receive regular reports from the Japan Internal Audit Office, making use of this information for their own audits.

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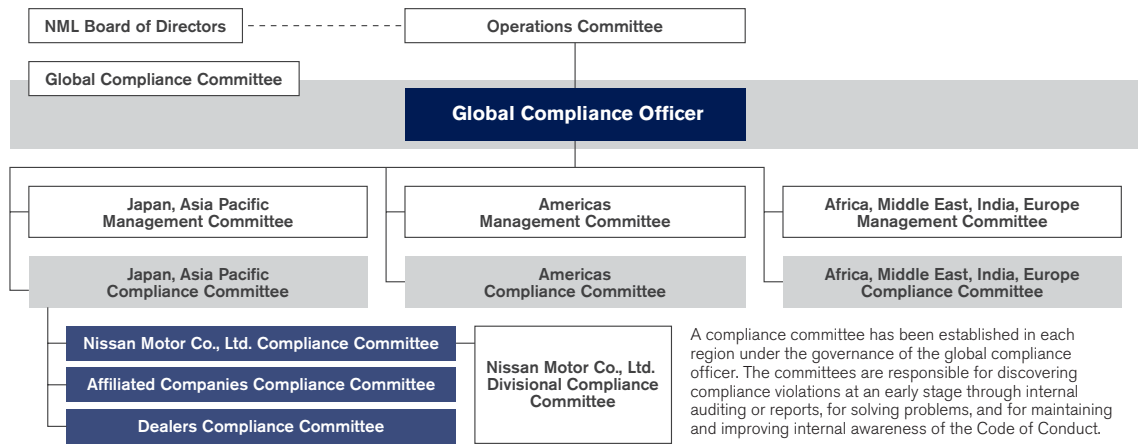
⌘ Nissan's Internal Governance System



⌘ A Legal Framework Supporting Ethical Business Activities

Nissan's CSR approach is founded on compliance. We produced the Nissan Global Code of Conduct in 2001, outlining a set of guidelines for all employees of the Nissan Group worldwide. In addition, three regional Compliance Committees have been established as supports to a global system for preventing incidents of illegal and unethical behavior. The committees work together to maintain and promote our high compliance standards.

⌘ FY2009 Global Compliance Committee Organization



⌘ Global Code of Conduct for Nissan Group

Principle

Nissan shall consistently treat customers, employees, shareholders, suppliers and communities with honesty, integrity, fairness and respect.

The following standards apply to all employees in Nissan Group companies. Each member of the companies is charged with the responsibility to uphold and extend this Code of Conduct.

Global Code of Conduct

1. Comply with All Laws and Rules
2. Avoid Conflicts of Interest
3. Preserve Company Assets
4. Be Impartial and Fair
5. Be Transparent and Accountable
6. Value Diversity and Provide Equal Opportunity
7. Be Environmentally Responsible
8. Be Active; Report Violations

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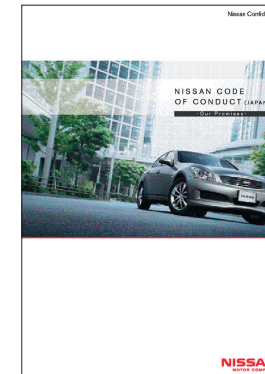
∴ Promoting Compliance Globally ∴

As a means of fostering compliance awareness throughout the company, Nissan has established groups and placed officers in charge of promoting compliance policy in each region where it operates. We place special emphasis on education to ensure that all employees have a correct understanding of the Code of Conduct and, as a result, make fair, transparent judgments in the course of their duties.

To ensure full understanding of the code in Japan, all employees, including executives, take an e-learning or video training course based on the Japanese version of the Nissan Code of Conduct—"Our Promises," instituted in April 2004—after which they sign an agreement to abide by it. We revised the code in fiscal 2007 in response to legal amendments and retrained all employees to further strengthen the spirit of compliance within the company.

Education programs to promote compliance are held regularly for all employees in North America, and a set of universal guidelines has been drawn up for each country in Europe. Compliance-related training is also being carried out in the General Overseas Markets based on guidelines that take into account conditions in each of those countries. Moreover, all group-affiliated companies have introduced their own codes based on the Nissan Code of Conduct.

Additionally, we have created sets of internal regulations covering the global prevention of insider trading and the management of personal information. Nissan seeks to heighten awareness of compliance companywide through such measures as well as various education and training programs.



The Nissan Code of Conduct

∴ Our Stance Against Discrimination and Harassment ∴

Item 6 of Nissan's Global Code of Conduct, "Value Diversity and Provide Equal Opportunity," is our requirement to accept, value and respect the diversity to be found among our employees, business partners, customers and communities where we do business, and to reject discrimination and harassment in all their forms, no matter how minor they may be. Nissan executives and employees must respect the human rights of others, and may not discriminate against nor harass others based on race, nationality, gender, religion, physical capability, age, place of origin or other reason; nor may they allow such a situation to go unchecked if discovered. We also work to ensure that all employees, both male and female, can work in an environment free from sexual and other forms of harassment.

∴ Internal Reporting System Facilitating Sound Business Practices ∴

Nissan employs the Easy Voice System to promote the spirit of compliance among employees and facilitate sound business practices. This internal reporting mechanism allows employees to submit opinions, questions or requests to the company. It has played an instrumental role in creating a self-managed, compliance-oriented corporate culture. This system, which offers full protection to any persons offering information in accordance with Japan's Whistleblower Protection Act of April 2006, has been put in place in all Nissan Group companies in Japan.

