

**Our Views: Impressions
from Nissan Management
and Staff**



Our Views

Impressions from Nissan Management and Staff

■ Introduction	1
■ CEO Statement	2
■ CSR Dialogue	5
■ Nissan's Approach to CSR	10
● Our CSR Development Process	11
● Our Nine Key Areas for CSR	17
● Nissan CSR Scorecard	20
● Stakeholders Engagement 2006	24
■ Performance and Corporate Governance	25
● Nissan Value-Up Update and Fiscal 2006 Financial Review	26
● Corporate Governance	29
■ Enhancing Value for Stakeholders	36
● For Our Customers	37
● With Our Shareholders and Investors	44
● With Our Employees	46
● With Our Business Partners	54
● With Society	60
■ Protecting the Environment	71
■ Improving Safety	100
Our Views	110
● Performance Data	116
● Business and Other Risks	118
● Third-Party Evaluation	119



Members of Nissan management and employees share their personal experiences and views on sustainability.

■ Introduction	1
■ CEO Statement	2
■ CSR Dialogue	5
■ Nissan's Approach to CSR	10
● Our CSR Development Process	11
● Our Nine Key Areas for CSR	17
● Nissan CSR Scorecard	20
● Stakeholders Engagement 2006	24
■ Performance and Corporate Governance	25
● Nissan Value-Up Update and Fiscal 2006 Financial Review	26
● Corporate Governance	29
■ Enhancing Value for Stakeholders	36
● For Our Customers	37
● With Our Shareholders and Investors	44
● With Our Employees	46
● With Our Business Partners	54
● With Society	60
■ Protecting the Environment	71
■ Improving Safety	100
Our Views	110
● Performance Data	116
● Business and Other Risks	118
● Third-Party Evaluation	119



Tadao Takahashi
 Vice Chairman
 Nissan Motor Co., Ltd. (Japan)

I have been involved in various aspects of manufacturing over the years, as a result of which I have worked at many different plants, both in Japan and overseas. Wherever I have been, though, I have always been aware of the importance of our stakeholders.

I come into contact with Nissan's stakeholders on a daily basis—the various suppliers on which our plants depend; the members of the local community where we live and work; our customers who use the vehicles we build; the individuals who put their faith in the future of our company and become shareholders; and the employees who work at our plants. Everywhere I have worked, I have keenly felt with all my senses the reality that our business would be impossible without the trust and sincere support of our stakeholders.

On a personal level, one's spouse, parents, children and friends are all very important, and one naturally makes every effort to be sincere with them. This is the same with companies, which, like individuals, are members of society. It is very important, therefore, for us to remain attentive to all our stakeholders and to act with sincerity in everything that we do.



Hitoshi Kawaguchi
 Senior Vice President
 Nissan Motor Co., Ltd. (Japan)

Corporate sustainability includes legal compliance, environmental measures and contributions to local communities. Here I want to consider a more fundamental issue: employee awareness. The concept of combining ideas from all around the globe should underpin our company. Nissan has over 180,000 employees around the world, of which about 60% are non-Japanese. North America, Asia, Europe and the BRIC countries are gaining increasing weight in our business, reducing the relative size of Japan's operating base. However, simply becoming a borderless company will not ensure growth; we need global growth based on the Japanese way of making things. We also need the diversity of an optimal mix of all the world's regions where we do business. All our employees need to see that a combination of the entire globe's wisdom is the key to Nissan's sustainability.

Our Views: Impressions from Nissan Management and Staff

112 Nissan Sustainability Report 2007

■ Introduction	1
■ CEO Statement	2
■ CSR Dialogue	5
■ Nissan's Approach to CSR	10
● Our CSR Development Process	11
● Our Nine Key Areas for CSR	17
● Nissan CSR Scorecard	20
● Stakeholders Engagement 2006	24
■ Performance and Corporate Governance	25
● Nissan Value-Up Update	
and Fiscal 2006 Financial Review	26
● Corporate Governance	29
■ Enhancing Value for Stakeholders	36
● For Our Customers	37
● With Our Shareholders and Investors	44
● With Our Employees	46
● With Our Business Partners	54
● With Society	60
■ Protecting the Environment	71
■ Improving Safety	100
■ Our Views	110
● Performance Data	116
● Business and Other Risks	118
● Third-Party Evaluation	119



Stéphane Schwarz
Design Director
Nissan Design Europe (UK)

Our industry must respond to the changing social, cultural, economic and environmental agendas of the 21st century from many angles, sensitivities and geographical points of view. Rather than representing a series of limitations, I believe issues surrounding environmental friendliness and sustainability will generate an exciting period of change in the way we conceive, design and develop projects through joint efforts among our engineering, design and product planning divisions. The future commercial success of automakers will be heavily influenced by the abilities and skills of creative minds to offer sustainable power, innovative layouts, eco-friendly materials and new technologies to meet the aspirations and needs of the customer.



