

Introduction	001
CEO Statement	002
CSR Dialogue	005

**Nissan's Approach to CSR 011**

Nissan's CSR Management Way	012
Our Nine Key Areas for CSR	024
Nissan CSR Scorecard	027
Stakeholder Engagement 2007	031

**Performance and Corporate Governance 032**

Fiscal 2007 Financial Review and Nissan GT 2012	033
Corporate Governance	038

**Enhancing Value for Stakeholders 046**

For Our Customers	047
With Our Shareholders and Investors	055
With Our Employees	058
With Our Business Partners	068
With Society	074

**Protecting the Environment 085**

**Improving Safety 117**

**Our Views 129**

**Performance Data 135**

**Business and Other Risks 137**

**Third-Party Evaluation 138**

## Nissan's Approach to CSR

### Seeking Balance in Our Business Activities



Introduction	001
CEO Statement	002
CSR Dialogue	005
<b>Nissan's Approach to CSR</b>	<b>011</b>
<b>Nissan's CSR Management Way</b>	<b>012</b>
Our Nine Key Areas for CSR	024
Nissan CSR Scorecard	027
Stakeholder Engagement 2007	031
Performance and Corporate Governance	032
Fiscal 2007 Financial Review and Nissan GT 2012	033
Corporate Governance	038
Enhancing Value for Stakeholders	046
For Our Customers	047
With Our Shareholders and Investors	055
With Our Employees	058
With Our Business Partners	068
With Society	074
Protecting the Environment	085
Improving Safety	117
Our Views	129
Performance Data	135
Business and Other Risks	137
Third-Party Evaluation	138

Nissan's Approach to CSR

# Nissan's CSR Management Way

## Listening to Society to Predict Opportunities and Risks

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.



Introduction	001
CEO Statement	002
CSR Dialogue	005
<b>Nissan's Approach to CSR</b>	<b>011</b>
<b>Nissan's CSR Management Way</b>	<b>012</b>
Our Nine Key Areas for CSR	024
Nissan CSR Scorecard	027
Stakeholder Engagement 2007	031
Performance and Corporate Governance	032
Fiscal 2007 Financial Review and Nissan GT 2012	033
Corporate Governance	038
Enhancing Value for Stakeholders	046
For Our Customers	047
With Our Shareholders and Investors	055
With Our Employees	058
With Our Business Partners	068
With Society	074
Protecting the Environment	085
Improving Safety	117
Our Views	129
Performance Data	135
Business and Other Risks	137
Third-Party Evaluation	138

Nissan positions CSR in its activities as follows.

CSR is a tool for process management, applicable in all areas of business, through which a company seeks to strike appropriate balances in three areas:

- 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**

The essence of CSR lies in:

- 1. Swiftly recognizing and understanding both the social issues that may arise from its business activities and the changes in society that may affect its business**
- 2. Picking up on the opportunities and risks these developments represent, and adjusting its approach to business constantly in response**
- 3. Through this process the company can help to improve the sustainability of society while it maintains its own sustainable growth**

## Reviewing CSR Development During Nissan Value-Up

As part of Nissan Value-Up, the midterm business plan launched in fiscal 2005, we have developed our CSR strategy according to a detailed roadmap:

Fiscal 2005: Defining CSR for Nissan

Fiscal 2006: Establishing CSR as management practice

Fiscal 2007: Delivering our CSR strategy

### Fiscal 2005: Defining CSR for Nissan

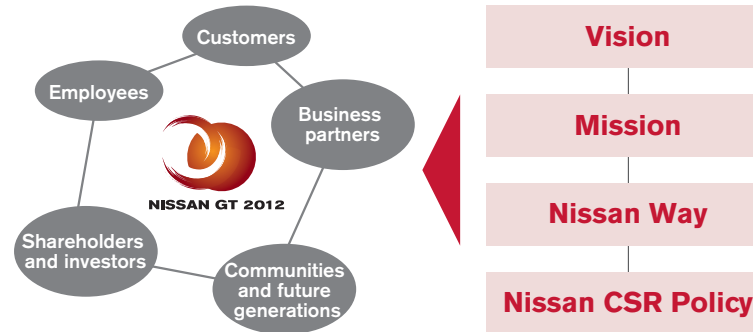
In the first year of Nissan Value-Up we launched the CSR development process by crafting our CSR Policy and defining nine key areas for CSR-related efforts. We also established the CSR Steering Committee to monitor our progress in each of these areas.

Introduction	001
CEO Statement	002
CSR Dialogue	005
<b>Nissan's Approach to CSR</b>	<b>011</b>
<b>Nissan's CSR Management Way</b>	<b>012</b>
Our Nine Key Areas for CSR	024
Nissan CSR Scorecard	027
Stakeholder Engagement 2007	031
Performance and Corporate Governance	032
Fiscal 2007 Financial Review and Nissan GT 2012	033
Corporate Governance	038
Enhancing Value for Stakeholders	046
For Our Customers	047
With Our Shareholders and Investors	055
With Our Employees	058
With Our Business Partners	068
With Society	074
Protecting the Environment	085
Improving Safety	117
Our Views	129
Performance Data	135
Business and Other Risks	137
Third-Party Evaluation	138

## 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. 38.)

Our first task in defining the Nissan CSR Policy and identifying the nine key areas was to gather feedback, both within and outside the company. We gathered internal feedback from directors and section leaders. Twelve company directors underwent self-evaluation interviews to gauge their views of Nissan's strengths and weaknesses from a CSR perspective. To ascertain midlevel managers' views on the company's strong and weak points from this same angle, we gathered some 50 section leaders from throughout the global organization to take part in a CSR workshop. (See page 15–16 for information on the interviews and workshop.)

For external feedback, Nissan looked to rating agencies operating in different global regions, media evaluations and benchmarks compiled by other companies. Based on compilation and analysis of all this internal and external data, we then established the CSR Policy and our nine key areas, as well as setting up the CSR Steering Committee to oversee progress in these key areas. All of these moves were approved at the Executive Committee meeting held in March 2006.

## Nine Key Areas

### Integrity

Employees aim for fairness and honesty, adhering to Nissan's Global Code of Conduct and acting ethically in all business situations.

### Quality

Nissan creates products and services recognized as being of world-class quality.

### Safety

Nissan develops innovative technology and plays an active role in safety promotion, making the automobile society safer for all.

### Economic Contribution

Nissan aims for sustainable, profitable growth, contributing to economic development for all of society.

### Environment

Nissan seeks to reduce the environmental burden over the life cycle of a vehicle and to contribute to the creation of a sustainable mobility society.

### Value Chain

Nissan promotes ethical, environmentally sound actions in all stages of the supply chain.

### Brand

Nissan works to create a trusted brand known for its attention to people, the environment and the communities where we do business.

### Employees

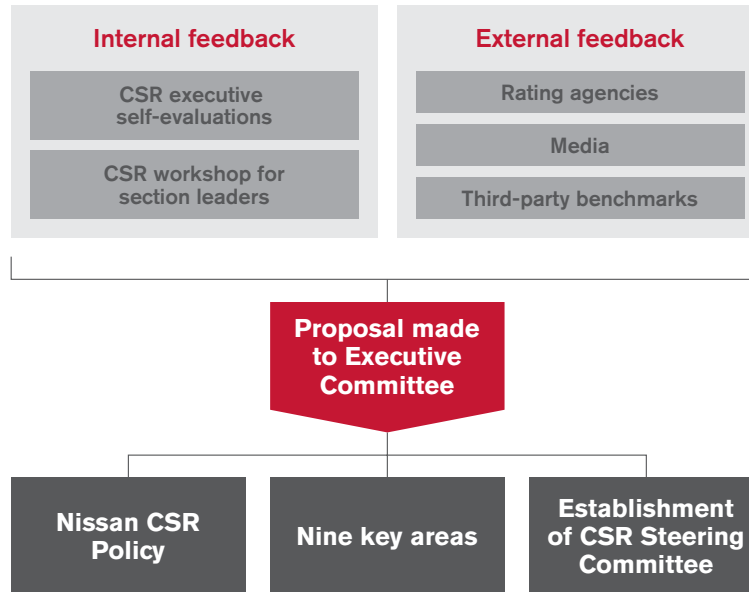
Nissan aims to be an attractive organization where diverse human resources can achieve personal growth.