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Efficient, Independent Internal Audits

Nissan has established the Global Internal Audit function, an independent group under the direct control of the Chief Operating Officer, to handle internal auditing tasks. Under the control of the Chief Internal Audit Officer, audit teams set up in each region carry out efficient, effective auditing of Nissan's activities on a groupwide and global basis.

The Nissan Approach to Risk Management

For Nissan, the term *risk* refers to any factor that may prevent the Nissan Group from reaching its business objectives. By detecting risk as early as possible, examining it, planning the necessary measures to address it and implementing those measures, we work to minimize the incidence of risk and the damage caused should it arise. Risk management must be a real-world activity tied closely at all times to concrete measures. Based on its Global Risk Management Policy, Nissan carries out activities on a comprehensive, groupwide basis.

In order to respond swiftly to changes in its business environment, Nissan has set up a department focused on risk management, which carries out annual interviews of executives, carefully investigating various potential risks and revising the company's "risk map." An executive-level committee makes decisions on risk issues that must be handled at the corporate level and designates "risk owners" to manage various risks. Under the leadership of these owners, the company designs appropriate countermeasures. Finally, the board member in charge of internal controls oversight reports as needed to the Board of Directors on progress being made.

With respect to individual business risks, each division is responsible for taking the preventive measures necessary to minimize the frequency of risk issues and their impact when they do arise as part of its ordinary business activities. The divisions also prepare emergency measures to put in place when risk factors do materialize. Nissan Group companies in Japan and around the world are strengthening communication in order to share basic processes and tools for risk management, as well as related information, throughout the group.

Activities and Issues in Risk Management

In fiscal 2008, Nissan implemented risk-management measures in such areas as:

1. Large-scale disaster countermeasures

In preparation for earthquakes and other major natural disasters, we have been carrying out seismic retrofitting of structures and facilities on a consolidated basis. As part of our planning for the prompt resumption of business following a disaster, we have also selected a number of key products and production processes and identified the resources and alternative production locations necessary to get them back on line as soon as possible.

In order to carry out these measures as smoothly as possible, the head of Nissan's Disaster Control Headquarters (currently the Chief Operating Officer) leads disaster response exercises simulating a major earthquake directly striking the southern Kanto region of Japan. These

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exercises take place every year, with different scenarios each time. Disaster-response issues clarified through these activities are reflected in our disaster preparedness and recovery manuals.

2. Countermeasures for new pandemic diseases

In recent years worries have increased about new pandemic diseases. Nissan has organized a team within its companywide risk-management framework to tackle this issue, and we are carrying out such activities as employee education (through the production and distribution of informative pamphlets), preparation of an influenza response manual, sharing of these tools throughout our global organization and stocking of emergency supplies.

3. Managing the risk of production interruptions

In addition to major natural disasters, there are other risks that threaten the continuity of our manufacturing operations. To respond to these risks, we are preparing various measures from the angles of preventing threats to our workforce, lower product quality and production capacity shortages.

Furthermore, we carry out on-site inspections and questionnaire surveys of our major suppliers in order to grasp their level of earthquake preparedness and to share information with them. We have begun discussions with these partners on how to respond in case of emergency.

4. Addressing risk to our reputation

We also consider risks to Nissan's corporate reputation. We carry out seminars and other educational activities within the company on compliance with important laws and other regulations, as well as continuing internal audits related to these efforts, in order to prevent these risks from arising.

In response to the ongoing global financial crisis, which brings the potential for liquidity and exchange-rate volatility risk going beyond previous projections, we are working on more robust countermeasures for newly arising risk issues.

Ensuring Personal Information Protection and Reinforcing Information Security

Aware of our social responsibility to properly handle customers' personal information, Nissan has set up internal systems, rules and procedures for handling personal data in full compliance with Japan's Personal Information Protection Act. All companies in Japan associated with Nissan are taking similar steps.

Moreover, Nissan shares with group companies worldwide its Information Security Policy as its basis to reinforce overall information security. We have also established an Information Security Committee, which implements measures as necessary to further strengthen information security to prevent information leaks and other such incidents. Furthermore, we regularly carry out various in-house programs to thoroughly educate and motivate employees to uphold their responsibilities in this regard.



• http://www.nissan-global.com/EN/SITE_INFO/PRIVACY/

Please see our website for additional details on Nissan's measures to protect privacy.

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Nissan as a Responsible Global Citizen

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

In order to enhance corporate activities based on the following 10 principles, Nissan continues to advance its CSR management.

The 10 Principles of the Global Compact

Human Rights

- Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and
- Principle 2: make sure that they are not complicit in human rights abuses.

Labor Standards

- Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- Principle 4: the elimination of all forms of forced and compulsory labor;
- Principle 5: the effective abolition of child labor; and
- Principle 6: the elimination of discrimination in respect of employment and occupation.

Environment

- Principle 7: Businesses should support a precautionary approach to environmental challenges;
- Principle 8: undertake initiatives to promote greater environmental responsibility; and
- Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

- Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

Joining the World Business Council for Sustainable Development

Nissan is a member of the World Business Council for Sustainable Development (WBCSD), an international association of companies with a shared interest in sustainable development based on the three pillars of economic growth, environmental preservation and societal fairness. Some 200 companies from more than 35 countries and 20 major industrial sectors have joined the WBCSD.

The Council's objectives in contributing to industry are to:

- Show business leadership on sustainable development
- Help guide policy development
- Develop the business case for sustainability
- Foster best practices
- Encourage global outreach



<http://www.unglobalcompact.org/>

Additional information on the Global Compact is available online.