Ji Jing
Deputy Manager
External Affairs
Nissan (China) Investment Co., Ltd.

Even though the safety of automobiles in China is improving, awareness of vehicle safety among individuals remains low, and society as a whole has yet to take needed measures. It is thus necessary to help the public understand safety basics like using seatbelts and child safety seats. Nissan's Safe Driving Forum has been particularly effective in drawing attention to these topics and showcasing Nissan's latest safety technology. We feel that the forum will help China become a society with a high level of transportation safety in the near future. In my function as a Nissan liaison to the Chinese government, I hope to persuade the authorities to promote traffic safety policies in order to realize this goal as soon as possible.



Tadashi Sugawara
Manager
Global Risk Management
Nissan Motor Co., Ltd. (Japan)

The role of risk management within a company is generally likened to that of brakes on a car. Risk management is not something that stifles the aspiration to reach new heights though. Rather, it functions like anti-lock brake systems, airbags and other safety features in order to ensure that we, as a business, can race ahead full-speed to pursue and overcome our competitors. Within the company this means avoiding contingencies and increasing the certainty that we will achieve the targets of our midterm plans and our operational goals; outside the company our aim is to improve trust by properly disclosing risks. In doing so, I believe we support Nissan's stable and sustainable growth.



Mikhail Tikhomirov
Infiniti Center Director
Genser Group (Russia)

The Infiniti brand was launched in Russia in August 2006. I am happy that Infiniti's presence in Europe began in our country, and proud to be involved in one of the region's first Infiniti dealers. Our aim is to offer Russian customers the level of service that this luxury brand deserves. I believe that coming to Russia is a sort of test for Nissan. It is not possible to please Russian consumers, who are informed and attentive to the smallest details, with beautiful advertisements alone. Success for Infiniti in the Russian market will be a sure sign of its development as a true international brand.

Our Views: Impressions from Nissan Management and Staff

113 Nissan Sustainability Report 2007

■ Introduction	1
■ CEO Statement	2
■ CSR Dialogue	5
■ Nissan's Approach to CSR	10
● Our CSR Development Process	11
● Our Nine Key Areas for CSR	17
● Nissan CSR Scorecard	20
● Stakeholders Engagement 2006	24
■ Performance and Corporate Governance	25
● Nissan Value-Up Update	
and Fiscal 2006 Financial Review	26
● Corporate Governance	29
■ Enhancing Value for Stakeholders	36
● For Our Customers	37
● With Our Shareholders and Investors	44
● With Our Employees	46
● With Our Business Partners	54
● With Society	60
■ Protecting the Environment	71
■ Improving Safety	100
Our Views	110
● Performance Data	116
● Business and Other Risks	118
● Third-Party Evaluation	119



Marco Antonio Ribera
Environment and Safety Manager
Nissan Mexicana,
S. A. de C.V. (Mexico)

Sustainability and CSR are relatively new concepts in Mexico, but activities that support them have a long history at Nissan Mexicana, where I have been directly involved with pollution prevention and occupational safety. Actions to improve energy efficiency have not only reduced costs but have also cut greenhouse gas emissions, and no other car manufacturer in Mexico has attained as low a rate of water usage per vehicle as Nissan. This is particularly important considering our largest plant is in Aguascalientes, a city in a semiarid climate that must deal with low water availability. Finally, the development of intrinsic safety practices and improvement of workers' attitudes toward personal behavior have contributed to CSR and sustainability aims by leading to a sharp reduction in labor accidents.



Fernando Menezes
Communication Manager
Corporate Communications
Nissan do Brasil Automóveis Ltda.