### Philanthropy

Nissan contributes to the prosperity of people and communities through partnerships with NGOs.



Introduction	001
CEO Statement	002
CSR Dialogue	005
<b>Nissan's Approach to CSR</b>	<b>011</b>
<b>Nissan's CSR Management Way</b>	<b>012</b>
Our Nine Key Areas for CSR	024
Nissan CSR Scorecard	027
Stakeholder Engagement 2007	031
Performance and Corporate Governance	032
Fiscal 2007 Financial Review and Nissan GT 2012	033
Corporate Governance	038
Enhancing Value for Stakeholders	046
For Our Customers	047
With Our Shareholders and Investors	055
With Our Employees	058
With Our Business Partners	068
With Society	074
Protecting the Environment	085
Improving Safety	117
Our Views	129
Performance Data	135
Business and Other Risks	137
Third-Party Evaluation	138



### The CSR Steering Committee Mission

The committee is tasked with pursuing three balances in all nine key CSR areas:

1. Balance of short- and long-term perspectives
2. Balance of Nissan's growth and societal development
3. Balance of value Nissan provides to all stakeholders

### Interviews to Gauge Views on CSR

In the fall of 2005, Nissan tested "CSR Innovation" with 12 of its executives. This self-evaluation program was developed by the Caux Round Table, an international group founded by business leaders in 1986 in Caux, Switzerland, to promote corporate ethics and contributes to viable economic and social development. In this program, each executive is given a face-to-face interview and answers 49 questions covering a range of topics. Analysis of the interview results produces objective views of the executives' approach to CSR. In addition to achieving this goal,

Nissan's implementation of CSR Innovation presented an opportunity for the executives to reconsider their own performance in daily management tasks.

Through this evaluation, the following strengths and challenges were identified.

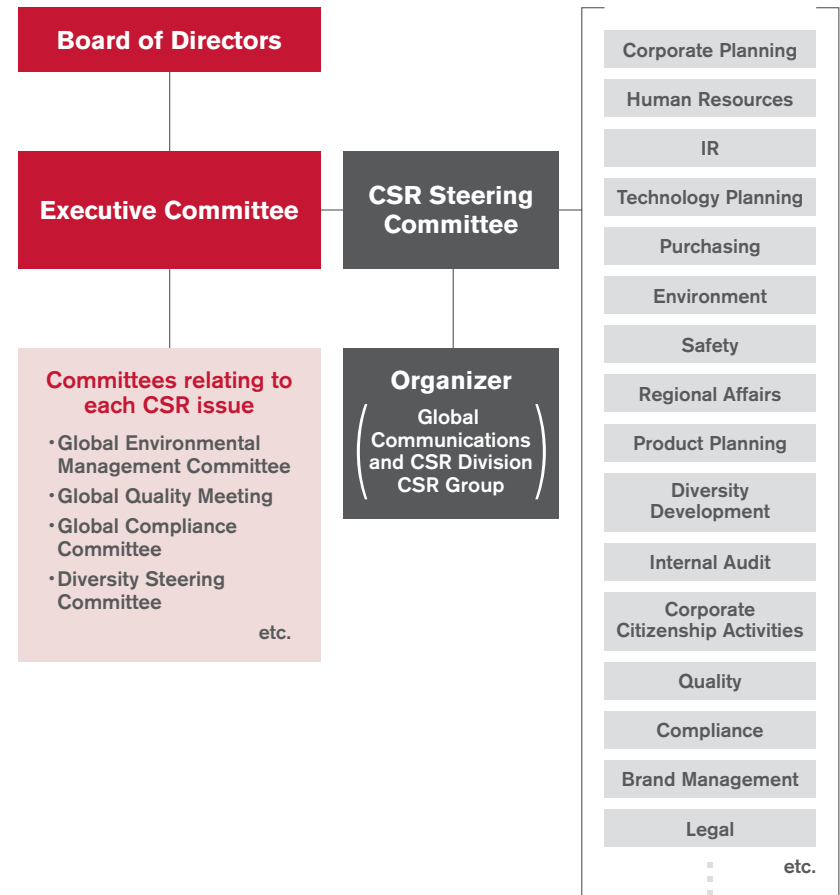
### Strengths

- Embracing of diversity as a management asset
- Measures taken to ensure transparency
- Achievement of industry-leading recycling rates

### Challenges

- Inadequate contribution to overall social development
- Action to combine business with environmental and social aspects
- Insufficient action in regions other than Japan, North America and Europe

### CSR Steering Committee Organization



Introduction	001
CEO Statement	002
CSR Dialogue	005
<b>Nissan's Approach to CSR</b>	<b>011</b>
<b>Nissan's CSR Management Way</b>	<b>012</b>
Our Nine Key Areas for CSR	024
Nissan CSR Scorecard	027
Stakeholder Engagement 2007	031
Performance and Corporate Governance	032
Fiscal 2007 Financial Review and Nissan GT 2012	033
Corporate Governance	038
Enhancing Value for Stakeholders	046
For Our Customers	047
With Our Shareholders and Investors	055
With Our Employees	058
With Our Business Partners	068
With Society	074
Protecting the Environment	085
Improving Safety	117
Our Views	129
Performance Data	135
Business and Other Risks	137
Third-Party Evaluation	138

### CSR Workshop for Managers

Also in the fall of 2005, Nissan carried out an internal workshop from the viewpoint of its social responsibility as a company. The objective was to take a fresh look at the activities carried out by Nissan's various divisions from day to day and to identify areas requiring attention.

This workshop was attended by approximately 50 section leaders, including representatives from Japan, Europe and North America. After sharing thoughts on basic concepts and world trends, such as how corporate roles are changing in global society and what is expected of a corporation by stakeholders, the discussion turned to Nissan's strengths and challenges, future direction and potential focus areas.

The results of the discussions in this workshop are being reflected in the CSR Policy and in identifying nine key areas.

### Divisions Participating in the Workshop

Corporate Planning, Brand Management, Purchasing, Technology Planning, Quality, Marketing, Aftersales, Logistics, Manufacturing, Environment and Safety, Diversity Development, Corporate Citizenship Activities, Administration for Affiliated Companies, Dealers Support Group, Industrial Machinery, Recycling Promotion, Global Nissan Sales and Service Way (NSSW) Promotion, China Operations, Nissan Europe, Nissan North America, General Overseas Market Marketing and Sales, Regional Affairs, Human Resources, Communications, IR, Accounting, Internal Audit, Legal and others



Workshop discussions helped managers clarify CSR issues.

### Fiscal 2006: Establishing CSR as Management Practice

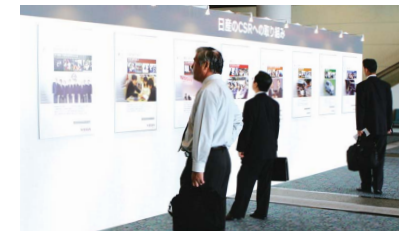
Nissan positioned fiscal 2006 as a year to systematize its CSR strategy, which had been expressed the previous year in the Nissan CSR Policy and the nine key areas.

In April 2006 we fixed the organization of the CSR Steering Committee, composed of some 20 leaders of the sections involved with the nine key areas. In May the committee held its first official semiannual meeting, discussing risks and opportunities for each of the nine key areas from a CSR perspective. The committee remains active today, making use of the CSR scorecard as a tool for managing actions and goals (see page 27).