World Business Council for Sustainable Development



<http://www.wbcsd.org/>

Additional information on the WBCSD is available online.

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THE RENAULT-NISSAN ALLIANCE

Combining Forces to Achieve Optimum Synergy

An international partnership of a kind unseen in the world of business until its birth on March 27, 1999, the Renault-Nissan Alliance this year marks its tenth anniversary. This partnership, based on respect for the brand identities and corporate culture of both partners, is the first such alliance formed between a Japanese and a French company. The two Alliance partners are working together in pursuit of profitable growth and mutual benefits through a joint strategy based on common goals and a shared philosophy.

Our Alliance Vision

In March 2004, Renault and Nissan marked the fifth anniversary of the Alliance partnership with a declaration of determination to make continued progress together. In this Alliance Vision we reconfirmed the values and principles we share with each other.



The Renault Mégane (left) and Nissan Cube

The Renault-Nissan Alliance

Constitution

The Renault-Nissan Alliance is a unique partnership of two global companies united for performance and linked by cross-shareholdings. It is based on two founding principles:

- I. Developing all potential synergies by combining the strengths of both companies through a constructive approach to deliver win-win results
- II. Preserving each company's autonomy and respecting their own corporate and brand identities

Alliance Vision: Destination

Ambition

- The Alliance contributes to global sustainable development
- The Alliance generates attractive returns for the shareholders of each company
- The Alliance attracts and retains the best talents, provides good working conditions and challenging opportunities: it grows people to have a global and entrepreneurial mindset

Management principles

- The Alliance is based on trust, transparency and mutual respect
- The Alliance Constitution is associated with the best established standards of corporate governance, ensuring:
 - Clear decision making for speed, accountability and a high level of performance
 - Maximum efficiency by combining the strengths of both companies and developing win-win synergies

Objectives

The Alliance develops and implements a strategy of profitable growth and sets itself the following three objectives:

1. To be recognized by customers as being among the best three automotive groups in the quality and value of its products and services in each region and market segment
2. To be among the best three automotive groups in key technologies, each partner being a leader in specific domains of excellence
3. To consistently generate a total operating profit among the top three automotive groups in the world, by maintaining a high operating profit margin and pursuing growth

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A New Step Forward for the Alliance

With global sales in 2008 of more than 6 million units, the Renault-Nissan Alliance is a top three market player. Today, the Alliance gives Renault and Nissan a unique competitive advantage in a sector hit by the global economic crisis. Renault and Nissan are taking cooperation to a higher level by maximizing the know-how gained from 10 years of cross-cultural management and shared experience. The Alliance has set up a small, dedicated team of people under the spirit of diversity. The team consists of five persons from Renault and six from Nissan.

Fostering Young Technicians Through the Alliance Engineer Exchange Program

Nissan and Renault launched the Alliance Engineer Exchange Program (AEEP) in fiscal 2005 with the goal of strengthening ties between them in technical fields. The program involves pairing young engineers from both companies for a period of six months to one year to tackle technical issues faced by both Alliance partners. Four projects involving Vehicle Engineering, Logistics and Manufacturing CCTs (cross company teams) and the Quality FTT (functional task team) were launched between April and June 2008. Following the exchange activities, reports on the potential for new synergies are presented to the board members of both Alliance partners responsible for the areas involved, and the results put to use in mounting future joint technical projects and fostering Alliance human resources.



<http://www.nissan-global.com/EN/COMPANY/PROFILE/ALLIANCE/RENAULT01/>

See our website for additional information on the Renault-Nissan Alliance.



Participants in the AEEP

Message from Our Alliance Partner

The Alliance, a Key to Success for Regional Expansion



Xavier Gobille
Managing Director
Renault South Africa

A high level of mutual respect and trust is a key driver of this unique commercial and industrial partnership, which has created significant value for both companies in South Africa. Today we have come to realize that we are a lot stronger together than on our own. We would not have been able to achieve what we have done without Nissan South Africa. We are very fortunate to have an Alliance that is not in name only—it is working, it is happening.

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Impressions from Nissan's People

Nissan's people share their personal experiences and views on sustainability.



Junichi Endo
Senior Vice President
Nissan Motor Co., Ltd. (Japan)

To increase value for our stakeholders, we are now promoting Nissan's lifecare vehicles (LVs) with the aim of "bringing the joy of mobility to as many people as possible." This phrase is similar to our previous slogan, "aiming to provide freedom of mobility to all people," but there is an important difference. We made this change when the father of a child with a severe mental disability noted that the concept of providing freedom "to all people" did not have his child in mind specifically, but was a sign to him of the manufacturer's arrogance. This changed our way of thinking. I believe our updated slogan is more honest and more feasible. We hope to introduce our LVs to foreign markets with our affiliate Autech Japan, Inc.



Shunichi Toyomasu
Corporate Vice President
Electronics Engineering
Development Div.;
EV Technology
Development Div.
Nissan Motor Co., Ltd. (Japan)

Nissan is seriously pursuing development of technologies for electric vehicles (EVs) with the aim of commercializing them. Our engineers are undertaking a number of important tasks in the creation of these vehicles, such as the development of an efficient electric motor to run that extra mile and a brake system that can generate every possible watt of electric energy from the motional energy when the car slows down. Nissan aims to produce zero-emission vehicles that are the most energy-efficient vehicles of any type. EVs have tremendous potential and offer hints for new avenues of social contribution. For example, the batteries they use may one day be able to store solar, wind and other types of natural energy, making it available for use anywhere.