With consumers growing more conscious about their choices when shopping for a product or brand, the way we manage our businesses in regard to ethical and transparent relationships with stakeholders is key to our success. In a developing country like Brazil, stakeholders are even more sensitive to private companies' CSR activities, especially concerning their role in promoting equal opportunities. In line with Nissan's global social responsibility strategy, Nissan do Brasil is working together with the Nissan North America team in order to maximize possible synergies among CSR activities in the Americas. Such regional teamwork will promote consistency both in CSR activities and in communications with our stakeholders.



Malibongwe Qolo
Corporate Affairs and Communications
Nissan Motor Company South
Africa Pty. Ltd.

There is no better way of enriching people's lives than by providing the basic needs of deserving communities. At Nissan South Africa we took this mission to greater heights when we provided a mobile eye clinic to help provide eyeglasses to young children in underprivileged rural areas with unreliable access to health care. This clinic will ensure that over 4,000 schoolchildren will have their eyes tested annually, receiving glasses if needed. Nissan South Africa's approach to CSR is based on a commitment to sustainability, and we always strive to ensure that the projects we engage in leave communities with lasting benefits.



Juan Carlos Martín Hernández
Avila Plant
Nissan Motor Ibérica, S.A. (Spain)

The facilities at the Avila Plant in Spain reflect Nissan's commitment to environment-friendly production. I'm very proud to work at a plant that has taken part in implementing clean energy initiatives, including the installation of 268 solar panels. These solar panels power the plant's water-heating system and auto-body-painting section, significantly reducing our facility's CO₂ emissions. I'm glad to be taking part in such a balanced and respectful industrial project that combines economic efficiency with a concern for future environmental objectives.

Our Views: Impressions from Nissan Management and Staff

114 Nissan Sustainability Report 2007

■ Introduction	1
■ CEO Statement	2
■ CSR Dialogue	5
■ Nissan's Approach to CSR	10
● Our CSR Development Process	11
● Our Nine Key Areas for CSR	17
● Nissan CSR Scorecard	20
● Stakeholders Engagement 2006	24
■ Performance and Corporate Governance	25
● Nissan Value-Up Update	
and Fiscal 2006 Financial Review	26
● Corporate Governance	29
■ Enhancing Value for Stakeholders	36
● For Our Customers	37
● With Our Shareholders and Investors	44
● With Our Employees	46
● With Our Business Partners	54
● With Society	60
■ Protecting the Environment	71
■ Improving Safety	100
Our Views	110
● Performance Data	116
● Business and Other Risks	118
● Third-Party Evaluation	119



Fuminori Yamanashi
Manager
FCV Engineering Department
Nissan Motor Co., Ltd. (Japan)

Fuel-cell vehicles (FCVs), although not yet widely used, are perhaps the ultimate eco-car. By launching social contribution activities that incorporate FCVs, we are teaching children about the serious nature of global environmental change and how the development of new technology is critical to dealing with this issue. During the demonstrations I often hear shouts of "Cool!" or "I'm gonna buy one when I grow up!" and I am always impressed by the children's enthusiasm. I hope this environmental education will boost both admiration for technology among the kids and the numbers of Nissan and FCV fans. I'd like to get more young employees involved as I continue this educational outreach activity in the future.



Naoko Ikeda
Administration Department
Nissan Shatai Co., Ltd. (Japan)

Having been placed in charge of compliance at a time when scandals are occurring at one major company after the other, I am especially aware of the importance of observing codes of conduct. Violating even one rule places the entire company at risk and greatly inconveniences our customers. To avoid such circumstances, each and every employee must carry out their work with a full awareness of the seriousness of obeying the rules. While keeping in mind our goal of providing customers with attractive, high-quality automobiles and exceptional service, I would like to help create a corporate culture in which all employees think about and discuss the kind of company we ought to be and work together to realize a shared ideal.



Teddy Irawan
Deputy Director
Sales and Marketing
PT Nissan Motor Indonesia

Nissan Motor Indonesia (NMI) has been actively involved in a number of activities to improve Indonesian society. Following the devastating tsunami that struck Aceh in December 2004, NMI contributed 100 million rupiah to assist disaster victims there. NMI also handed over 12 Nissan vehicles to the U.N. World Food Program for its operations in Aceh. And following the massive earthquake that hit Yogyakarta in May 2006, donations from NMI and its individual employees, together with donations from Nissan employees in Japan, helped rebuild a school in one of the poorest disaster-affected areas. We hope that these and future contributions will improve social conditions and promote sustainable development in Indonesia.