In June we issued our 2006 Sustainability Report to coincide with the annual shareholders meeting. This was the second straight year to make the publication available at the meeting, where we also set up a panel display on our CSR activities and hosted an informal post-meeting reception giving shareholders a chance to speak with CEO Carlos Ghosn and the other company directors.

In July Nissan took part in the 2006 SRI Fund Management Conference, held in Tokyo, as a leading sponsor. This event gives CSR officers from many firms the chance to give presentations on CSR issues, exchange opinions with a CSR rating agency and explore trends in SRI, or socially responsible investment.

A special TV program, aired in August by one of the key broadcasters in Tokyo, focused on SRI trends and Nissan's approach to CSR. We had worked together with the broadcaster's news staff for several months as they prepared the show, which included coverage of the SRI conference held in the previous month.



June 2006: CSR information on display at the shareholders meeting



July 2006: At the SRI Fund Management Conference

Introduction	001
CEO Statement	002
CSR Dialogue	005
<b>Nissan's Approach to CSR</b>	<b>011</b>
<b>Nissan's CSR Management Way</b>	<b>012</b>
Our Nine Key Areas for CSR	024
Nissan CSR Scorecard	027
Stakeholder Engagement 2007	031
Performance and Corporate Governance	032
Fiscal 2007 Financial Review and Nissan GT 2012	033
Corporate Governance	038
Enhancing Value for Stakeholders	046
For Our Customers	047
With Our Shareholders and Investors	055
With Our Employees	058
With Our Business Partners	068
With Society	074
Protecting the Environment	085
Improving Safety	117
Our Views	129
Performance Data	135
Business and Other Risks	137
Third-Party Evaluation	138

October 2006 saw Nissan invite three CSR experts from outside the company to speak with our CSR Steering Committee. Makoto Teranaka of Amnesty International Japan, Toshihiko Fujii of the Research Institute of Economy, Trade and Industry and Kazutaka Okubo of Ernst & Young ShinNihon took part in this meeting, where discussion focused on CSR management in the supply chain, in particular management relating to human rights.



**Makoto Teranaka**  
Amnesty International Japan



**Toshihiko Fujii**  
Research Institute of Economy, Trade and Industry



**Kazutaka Okubo**  
Ernst & Young ShinNihon

In the same month we hosted an Environmental Advisory Meeting with the participation of environment specialists from around the globe. COO Toshiyuki Shiga, who chairs Nissan's Global Environmental Management Committee, was one of many Nissan officers taking part in this gathering. The feedback we received through these events was put to work right away, as we reflected it in Nissan Green Program 2010, our midterm environmental action plan announced in December 2006.

In November 2006 Nissan was proud to be selected as one of 50 leading firms in the area of sustainability reporting according to the 2006 Global Reporters report. This is published every two years by SustainAbility, an organization specializing in analysis of corporations' nonfinancial performance, in association with leading rating agency Standard & Poor's and the United Nations Environment Program.

The fiscal year's second CSR Steering Committee meeting took place in February 2007. Committee members unanimously confirmed and approved the items to appear on Nissan's CSR scorecard for fiscal 2007. Also invited to this meeting was a representative of Innovest, another leading CSR rating organ, helping to make the gathering a scene of fruitful discussion on our activities.

### The CSR Scorecard: A Valuable Management Tool

Throughout the year our CSR Steering Committee 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 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.



October 2006: External experts discuss CSR with Nissan



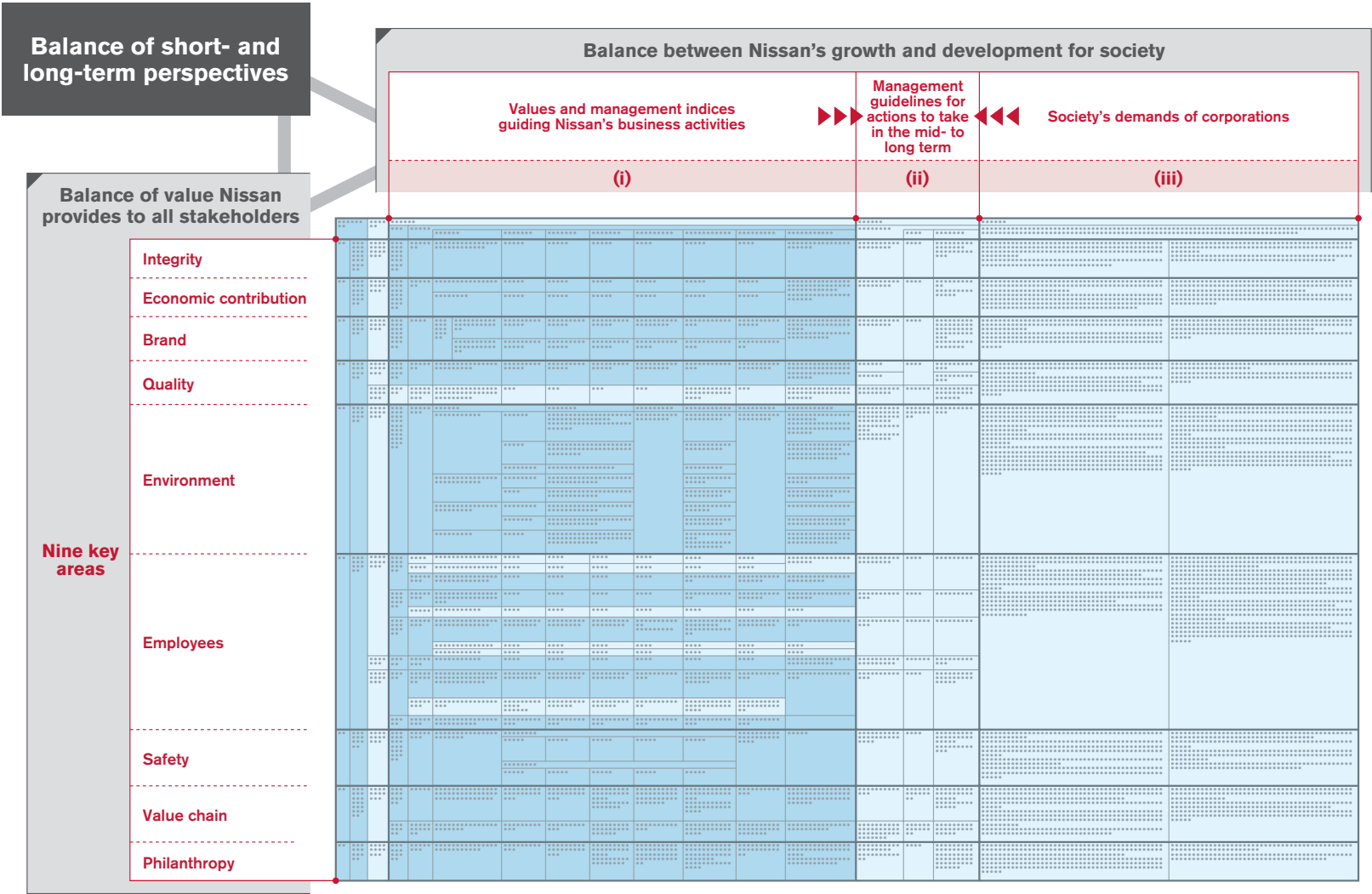
October 2006: Our Environmental Advisory Meeting