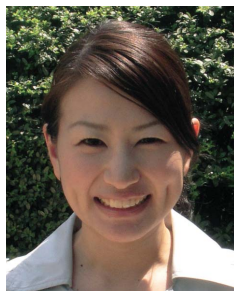
We are working enthusiastically on EV development. Our motivation is the opportunity to find new ways to contribute to society through technology and to meet the challenges that such cutting-edge technology presents. Through the formation of dynamic relationships with governmental institutions, various industries, companies and universities, enabling the exchange and accumulation of know-how, we aim to make the creation of a sustainable mobility society an even more certain reality.

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Brett Rasmussen
Utilities Engineer
Facilities, Utilities and
Environmental Engineering
Section
Nissan North America, Inc.
(USA)

At the Canton Plant we are aggressively working to lower our energy usage per vehicle. The Canton team is pursuing two types of energy-saving projects. One approach is *yose-tome*, which means to consolidate and shut down. For example, in the painting area we have been able to shut down one of our drying ovens during this time of lower production volume. Secondly, we are boosting efficiency, such as by installing variable frequency drives on all air supply houses. This project will save over 5 million kilowatt-hours per year and reduce CO₂ emissions by over 2,000 metric tons. These strategies have significantly reduced our overall energy cost and helped Canton to be the only industrial Energy Star-labeled plant in Mississippi.



Maiko Kurosaka
Alliance CEO Office
Nissan Motor Co., Ltd. (Japan)

March 2009 marked the tenth anniversary of the Renault-Nissan Alliance. I am constantly struck by the importance to our companies of listening to one another's opinions and understanding our respective positions. Our approach is one of building trust through close communication while remaining conscious of our win-win objectives. When opinions collide, we consider our different cultural backgrounds and mindsets and work to find an acceptable solution. This approach shapes a robust partnership that will produce synergy into the future. I feel that the efforts to date of everyone involved in the Alliance are what maintain our current positive relationship with Renault. It is our responsibility to both perpetuate this strong connection and cultivate it with an eye to the future.



Venkateswaran T.R.
Head
Finance/Administration
Nissan Motor India Pvt. Ltd.

Nissan Motor India faces great challenges in launching its new, mammoth manufacturing project in Chennai, India—challenges that have multiplied with the rough conditions in today's global economy. In this volatile scenario, we need to intelligently seek for all possible ways to make our business sustainable and maintain cash flow for smooth functioning. Each of us needs first to trim costs internally by adopting frugal measures. The second part is managing external costs; as we are still in the project stage in India, getting our operations up and running requires diligent investment and thorough cost comparisons. These steps will go a long way toward letting us sustain the business, survive difficult times and launch our India-produced "dream car" in 2010.



Kazuo Kiuchi
Foreman
Manufacturing and Engineering
Section
Iwaki Plant
Nissan Motor Co., Ltd. (Japan)

We manufacture VQ engines for Nissan's flagship luxury vehicles at our Iwaki Plant. In fiscal 2008 total production reached 5 million units, and we are all now working with sights set on the 6 million mark. In order to deliver high-quality engines to our customers, we maintain strict quality standards at every stage of production, checking each individual part with the determination not to accept faulty parts from suppliers, not to manufacture faulty parts ourselves, and not to send faulty products to market. We are proud of making Ward's "10 Best Engines" list for 14 consecutive years, and as a group of dedicated professionals, we would like to produce more advanced VQ engines in the future.

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Xiaoying Yao

Deputy Manager
Beijing R&D Department
Nissan (China) Investment
Co., Ltd.

As China becomes more important to Nissan's global strategy, all of us in the R&D department feel not only encouragement, but also deeper awareness of the responsibility we bear. Ultimately the sales success of Nissan in China is primarily driven by the high quality of our products. Two main factors are Nissan's leading environmental and safety technologies, which are essential to the sustainability of both the environment and Nissan as a responsible corporate citizen. With Nissan's commitment to global zero-emission leadership and its relentless effort to make driving a more pleasant and safer experience, we have no doubt that in the future we will continue to provide category-leading products to our customers.



René Erik Castro Herrera

Supervisor
Environmental Control Office
Aguascalientes Plant
Nissan Mexicana, S.A. de C.V.

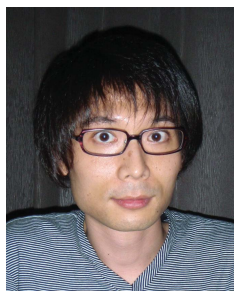
I have been working at Nissan Mexicana for over 18 years, and have been part of the Environmental Control Office at the Aguascalientes Plant for the past nine. My experience with the company has shown me that each of us must work toward protecting and improving the environment throughout the course of our daily activities. The pine tree nursery program we established at the Aguascalientes Plant as part of these activities distributes seedlings to employees and members of the community in an effort to improve the quality of the air we breathe. Protecting the environment is no simple task, but it is one that we at Nissan Mexicana embrace with a great deal of satisfaction.



Ekaterina Kravchuk

Product Coordinator
Marketing Department
Nissan Motor Rus (Russia)

During the last several years Russia has been one of Nissan's fastest-growing markets, as well as a fiercely competitive environment. Nissan's sales in Russia grew from 28,500 in 2004 to 146,500 in 2008, but now we are experiencing the negative influence of the global economic and financial crisis. To maintain momentum in these challenging conditions, we are concentrating our efforts on keeping and improving our market position. A fresh, competitive product line is a key factor for our success. We are working to ensure that every car launched meets customer expectations and delivers Nissan's high standards throughout Russia. We have the potential to enter the revival era with both feet on the floor; the difficulties to be overcome are just triggers for further development.