Shoko Hachiya
Manager
Nissan Gallery Kariya
Mikawa Nissan Motor Co., Ltd. (Japan)

With people now buying cars designed for particular lifestyles, I try hard to serve as the best possible car-life advisor for each of my customers. Dealerships are not always as inviting as those of us working in them would like to think, so I place great importance on greeting customers in the parking lot, creating a relaxed atmosphere in the showroom and being as attentive as possible. With an increasing number of women visiting the dealership, I think it's important to have salespeople who can relate to the needs of our female customers. As a woman, I'm pleased that I've been able to fulfill this type of role for so many years.

Our Views: Impressions from Nissan Management and Staff

115 Nissan Sustainability Report 2007

■ Introduction	1
■ CEO Statement	2
■ CSR Dialogue	5
■ Nissan's Approach to CSR	10
● Our CSR Development Process	11
● Our Nine Key Areas for CSR	17
● Nissan CSR Scorecard	20
● Stakeholders Engagement 2006	24
■ Performance and Corporate Governance	25
● Nissan Value-Up Update	
and Fiscal 2006 Financial Review	26
● Corporate Governance	29
■ Enhancing Value for Stakeholders	36
● For Our Customers	37
● With Our Shareholders and Investors	44
● With Our Employees	46
● With Our Business Partners	54
● With Society	60
■ Protecting the Environment	71
■ Improving Safety	100
■ Our Views	110
● Performance Data	116
● Business and Other Risks	118
● Third-Party Evaluation	119



Dana Miles
Area Manager
Decherd Powertrain Assembly Plant
Nissan North America, Inc. (USA)

We started producing crankshaft forgings at the Decherd Powertrain Assembly Plant in September 2006, marking the first time Nissan has forged crankshafts outside of Yokohama, Japan. The plant will produce forgings for all Nissan and Infiniti vehicles made in North America. Manufacturing these parts close to where they'll be assembled into our engines will help Nissan control transportation and inventory costs. It also helps us maintain the quality standards so critical to excellent engine performance. While we're building great components at a reduced cost, we're also building a real sense of pride in the quality and value we deliver to our customers.



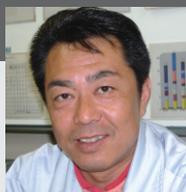
Jeannie Lam
Brand Management
Nissan North America, Inc. (USA)

The relocation from Los Angeles to Nashville now seems like a blur. In the final months before the move, many employees were torn between their love of working for Nissan and their personal commitments in California. I appreciated the fact that Nissan set up a career center to provide job-seeking support for employees who were not going to relocate and needed to find other jobs. This really demonstrated the company's compassion for the people that worked at Nissan. Nashville has turned out to be such a nice surprise in terms of what the community has to offer. There is still more adjustment to come, but I am hopeful that this will ultimately result in a brighter future for Nissan.



Khaled Hassan Bakr Ebed
Alliance Vehicle Evaluation System Foreman
Quality Assurance Department
Nissan Motor Egypt S.A.E.

At Nissan Motor Egypt we are committed to keeping our customers satisfied by constantly improving our work practices and skills. All our groups form one team, with the Alliance Vehicle Evaluation Standard (AVES) group providing feedback to our production and inspection people. Solid teamwork on the shop floor and cross-functional ways of thinking are our best tools to achieve quality targets. We are all proud of achieving a high level of quality and of making Nissan the best it can be. In Egypt we believe that power comes from inside, just as our ancient ancestors did when they built a great civilization. Today we are putting our power and beliefs to work to make NMEG a key part of Nissan.



Kazuaki Miyakawa
General Foreman, Assembly Section
Tochigi Plant, Manufacturing Department No. 1
Nissan Motor Co., Ltd. (Japan)

From the customer's point of view, it goes without saying that a product should be free of defects. Indeed, as we see it, even a single flaw could prove to be a serious error. Rooted in our goal of attaining the world's highest quality of craftsmanship and our identity as an Infiniti manufacturing center, all of us at the Tochigi Plant are thoroughly dedicated to quality. We pursue craftsmanship with the goal of not simply attaining success but of further improving upon that success. We take great pride as professional automakers and are ever mindful of our customers' high expectations. This attitude extends to each and every worker on the production line, strengthening our commitment to continue delivering high-quality automobiles.