February 2007: The CSR Steering Committee meeting

- Introduction 001
- CEO Statement 002
- CSR Dialogue 005
- Nissan's Approach to CSR 011**
- Nissan's CSR Management Way 012**
- Our Nine Key Areas for CSR 024
- Nissan CSR Scorecard 027
- Stakeholder Engagement 2007 031
- Performance and Corporate Governance 032
- Fiscal 2007 Financial Review and Nissan GT 2012 033
- Corporate Governance 038
- Enhancing Value for Stakeholders 046
- For Our Customers 047
- With Our Shareholders and Investors 055
- With Our Employees 058
- With Our Business Partners 068
- With Society 074
- Protecting the Environment 085
- Improving Safety 117
- Our Views 129
- Performance Data 135
- Business and Other Risks 137
- Third-Party Evaluation 138

## Nissan's CSR Scorecard





Introduction	001
CEO Statement	002
CSR Dialogue	005

**Nissan's Approach to CSR 011**

**Nissan's CSR Management Way 012**

Our Nine Key Areas for CSR	024
Nissan CSR Scorecard	027
Stakeholder Engagement 2007	031

Performance and Corporate Governance 032

Fiscal 2007 Financial Review and Nissan GT 2012	033
Corporate Governance	038

Enhancing Value for Stakeholders 046

For Our Customers	047
With Our Shareholders and Investors	055
With Our Employees	058
With Our Business Partners	068
With Society	074

Protecting the Environment 085

Improving Safety 117

Our Views 129

Performance Data 135

Business and Other Risks 137

Third-Party Evaluation 138

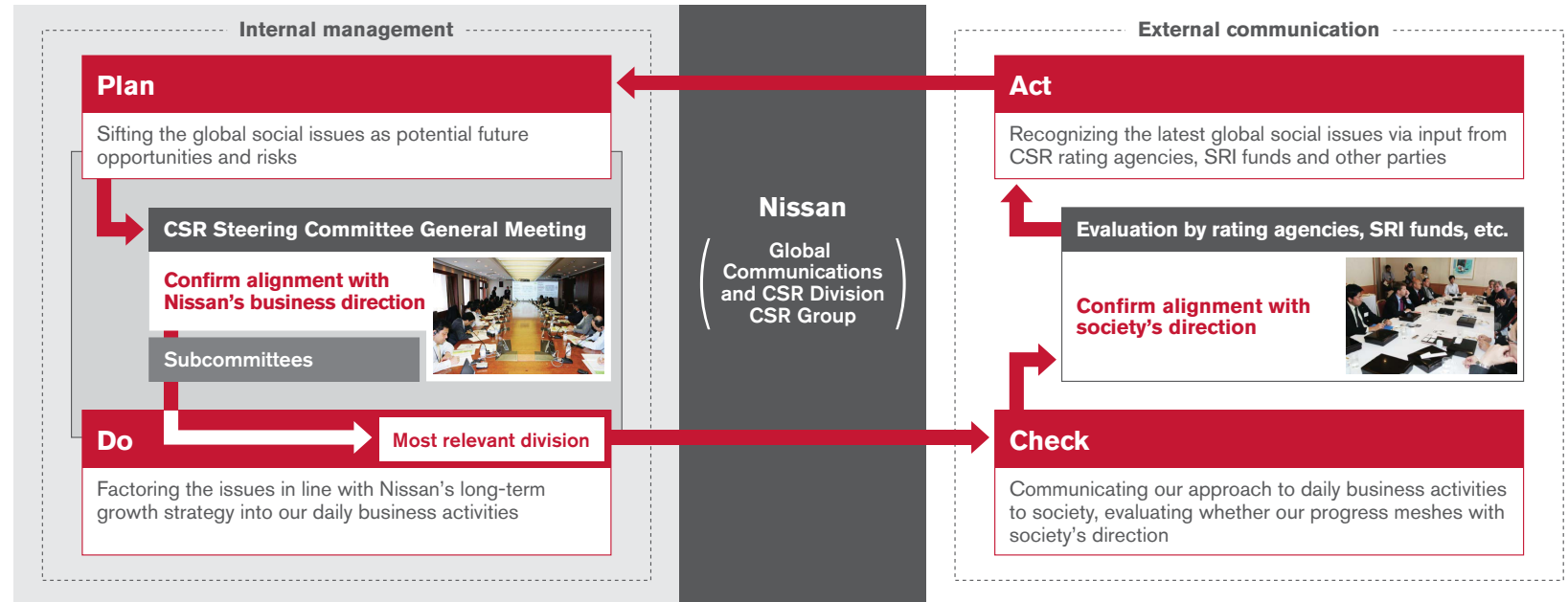
**Fiscal 2007: Delivering Our CSR Strategy**

Nissan positioned fiscal 2007 as a year to share with society its newly systematized approach to CSR created through the previous year's deeper dialogue on CSR, both within the company and with outside parties. We published the CSR scorecard in the 2007 Sustainability Report, making it public for the first time.

Fiscal 2007 was also a key period as the year in which we began work on creating the framework for the Nissan CSR Management Way, our own set of guidelines for advancing our CSR efforts.

**The Nissan CSR Management Way**

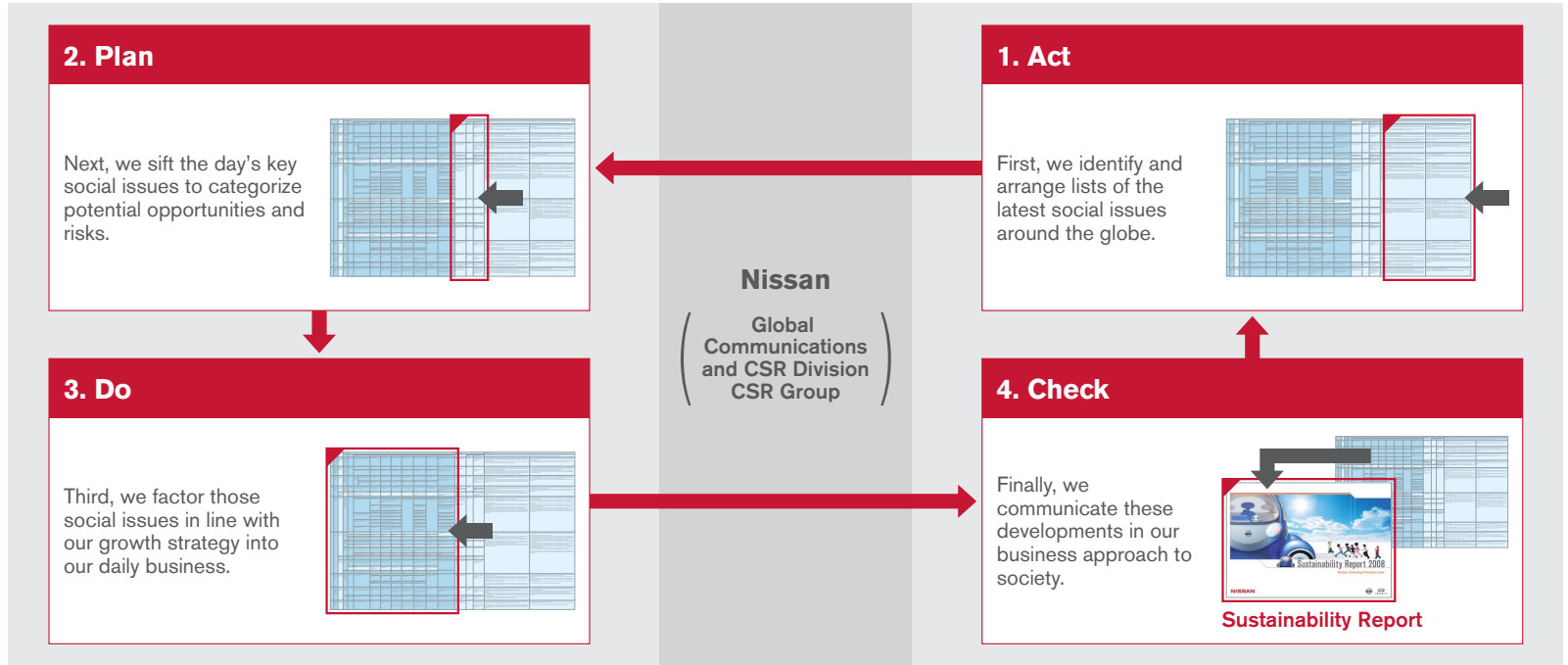
At its heart, the Nissan CSR Management Way is built on the idea of listening to the voices of society and identifying the seeds of both opportunity and risk. The framework of this plan is built around the PDCA, or "plan, do, check and act," cycle.