Kentaro Hatta

Battery Engineering Group
EV Energy Development
Department
Technology Development
Division
Nissan Motor Co., Ltd. (Japan)

Most cars are powered by gasoline; these vehicles' CO₂ emissions have an impact on the environment. My interest is in alternative fuels, and since joining Nissan I have participated in the development of fuel-cell vehicles. Now I am designing a battery pack in the division responsible for developing an electric vehicle (EV) scheduled to go on sale next year. The switch from gasoline to electric vehicles will enable huge reductions in CO₂ emissions. But there is still a large gap in the usability of EVs when compared with technologically mature gasoline vehicles. Our development goal is to create EVs that are on par with their gasoline counterparts in terms of eliminating any sense of inconvenience for users.

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Ian Kelly
Section Manager
Vehicle Recycling Department
Nissan Europe S.A.S. (France)

The main role of the Vehicle Recycling Department is to ensure that Nissan complies with the European Union's End-of-Life Vehicles (ELV) Directive that came into effect in 2000. This requires us to publish dismantling and recycling information for all vehicles sold in Europe. In 2008 this applied to Infiniti vehicles for the first time. We are also involved in many other environmental projects. In 2008 we launched the Switch Off and Turn Down energy reduction campaign, a three-year plan to reduce CO₂ emissions from Nissan offices in Europe. In the current financial crisis, we are relying heavily on staff participation to save energy whenever possible, and in the first year we achieved savings of 17%.



Masanori Ishido
Powertrain Performance
Planning and Development
Group
Powertrain Performance
Engineering Department
Powertrain Engineering Division
Nissan Motor Co., Ltd. (Japan)

Emissions from transport machinery account for roughly 20% of the world's CO₂ emissions. While it is difficult to produce an exact number, an improvement of even 0.1% would result in a significant reduction on a global scale. This is one reason we work so hard in pursuit of even the tiniest improvements. Last year, using our CVT (continuously variable transmission) technology, we developed a way for average drivers to bring their fuel efficiency close to that of veteran drivers, with internal tests showing a 5% improvement on average. We are planning to bring this technology to market during this fiscal year. Imagining the day when we put it in all of our CVT vehicles worldwide, sales of which surpassed 1 million in fiscal 2007, is a source of great motivation.



Eri Kobayashi
Life Care Vehicles
Product Planning and
Sales Promotion Group
Life Care Vehicles
Product Planning and
Sales Promotion Department
Autech Japan, Inc.

I used to think of Nissan lifecare vehicles (LVs) simply as "special" cars for the elderly or disabled. But now that I have had a chance to work on LVs, I can see that they form an essential component of everybody's lives. Many customers say their LV has "made it possible to leave the house," and "made me smile more and become optimistic." I feel that this embodies the LV's fundamental goal of bringing the joy of mobility to as many people as possible. The fact that a single car has the power to change a customer's lifestyle and outlook both fulfills our responsibility to society as a corporation and boosts the motivation of each individual employee, which in turn works to improve the sustainability of the entire LV project.



Alfred Gloddeck
Planner
Technical Compliance/
Product Safety & Environmental
Department
Nissan North America Inc. (USA)

Almost 40 years have passed since the first Earth Day, which marked the beginning of the environmental movement in the United States and throughout the world. Since that day we have become increasingly aware of the need to protect our environment in order to sustain our quality of life and that of future generations. Nissan strives to introduce new low-emission and zero-emission technologies to sustain our business now and in years to come. As a member of NNA's department working with government environmental agencies, I find it rewarding to develop strategies to assure that our emission technologies will continue to perform over the lifetime of the vehicle and meet the quality expectations of our customers.

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Fiscal 2008 Financial Review

For fiscal 2008, Nissan's financial results on a consolidated basis were as follows: net revenues were ¥8.437 trillion, operating losses were ¥137.9 billion, ordinary losses were ¥172.7 billion and net losses were ¥233.7 billion.

Nissan's global sales for fiscal 2008 were 3,411,000 units, down 9.5% from the previous year. Sales in North America were down 16.2% to 1,133,000 units, while sales in the United States fell by 19.1% to 856,000 units. In Japan sales were down 15.1% to 612,000 units, and sales in Europe fell by 16.7% to 530,000 units. In the General Overseas Markets, sales climbed by 7.1% from fiscal 2007 to reach 1,136,000 units.

Nissan was quick to take actions to adapt to the financial crisis and economic recession. We are fully mobilized and working toward the recovery of our performance.

• Fiscal 2008 Financial Performance (billion yen)

	FY2007	FY2008	Change
Consolidated net revenue	10,824.2	8,437.0	-2,387.2
Consolidated operating profit	790.8	-137.9	-928.7
Non-operating loss	-24.4	-34.8	—
Ordinary profit	766.4	-172.7	-939.1
Net extraordinary loss	+1.6	-46.1	—
Net income	482.3	-233.7	-716.0
CAPEX	428.9	383.6	—
R&D	457.5	455.5	—
Depreciation	370.9	421.2	—

FOREX for FY2008 ¥100.7/\$ ¥144.1/€

Performance Data

	FY2006	FY2007	FY2008
No. of employees (consolidated)	186,336	180,535	175,766
No. of individual investors	195,550	249,000	317,000
Corporate tax	¥268.9 billion	¥164.9 billion	¥90.2 billion
R&D expenditures (% of sales)	¥464.8 billion (4.4%)	¥457.5 billion (4.2%)	¥455.5 billion (5.4%)
Capital investment (% of sales)	¥509.0 billion (4.9%)	¥428.9 billion (4.0%)	¥383.6 billion (4.5%)
Donations for disaster relief	¥10.0 million (by Nissan Motor Co., Ltd.) ¥3.18 million (for Java earthquake by Nissan employees in Japan and Indonesia)	¥6.5 million (by Nissan Motor Co., Ltd.) ¥5.57 million (for Noto Peninsula and Niigata Chuetsu-oki Earthquakes by Nissan employees, union members in Japan)	¥30.0 million (by Nissan Motor Co., Ltd. for China's Sichuan Earthquake, etc.) AU\$50,000; 100 vehicles (by Nissan Motor Co. [Australia] Pty. Ltd. for Australian wildfires; vehicles leased at no cost) 10 Qashqais (by Dongfeng Motor Co., Ltd. for China's Sichuan Earthquake; vehicles donated)
Nissan Motor Co., Ltd. data			
No. of employees	32,746	31,453	30,718
Average age (years)	41.5	41.4	41.6
Average service (years)	20.1	19.9	19.9
Average annual salary*	¥7,226,628	¥7,138,692	¥7,280,776
Disabled employment ratio	approx. 2.0%	approx. 2.1%	approx. 2.1%
No. of employees taking parental leave	98	148	111
No. of employees taking nursing care leave	4	5	4
No. of unionized employees	30,521	29,025	27,822

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

No. of Employees

(as of end of March 2009)

Japan	85,697
North America	25,186
Europe	14,782
GOM	50,101
Total (consolidated)	175,766

Union Information

Nissan Motor Co., Ltd.'s employees are affiliated with the All Nissan Motor Workers' Union, for which the governing body is the All Nissan and General Workers Unions, and the Japanese Trade Union Confederation (Rengo) through the Confederation of Japan Automobile Workers' Unions. The labor-management relations of the company are stable, and the number of union workers was 27,822 as of March 31, 2009. In addition, the Nissan Motor branch of the All Japan Metal and Information Machinery Workers Union (JMIU), another trade union, had one affiliated employee as of the same date.

At most domestic group companies, employees are affiliated with their respective trade unions on a company basis, and the governing body is the All Nissan and General Workers Unions.

At foreign group companies, employees are affiliated with their respective trade unions. In Mexico, for example, workers are affiliated with a domestic trade union for which the governing body is the Confederation of Mexican Workers (CTM) or independent trade unions, whereas most employees in the United Kingdom are affiliated with the Amalgamated Engineering and Electrical Union (AEEU). Local employees of other group companies are affiliated with different types of trade unions according to the labor environment in each country.

Global Network (Numbers/locations as of June 2009)

R&D: 12 countries/areas (Japan, USA, U.K., Taiwan, China, Thailand, India, South Africa, Mexico, Brazil, Spain, Belgium)

Design: 3 countries (Japan, USA, U.K.; total of 5 design centers)

Automobile Production Plants: 18 countries/areas (Japan, USA, U.K., Spain, Taiwan, China, Thailand, Philippines, Malaysia, Indonesia, Mexico, Brazil, Iran, South Africa, Kenya, Egypt, Pakistan, Russia)

Sales by Model (Top 5)

Japan (units)

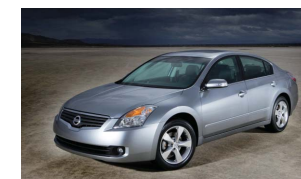
Model	FY2008 (Apr. 2008—Mar. 2009)
Serena	65,264
Moco	60,613
Tiida (includes Latio)	57,564
Note	56,219
Cube	47,610



Serena

U.S. (units)

Model	FY2008 (Apr. 2008—Mar. 2009)
Altima	242,919
Sentra	92,464
Tiida	82,453
Rogue	73,821
Murano	61,073



Altima

Europe (units)

Model	FY2008 (Apr. 2008—Mar. 2009)
Qashqai	177,962
Micra (includes C+C)	73,284
Note	67,510
X-TRAIL	48,060
Tiida	34,654



Qashqai

Business and Other Risks

Information on risks involved in business operations has been disclosed in the Yukashoken-Hokokusho for the year ended March 31, 2008, as follows:

Economic Factors

The demand for products manufactured by the Group is affected by the economic conditions in each country or market in which they are offered for sale. The Group conducts operations all over the world, particularly in the major markets of North America, Europe, the general overseas regions and Japan. While the Group strives to develop a comprehensive and integrated projection of the global economic outlook, any greater-than-anticipated downturn in one of these markets may have a significant effect on the Group's financial position and results of operations.

Risks Involved in International Activities and Overseas Expansion

The Group's manufacturing and marketing activities outside Japan are conducted in the United States, Europe and the general overseas regions. The Group forecasts and evaluates a wide variety of risks inherent in conducting business in overseas markets, including the factors noted below. Each of these factors could entail a greater-than-anticipated level of risk, which could have significant effects on the Group's financial position and results of operations:

- Unfavorable political or economic factors
- Legal or regulatory changes
- Potentially adverse tax consequences
- Labor disputes including strikes
- Difficulties in recruiting and retaining personnel
- Social turmoil due to terrorism, war or other destabilizing factors.