Introduction	001
CEO Statement	002
CSR Dialogue	005
<b>Nissan's Approach to CSR</b>	<b>011</b>
<b>Nissan's CSR Management Way</b>	<b>012</b>
Our Nine Key Areas for CSR	024
Nissan CSR Scorecard	027
Stakeholder Engagement 2007	031
Performance and Corporate Governance	032
Fiscal 2007 Financial Review and Nissan GT 2012	033
Corporate Governance	038
Enhancing Value for Stakeholders	046
For Our Customers	047
With Our Shareholders and Investors	055
With Our Employees	058
With Our Business Partners	068
With Society	074
Protecting the Environment	085
Improving Safety	117
Our Views	129
Performance Data	135
Business and Other Risks	137
Third-Party Evaluation	138

The CSR scorecard is a Nissan process management tool that we synchronize with this PDCA cycle.

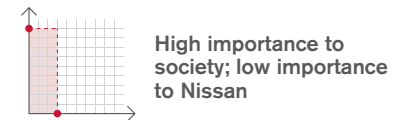
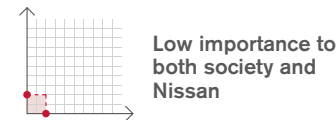
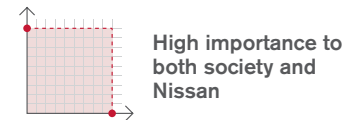
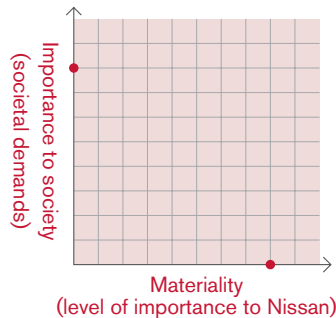
### The CSR Scorecard and Our PDCA Cycle



In sifting through potential opportunities and risks, we make use of the concept of materiality analysis, which has recently attracted much specialist attention.

### The Conception of Materiality Analysis

We analyze potential opportunities and risks, taking the levels of importance that society and Nissan ascribe to various issues as our indices. Highest priority is placed on issues where the X-axis and Y-axis are well balanced and the area covered is greatest.



Introduction	001
CEO Statement	002
CSR Dialogue	005
<b>Nissan's Approach to CSR</b>	<b>011</b>
<b>Nissan's CSR Management Way</b>	<b>012</b>
Our Nine Key Areas for CSR	024
Nissan CSR Scorecard	027
Stakeholder Engagement 2007	031
Performance and Corporate Governance	032
Fiscal 2007 Financial Review and Nissan GT 2012	033
Corporate Governance	038
Enhancing Value for Stakeholders	046
For Our Customers	047
With Our Shareholders and Investors	055
With Our Employees	058
With Our Business Partners	068
With Society	074
Protecting the Environment	085
Improving Safety	117
Our Views	129
Performance Data	135
Business and Other Risks	137
Third-Party Evaluation	138

## Building a PDCA Track Record

From here on out Nissan intends to build a solid body of experience in working with the PDCA cycle, using this real-world track record to flesh out the framework of its CSR Management Way. Our CSR-based approach to procurement is one area of our business where we have put this cycle to work numerous times.

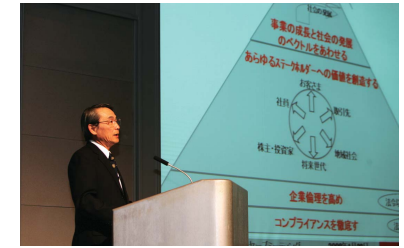
Today's social environment is one in which people are increasingly calling for companies to procure the parts and materials they need in sustainable ways. In response to these voices Nissan has deepened its own dialogue on the subject by holding discussions among the responsible company directors, meetings of the full CSR Steering Committee and its subcommittees mainly representing purchasing departments, and opinion exchanges with external specialists. Building on these debates we have worked with our tier 1 suppliers around the globe to develop a shared vision for CSR-aware procurement and have gradually made this approach a part of our day-to-day business policies.

In January 2008 we moved to collect the various strands of these debates by inviting some 300 representatives from 200 of Nissan's main tier 1 suppliers to deploy Nissan's CSR procurement approach in their dealings with us. Beginning in fiscal 2008 we will advance concrete measures in line with this cooperative development of CSR procurement. Our aim is to improve CSR management throughout our supply chain.

## Internal and External Actions to Build the CSR Management Way

During fiscal 2007 we carried out a range of actions to flesh out the Nissan CSR Management Way along two main axes: one indicating our internal management and the other representing external communication.

Internal Management	
July 2007	CSR Steering Committee meeting for first half of fiscal 2007
Sept.–Oct. 2007	All CSR Steering Committee members undergo CSR self-assessment
Oct. 2007	CSR open forum held with the Nissan Technical Center's product development division
Oct. 2007	CSR open forum held with Hitachi's CSR Steering Committee (Automotive Division)
Dec. 2007	Third Environmental Advisory Meeting convened by the Global Environmental Planning Office
Dec. 2007–Feb. 2008	All CSR Steering Committee members take part in materiality analysis covering latest social demands
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



The January suppliers meeting on CSR procurement



Our March 2008 suppliers meeting on the Nissan Green Procurement Guidelines

Introduction	001
CEO Statement	002
CSR Dialogue	005
<b>Nissan's Approach to CSR</b>	<b>011</b>
<b>Nissan's CSR Management Way</b>	<b>012</b>
Our Nine Key Areas for CSR	024
Nissan CSR Scorecard	027
Stakeholder Engagement 2007	031
Performance and Corporate Governance	032
Fiscal 2007 Financial Review and Nissan GT 2012	033
Corporate Governance	038
Enhancing Value for Stakeholders	046
For Our Customers	047
With Our Shareholders and Investors	055
With Our Employees	058
With Our Business Partners	068
With Society	074
Protecting the Environment	085
Improving Safety	117
Our Views	129
Performance Data	135
Business and Other Risks	137
Third-Party Evaluation	138

## External Communication

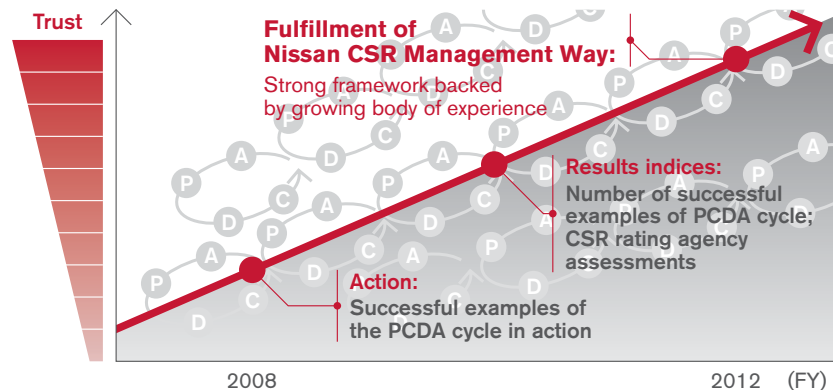
May 2007–Jan. 2008	Lectures on the Nissan CSR Management Way for students at the St. Petersburg State University (Russia) and International Christian University, Aoyama Gakuin University and Waseda University (Japan)
June 2007	Publication of 2007 Sustainability Report; first disclosure of CSR scorecard; CSR panel displays set up at annual shareholders meeting
July 2007	Media roundtable convened on Nissan's CSR Management Way
Aug.–Sept. 2007	Series of presentations to influential global CSR rating agencies (Europe, United States)
Oct. 2007	Presentation of Nissan CSR Management Way to global rating agencies, etc. at global CSR conference (United States)
Oct. 2007–March 2008	Presentation of the Nissan CSR Management Way to the Japan Association of Corporate Executives CSR Committee (Nissan Vice Chairman Tadao Takahashi is a senior member of this committee)
Jan. 2008	Renault-Nissan Alliance participation in the Davos conference
March 2008	Nissan Chief Operating Officer Toshiyuki Shiga participates in a CSR panel discussion at a conference for individual investors