Research and Development

The Group's technology must be useful, pragmatic and easy to use. The Group anticipates the nature and scope of the market demand, and then prioritizes and invests in new technologies. However, any sudden and greater-than-anticipated changes in its business environment or in customer preferences may impact negatively on customer satisfaction with these new technologies.

Product Defects

The Group places a high priority on safety and endeavors to enhance safety from the standpoint of research and development, manufacturing and sales. Although the Group has insurance policies to cover product liability, this does not necessarily mean that all potential defects and the related liabilities are fully covered. If the Group were to implement significant recalls in volume and amount for the benefit of customers' safety, the Group would incur significant additional expenses that could adversely affect its financial position and results of operations.

Fluctuation in Foreign Currency Exchange Rates

The Group's Japanese operations export vehicles to various countries around the world. In general, the appreciation of the yen against other currencies adversely affects the Group's financial results of operations. In contrast, the depreciation of the yen against other currencies favorably affects the Group's financial results of operations. Any sharp appreciation of the currencies of countries where the Group manufactures vehicles against the yen could lead to increases in both procurement and production costs, which would adversely affect the Group's competitiveness.

Derivatives

The Group utilizes derivative transactions for the purpose of hedging its exposure to such risks as fluctuations in the foreign exchange rates of its receivables and payables denominated in foreign currencies, the interest rates of interest-bearing debt and fluctuations in commodity prices. While the Group can hedge against these risks by using derivatives transactions, the Group may miss potential gains that could result from seizing the market opportunities to profit from such fluctuation in exchange rates and interest rates. In addition, the Group manages its exposure to credit risk by limiting its counterparties to financial institutions with high credit ratings. However, a default by any one of these counterparties could have an adverse effect on the Group's financial position and operating results.

Lawsuits and Claims

With respect to various lawsuits and claims that the Company and the Group encounter, the possibility exists that the position defended by the Company will not be accepted and that the outcome may be significantly different from that anticipated. As a result, any such verdict or settlement could adversely affect the Group's financial position and operating results.

Government Regulations

The automobile industry worldwide is influenced by a broad spectrum of regulations governing the emission levels of exhaust fumes, fuel economy guidelines, noise level limitations and safety standards. The Group expects these regulations to become increasingly stringent. In order to ensure compliance, it may be necessary for the Group to make significant ongoing investments in these areas, which would have an impact on its financial position and results of operations.

Intellectual Property Rights

The Group owns a wide variety of proprietary technologies and has the expertise to differentiate the Group's products, making them unique from those of its competitors. These assets have proven their value in the growth of the Group's business and will continue to be of value in the future. The Group strives to protect its intellectual property assets. However, in certain markets, the Group may encounter difficulty in fully protecting the proprietary rights to its own technologies. The Company established the Intellectual Property Rights Management Department in April 2004 to protect intellectual property rights in specific areas, strengthen activities to protect Nissan's intellectual property rights, abstract new intellectual property rights and perform various activities to protect and create the Nissan and Infiniti Brands. However, cases may arise where the Group finds itself unable to prohibit others from infringing on its intellectual property rights.

Natural Disasters

The Group's corporate headquarters and many of its manufacturing facilities are located in Japan, where the statistically proven probability of earthquakes is higher than in many other countries. The Group has developed risk management guidelines relating to earthquake damage and the COO has organized a global task force to direct disaster prevention and recovery activities. In addition, the Group has been strengthening its manufacturing facilities with anti-seismic reinforcement. However, if a severe earthquake were to hit one of the Group's key facilities causing a halt in production, this would adversely affect the Group's financial position and results of operations.

Sales Financing Business Risk

Sales financing is an integral part of the Group's core business, providing strong support to its automotive sales, while maintaining high profitability and a sound and stable financial condition through strict risk management policies. The Global Sales Financing Business Unit was established at the Company to further enhance risk management. However, the sales financing companies have a high exposure to interest-rate risk, residual value risk and credit risk, which may adversely affect the Group's financial position and results of operations.

Counterparty Credit Risk

The Group does business with a variety of counterparties and manages its counterparty credit risk by conducting a comprehensive annual assessment of its customers' financial condition based on their financial information. Nonetheless, any significant default by counterparty would adversely affect the Group's financial position and results of operations.

Employee Retirement Benefit Expenses and Obligations

The amounts of retirement benefit obligation and related expenses of the Group are calculated using various actuarial assumptions including the discount rate applied, the projected rate of return on plan assets and other factors. If the Group's actual results differ from those assumptions or if the assumptions change, the resulting effects will be accumulated and recognized systematically over future periods. The cumulative effect could adversely impact the recognition of expenses and liabilities recorded in future periods.

Purchase of Raw Materials and Parts

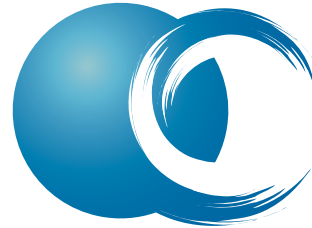
The Group purchases raw materials and parts from many suppliers. Market conditions beyond the Group's control and the risk that suppliers are unable to procure raw materials and parts continuously may adversely affect the Group's financial position and results of operations.

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Blue Citizenship

Nissan is deploying various activities under the banner of Blue Citizenship, which encapsulates our desire to preserve the blue Earth and to be a corporate citizen in harmonious coexistence with people and society. Those activities range from such global issues as the environment to contributing to communities, promoting diversity and making personal mobility available to as many people as possible.