## Plans for CSR in the Nissan GT 2012 Period

In May 2008, we released our new five-year business plan, Nissan GT 2012, which covers the period from April 2008 through March 2013. With “G” for growth and “T” for trust, this new plan focuses on our long-term performance and our responsibilities to stakeholders as a significant global business. During this midterm period, we plan to build a solid record of experience with the PDCA cycle of the Nissan CSR Management Way. In the process we will more fully flesh out the framework of the management way and establish a methodology for promoting CSR activities grounded firmly in this experience. As indices for checking our progress in CSR areas

### Development Image During Nissan GT 2012

During the Nissan GT 2012 period, we aim to build a solid record of PDCA experience, finalizing the Nissan CSR Management Way and accordingly increasing the trust we receive from society.





Introduction	001
CEO Statement	002
CSR Dialogue	005
<b>Nissan's Approach to CSR</b>	<b>011</b>
<b>Nissan's CSR Management Way</b>	<b>012</b>
Our Nine Key Areas for CSR	024
Nissan CSR Scorecard	027
Stakeholder Engagement 2007	031
Performance and Corporate Governance	032
Fiscal 2007 Financial Review and Nissan GT 2012	033
Corporate Governance	038
Enhancing Value for Stakeholders	046
For Our Customers	047
With Our Shareholders and Investors	055
With Our Employees	058
With Our Business Partners	068
With Society	074
Protecting the Environment	085
Improving Safety	117
Our Views	129
Performance Data	135
Business and Other Risks	137
Third-Party Evaluation	138

we intend to focus on actual results, not predefined targets, such as by counting the number of successful examples of the PDCA cycle in our operations and gauging changes in evaluations from rating agencies and other voices of society.

Through this ongoing process, we will finalize the form of the Nissan CSR Management Way, our unique methodology for promoting CSR based on numerous examples of the PDCA cycle in action. In the long run, we will seek to solidify our position as a trusted company, one whose developmental vector is in line with the vector of society.

**On the 2008 Sustainability Report**



**Simon Sproule**  
 Corporate Vice President  
 Global Communications and CSR  
 Division  
 Nissan Motor Co., Ltd.

This year's Sustainability Report marks another important milestone in the progression of corporate social responsibility inside Nissan. In 2007 we published our first CSR scorecard, a tool designed to show our progress transparently across the nine areas of CSR focus for Nissan. As the chairman of Nissan's CSR Steering Committee, it is my responsibility to ensure that Nissan is fulfilling its responsibilities to stakeholders across these nine areas. I am pleased to report that in all areas we made progress—in some cases more than expected, but in some, less than we wished for. As you will see from this report, the scorecard continues with a fresh set of objectives that will form the basis for the 2009 report.

By publicly disclosing this information, we hope to build trust of stakeholders in Nissan. Our new five-year business plan—Nissan GT 2012—announced in May demonstrates a further commitment in building trust in our company and its activities. With the “G” standing for growth and the “T” for trust, GT 2012 sets out to define a new path for Nissan. We believe this is well aligned with the larger challenges facing the company and society.

The mature markets' demand is falling and costs of fuel and raw materials are increasing. At the same time, we see growing interest in automobiles from the world's emerging markets. If the desires of consumers in countries like India and China for personal mobility are to be fulfilled without severe impact to the environment, we have to look for fresh solutions. Nissan believes we are now entering an era that demands the mass-availability of zero-emission vehicles. By fiscal 2010 we have committed to having our all-electric vehicle on sale. By fiscal 2012, we plan to make this technology available to consumers around the world. This is the start of a major shift in our business.

CSR at Nissan has always been self-determined. We incorporate the opinions and needs of our stakeholders with our own business objectives to design a strategy for win-win results. We make no claim to be best in every area of CSR. Our commitment to all our stakeholders—and the driving force behind our CSR strategy—is to continuously strive to bring the benefits of our business activities to our stakeholders while dealing proactively with potential issues at the same time.

I hope you find this year's report interesting, stimulating and relevant. We welcome your feedback.

Introduction	001
CEO Statement	002
CSR Dialogue	005
<b>Nissan's Approach to CSR</b>	<b>011</b>
Nissan's CSR Management Way	012
<b>Our Nine Key Areas for CSR</b>	<b>024</b>
Nissan CSR Scorecard	027
Stakeholder Engagement 2007	031
Performance and Corporate Governance	032
Fiscal 2007 Financial Review and Nissan GT 2012	033
Corporate Governance	038
Enhancing Value for Stakeholders	046
For Our Customers	047
With Our Shareholders and Investors	055
With Our Employees	058
With Our Business Partners	068
With Society	074
Protecting the Environment	085
Improving Safety	117
Our Views	129
Performance Data	135
Business and Other Risks	137
Third-Party Evaluation	138

Nissan's Approach to CSR

# 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

### "Owner" Messages on the Nine Key Areas

**Integrity**



**Toshio Ueno**  
Member,  
Compliance Secretariat;  
General Manager,  
Human Resources  
Department

Compliance is all about preventing any illegality. As a first step we have worked proactively to put in place global compliance systems and regulations throughout the Nissan Group. The next step will be to ensure thorough transmission of the regulations to every single member of the Group, from the top management down. Our goal for fiscal 2008 is to introduce a system for evaluating compliance-related preventive measures across the global centers of the Nissan Group so that we can improve the quality of our work through quantitative assessments. This will allow timely reporting of compliance infractions and prompt, accurate responses to them, which will greatly strengthen the system of preventing such incidents.

**Economic Contribution**



**Joji Tagawa**  
Corporate Vice President  
IR Department;  
Treasury Department

In our new midterm business plan, Nissan GT 2012, the management index of free cash flow is an internal target. Up until now, we have worked to ensure effective economic contributions through our operating profit margin and return on invested capital; the advantage of free cash flow is that the results of corporate activities can be reflected over a wider area and can also be easily broken down internally into regional or functional targets. As free cash flow deals with absolute amounts of money rather than ratios, it will be easier to manage targets for investment in social contributions, dividends and capital for investment in growing markets or segments. We aim to enhance these activities in order to build trust among our stakeholders and ensure long-term growth.

Introduction	001
CEO Statement	002
CSR Dialogue	005
<b>Nissan's Approach to CSR</b>	<b>011</b>
Nissan's CSR Management Way	012
<b>Our Nine Key Areas for CSR</b>	<b>024</b>
Nissan CSR Scorecard	027
Stakeholder Engagement 2007	031
Performance and Corporate Governance	032
Fiscal 2007 Financial Review and Nissan GT 2012	033
Corporate Governance	038
Enhancing Value for Stakeholders	046
For Our Customers	047
With Our Shareholders and Investors	055
With Our Employees	058
With Our Business Partners	068
With Society	074
Protecting the Environment	085
Improving Safety	117
Our Views	129
Performance Data	135
Business and Other Risks	137
Third-Party Evaluation	138

## Brand



**Hikoh Okuda**  
Deputy General Manager  
Brand Management Office

During fiscal 2007 we drew up a clear definition of the identity of the Nissan and Infiniti brands and the specific values that they each represent to customers. We then established a scheme to make these values a common thread running all the way from the product planning and design phases to the process of communication aimed at increasing the number of Nissan fans. Fiscal 2008 is an important beginning as it marks the start of Nissan GT 2012, our new midterm business plan. We are hoping to bring the scheme into full operation this fiscal year by ensuring that all Nissan members across the globe fully understand these brands, and that the brands serve as a shared source of positive motivation and vision.

## Quality



**Akira Wakabayashi**  
General Manager  
Total Customer  
Satisfaction Function

Our aim at Nissan is to continue to be a sincere brand that ensures the satisfaction of all our customers. For this reason, one of the commitments we make in our new midterm business plan, Nissan GT 2012, is to attain quality leadership. We will achieve the very highest quality in product appeal, products, sales and services and management. In fiscal 2007 we set up seven internal, cross-functional NEP (Nissan Excellence Program) teams, giving priority to their activities. We are accelerating our quality improvement in fiscal 2008 by giving a further boost to the activities of these teams, as well as by making optimal use of our four worldwide Field Quality Centers. We will also continue to ensure prompt, transparent responses to any recalls or service campaigns.

## Environment



**Kazuaki Iwamoto**  
Deputy General Manager  
Global Environmental  
Planning Office  
Corporate Planning  
Department

Nissan Green Program 2010 was announced in December 2006, and in fiscal 2007 we announced our performance in the three major areas of reducing CO<sub>2</sub> emissions, reducing other emissions and recycling resources. CO<sub>2</sub> emissions reduction will be a major theme of the G8 Hokkaido Toyako Summit in July 2008, increasing the momentum for reductions. As part of our new midterm business plan, Nissan GT 2012, we declared that we would become the world leader in zero-emission vehicles. This is not an easy challenge, but at Nissan we are working toward a low-carbon society by steadily taking innovative measures to reduce the amount of CO<sub>2</sub> emitted at every stage by our vehicles and our business activities.

## Employees



**Toshiaki Takahashi**  
General Manager  
Human Resources  
Department

Nissan's human resources are the company's most important asset. In order to let our people exercise their abilities to the maximum, we promote diversity; we also encourage employees to develop their own careers through personnel initiatives including education and training and through their own efforts to increase managerial capability. This puts into practice the core message of the Nissan Way, that the power comes from inside. We believe that the ambition of each member of Nissan is the source of sustainable growth. We carry out continuing surveys to assess employees' understanding of the Nissan Way and their motivation and supervisors' managerial capability, using the results to work toward improvements.

Introduction	001
CEO Statement	002
CSR Dialogue	005
<b>Nissan's Approach to CSR</b>	<b>011</b>
Nissan's CSR Management Way	012
<b>Our Nine Key Areas for CSR</b>	<b>024</b>
Nissan CSR Scorecard	027
Stakeholder Engagement 2007	031
Performance and Corporate Governance	032
Fiscal 2007 Financial Review and Nissan GT 2012	033
Corporate Governance	038
Enhancing Value for Stakeholders	046
For Our Customers	047
With Our Shareholders and Investors	055
With Our Employees	058
With Our Business Partners	068
With Society	074
Protecting the Environment	085
Improving Safety	117
Our Views	129
Performance Data	135
Business and Other Risks	137
Third-Party Evaluation	138

## Safety



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

As in the previous year, in fiscal 2008 we are continuing to work for comprehensive safety improvements from the point of view of vehicles, individuals and society at large, with the ultimate target of halving the number of fatalities or serious injuries from traffic accidents involving Nissan vehicles by 2015 compared to 1995 figures. During fiscal 2007, we released world-first accident prevention technologies like the Distance Control Assist System in Japan and the Lane Departure Prevention system in the United States. We also applied technology to make seatbelts more comfortable. We will continue to work for a safer automobile society under the "Safety Shield" concept, in which vehicles protect people, through the introduction of safety technology in conjunction with education to raise awareness of safety issues.

## Value Chain



**Seiji Uehara**  
Deputy General Manager  
Purchasing Administration  
Department

Nissan's purchasing departments set out the values and mindset we share with suppliers, compiling them into a booklet entitled *The Renault-Nissan Purchasing Way* in fiscal 2005 for our suppliers worldwide. CSR is essential to continuous, profitable growth, and the CSR of the entire supply chain is essential to providing value to the customer. CSR compliance is thus a major premise for the QCD (quality, cost, delivery) metrics of our procurement activities. We check the CSR approach when selecting suppliers, for whom we also held CSR briefings in fiscal 2007. These measures will spread the CSR mindset and help us establish a unified system of CSR management with our suppliers.

## Philanthropy



**Kyohei Noguchi**  
General Manager  
Global Brand  
Communication  
Department

At Nissan, our corporate citizenship activities fall into three main areas—support for education, environmental awareness and humanitarian relief—under our vision of Enriching People's Lives. In fiscal 2007, the Corporate Citizenship Steering Committee established during the previous fiscal year made further advances toward ensuring a consistent approach worldwide and sharing best practices. In Japan we launched a new program, the Nissan Monozukuri Caravan, which visited elementary schools in Kanagawa Prefecture to help students experience the fun of manufacturing things. We are planning to expand this program to other areas. We will continue to balance global thinking with activities best suited to the local community in order to make social contributions with Nissan's distinctive character.

## From the CSR Steering Committee Secretariat



**Keitaro Suga**  
Manager  
Communications and  
CSR Department

We made fiscal 2007 the year in which we broadcast Nissan's CSR to society at large, having held intensive internal meetings to codify our approach during fiscal 2006. We started by publishing our CSR scorecard in the 2007 Sustainability Report. During fiscal 2007, we put together the basic framework on which to build the Nissan CSR Management Way, the original CSR promotion method we are aiming to implement. The essence of this framework is to listen carefully to society in order to perceive opportunities and risks. By following the PDCA (plan, do, check, act) cycle centered on the CSR Steering Committee, we will align ourselves with society at large to become a company that receives unflinching trust.





# Nissan CSR Scorecard (1)

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.

FY2007 results: target achieved target almost achieved target not achieved

Integrity	Quality	Safety
Economic Contribution	Environment	Value Chain
Brand	Employees	Philanthropy

Nine Key Areas

Nine Key Areas	Major Activity or Value	Scope of Application	Indicators of Progress	FY2005 (Result)	FY2006 (Result)	FY2007 (Target)	FY2007 (Result)	FY2008 (Target)	Long-Term Vision
<b>Integrity</b> Employees aim for fairness and honesty, adhering to Nissan's Global Code of Conduct and acting ethically in all business situations.	Establishment of a system in which conduct violations are duly reported	Consolidated companies	Establishment of compliance-promoting organizations and development of codes of conduct in regions around the world	86.0% complete	97.8% complete	Aim for 100% completion	100% complete	Global, groupwide introduction of system to evaluate activities to prevent compliance violations, with quantifiable targets set for future activities	A fully functioning global framework (processes) to prevent compliance violations
<b>Economic Contribution</b> Nissan aims for sustainable, profitable growth, contributing to economic development for all of society.	Creation of value for stakeholders and contribution to society through implementation of Nissan Value-Up	Consolidated companies	Operating profit to sales ratio (revenue used as indicator from FY2008)	9.2% (Top level among leading automakers)	7.4% (Top level among leading automakers)	Maintain top-level operating profit margins among the world's leading automakers	7.3% (Top level among leading automakers)	<ul style="list-style-type: none"> <li>Stable, profitable growth</li> <li>Average annual revenue growth of 5% over the 5 years of Nissan GT 2012 (FY2008 revenue projected to fall 4.4%)</li> </ul>	Achieve growth with sustained profitability; continue providing long-term value to all stakeholders, including customers, shareholders, employees, business partners and regional communities
			Dividend	¥29/share	¥34/share	¥40/share	¥40/share	¥42/share	
<b>Brand</b> 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" Score for "adaptability to social change"	33.7 (31st among approx. 1,000 companies) 15.6 (2nd among approx. 1,000 companies)	36.1 (29th among approx. 1,000 companies) 14.5 (7th among approx. 1,000 companies)	Aim for a higher score by enhancing reliability Aim for a higher score by swiftly reflecting values the market is seeking	28.6 (86th among approx. 1,000 companies) 10.2 (39th among approx. 1,000 companies)	Enhance trust among customers and aim to further improve score Swiftly reflect values sought by the markets in business activities and aim to further improve score	Aim for ongoing, steady improvement in scores by positioning the index as one measure of how well our corporate activities reflect the values sought by society
<b>Quality</b> Nissan creates products and services recognized as being of world-class quality.	Providing products that customers are comfortable using because quality is as expected	Consolidated companies (indicators at right apply to conditions in U.S.)	Results of survey by third-party firm on vehicle quality at the time of new-car purchase	Nissan: 12th Infiniti: 7th (Content of the survey was changed in 2005)	Nissan: 19th Infiniti: 9th	Aim for improved rankings	Nissan: 19th Infiniti: 2nd	Aim for improved rankings in relevant categories	Aim for leading position in most influential indicators affecting customer purchasing decisions, as indexed in each country or region