We look forward to working together with people all over the world as we develop and expand our Blue Citizenship activities over the long term.



Blue Citizenship



Contributing to people and communities



Pursuing a safer mobility society



Creating high-quality products and services



Making cars more accessible



Achieving eco-friendly vehicles and infrastructure

Third-Party Evaluation

I believe that global automakers have three major responsibilities. The first is to develop safe cars, the second is to address global warming and the third is to create a new mobility society for the future. Reading Nissan's 2009 Sustainability Report with the above in mind, I find it to be a splendid document presenting a detailed picture of Nissan's activities. Let me narrow my focus to each of those responsibilities.

First is the area of safe cars. Vehicles are indispensable parts of our lives today, but at times they can pose a danger to us. Nissan's approach, which seeks to reduce this danger by designing cars that help people to avoid accidents and that protect people when accidents do occur, is a promising one to take. Also inspiring are the company's target of halving the deaths and serious injuries in accidents involving its cars by 2015 and its ultimate goal of reducing them to practically zero. These goals resonate with me.

The second area is Nissan's measures to deal with environmental issues. As the impact of global warming becomes increasingly severe, it is only natural for Nissan—as a member of the industry whose products output carbon dioxide, a greenhouse gas, in their exhaust—to take steps to reduce CO₂ emissions. There is growing global recognition of the need to slash emissions by 70% by 2050. The company's dedication to doing its part is evident, for instance, in its adoption of the QCT-C framework, which adds a CO₂ component to the traditional quality, cost and time management indices.

Third is the future state of our mobility society. In this connection humanity has long hoped for a society where the means of mobility emit no CO₂. Nissan recognizes its great responsibility in this area as a global automaker, and has moved quickly to raise the banner of "achieving a symbiosis of people, vehicles and nature" in tackling a broad range of projects. We heartily welcome Nissan's drive toward the ultimate goal of popularizing zero-

emission vehicles all around the world and its creation of an environmentally friendly mobility society making full use of Intelligent Transport Systems.

Of course, a company's corporate social responsibility is not limited to these three areas. The challenge for Nissan, which does business all around the globe, is how to show responsibility in tackling problems of a global nature. Equally important are the issues of deepening its relationships with diverse stakeholders and carrying out corporate governance in a manner befitting a trustworthy company. The 2009 Sustainability Report provides a wealth of information on all these topics as well.

This report is a valuable publication for the above reasons, but it remains somewhat inaccessible to the average reader. The terminology can be difficult in places, and there is a tremendous volume and variety of information contained in these pages. Is it in fact necessary to include all of this? Nissan presents complex explanations of its CSR approach in terms of "vision," "mission," "policy" and "the Nissan Way." To make this a publication presenting Nissan's true nature to a broader readership, the company should consider framing the details of the report for the average member of society, and not just for specialists.

Today the automobile industry faces an extraordinarily challenging business environment, and the process of global warming continues unabated. Although surrounded by these conditions, Nissan is making a number of commitments to society, as detailed in this report. The world is watching to see how the company makes progress on these commitments, and over time it will judge the company based on its results.

Nissan has a dream that one day soon, its zero-emission vehicles will make their grand appearance, thereby enriching people's lives. Along with many others, I sincerely look forward to the day when this dream comes true.



Takejiro Sueyoshi

Special Advisor
to UNEP Finance Initiative
in the Asia Pacific region

A handwritten signature in black ink, appearing to read 'T. Sueyoshi', written in a cursive style.

Nissan and Socially Responsible Investment

In recent years investors have paid more attention to the concept of socially responsible investment (SRI), evaluating corporations from environmental and social perspectives in addition to financial fundamentals. Nissan is proud to be listed as part of the FTSE4Good Index Series and the Morningstar SRI index (as of June 2009).



FTSE4Good

FTSE4Good Index Series

This SRI index is managed by the FTSE Group, an independent company jointly funded by the Financial Times and the London Stock Exchange.



Morningstar SRI

The MS-SRI (Morningstar Socially Responsible Investment Index) is managed by financial information services firm Morningstar Japan K.K.

Scope of the Report

The focus of this report is on introducing Nissan's global policies and our approach to and activities toward sustainable development. Where we are describing regional efforts, we refer to the specific region name in the text; when no specific region is identified, the descriptions of Nissan's activities and practices pertain to Nissan Motor Co., Ltd. in Japan.

Period Covered

The report covers fiscal 2008 (April 2008–March 2009); content that describes efforts before or after this time period is indicated in the respective section.

Third-Party Certificates

No globally accepted method for third-party certification of sustainability reports has yet been established. Considering this situation, in which a review would not necessarily lead to the intended assurance of credibility, we have decided not to seek third-party certification.

Referenced Reporting Guidelines

This report uses the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines (2002 version and G3) and the Environmental Reporting Guidelines (2003 version) of Japan's Ministry of the Environment as references. We also report on a number of other actions that are not covered by the guidelines.

Forward-Looking Statements

This Sustainability Report contains forward-looking statements on Nissan's future plans and targets and related operating investment, product planning and production targets. Please note that there can be no assurance that these targets and plans will actually be achieved. Achieving them will depend on many factors, including not only Nissan's activities and development, but also the dynamics of the automobile industry worldwide, the global economy and changes in the global environment.

Mistakes and Typographical Errors

All errors discovered after the report is published will be corrected and displayed at the URL below.
<http://www.nissan-global.com/EN/COMPANY/CSR>

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on August 18, 2009:

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