# Nissan CSR Scorecard (2)



FY2007 results: target achieved target almost achieved target not achieved

Nine Key Areas	Major Activity or Value	Scope of Application	Indicators of Progress	FY2007 (Result)	FY2008 (Target)	2010 goals (NGP2010)
<b>Environment</b> Nissan seeks to reduce the environmental burden over the life cycle 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 <sub>2</sub> emissions	Products, technologies <ul style="list-style-type: none"> <li>Products, technologies introduced: VVEL system; 7-speed automatic transmission; clean diesel engine meeting Euro4 standards (Europe); Armada FFV (U.S.)</li> <li>Global sales of CVT-equipped vehicles reach 1.08 million for FY2007</li> <li>Nissan participates in Tokachi E10 bio-ethanol trials, aiming to increase biofuel use</li> <li>Carwings service wins Minister of Land, Infrastructure, Transport and Tourism Prize, Eco-Products Awards and Agency for Natural Resources and Energy Director-General's award, Energy Conservation Grand Prizes</li> </ul>	Steadily implement NGP2010 (as detailed at right) and achieve targets	<ul style="list-style-type: none"> <li>Steadily attain each country's fuel efficiency standards and further fuel economy progress</li> <li>Market vehicles with Nissan's proprietary hybrid technologies in North America and Japan by fiscal 2010</li> <li>Introduce all-electric vehicles in Japan, U.S. by FY2010; mass-market globally by FY2012</li> <li>Market vehicles that can travel approx. 100 km on 3 liters of gasoline (3-liter cars) in 2010</li> </ul>
			Production	Global per vehicle CO <sub>2</sub> emissions down 10% from FY2005	Reduce CO <sub>2</sub> emissions from factories worldwide by 7% from 2005 levels by fiscal 2010 (global per vehicle CO <sub>2</sub> emissions)	
			Dealers, offices	Measurement of CO <sub>2</sub> emissions and establishment of CO <sub>2</sub> management scheme to go into effect from FY2008	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"> <li>SU-LEV ratio in overall sales above 85% of all gas-powered passenger vehicles in Japan</li> </ul>	<ul style="list-style-type: none"> <li>Introduce vehicles complying with each country's future emission standards ahead of requirements</li> <li>Develop technologies to reduce emissions to near-atmospheric levels</li> </ul>	
			Production	VOC emissions in Japan down 4.2% from FY2005 (bodies and bumpers)	Global: Achieve VOC reductions exceeding each country's standards Japan: Achieve 10% reduction in volume of VOC emissions (from fiscal 2005 levels)	
			Recycling of resources (promotion of the 3Rs)	Production <ul style="list-style-type: none"> <li>100% recycling rate achieved at Nissan (4 plants, 1 office) and 3 group production companies (Japan)</li> </ul>	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	94.9% recovery rate achieved for FY2007 (Japan)	Global: Aim for 95% recovery rate in 4 major markets Japan: Achieve 95% recovery rate in FY2010 (5 years ahead of legal requirement)	
			Joint efforts with management and society	<ul style="list-style-type: none"> <li>Launch of global Green Procurement Guidelines</li> <li>Environmental e-learning program launched for Nissan employees (Japan); program wins Minister of Economy, Trade and Industry e-Learning Award</li> <li>Joint establishment with NEC of company to develop, produce and market lithium-ion batteries for electric vehicles</li> <li>Launch of preparatory work for mass-produced all-electric vehicle by Project Better Place and Renault-Nissan Alliance</li> <li>Nissan included in Climate Disclosure Leadership Index</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen environmental management at business partners</li> <li>Strengthen environmental management in all facets of operations</li> <li>Enhance environmental awareness among employees</li> <li>Promote comprehensive measures in conjunction with other sectors</li> <li>Disclose environment-related information and enhance communication with stakeholders</li> </ul>	



# Nissan CSR Scorecard (4)



FY2007 results: target achieved target almost achieved target not achieved

Nine Key Areas	Major Activity or Value	Scope of Application	Indicators of Progress	FY2005 (Result)	FY2006 (Result)	FY2007 (Target)	FY2007 (Result)	FY2008 (Target)	Long-Term Vision
<b>Safety</b> 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 and U.S. (figures at right are for Japan only)	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; figures for calendar 2005): 34%	Japan (Nissan Motor; figures for calendar 2006): 41%	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 2007 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
<b>Value Chain</b> Nissan promotes ethical, environmentally sound actions in all stages of the supply chain.	Ask suppliers to uphold the values, laws and regulations that are respected by Nissan and Renault	All primary suppliers to Nissan-Renault Purchasing Organization (NRPO; responsible for 83% of total Nissan-Renault procurement by value, fiscal 2007)	Extent to which values and codes of conduct are shared with suppliers	Published booklet for suppliers containing values and codes of conduct to be shared; launched implementation at all primary suppliers for NRPO	Introduced a framework basing the selection of suppliers for NRPO on their commitment to CSR perspectives	Establish evaluation criteria for suppliers' CSR policies and organizations based on supplier commitments; promote integrated CSR management with business partners	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	Work to enhance CSR frameworks at suppliers and bolster management by including sustainability items in contracts, etc., with an eye on the permeation of CSR concepts among suppliers
	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	Completion of activities with nearly 100% of suppliers in Japan	Preparations completed for launch of green procurement activities on a global basis	Successively expand green procurement standards to cover all primary suppliers around the world	Global Green Procurement Guidelines launched (suppliers meeting held in Japan in March 2008)	Begin extending coverage of Green Procurement Guidelines worldwide (first in Europe, then China, then North America)	Set targets for reducing the environmental impact at suppliers to reduce the environmental impact of Nissan vehicles throughout their life cycle
<b>Philanthropy</b> 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	Global philanthropy policy formulated and implemented in activities	Established in-house, cross-functional Corporate Citizenship Steering Committee and enhanced linkage among related groups	Establish Nissan's original philanthropy program focused on education or environment	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	Continually implement an original philanthropy program centered on "support for education," "the environment" and "humanitarian assistance," balancing global perspectives with the most appropriate activities for each region



Introduction	001
CEO Statement	002
CSR Dialogue	005
<b>Nissan's Approach to CSR</b>	<b>011</b>
Nissan's CSR Management Way	012
Our Nine Key Areas for CSR	024
Nissan CSR Scorecard	027
<b>Stakeholder Engagement 2007</b>	<b>031</b>
Performance and Corporate Governance	032
Fiscal 2007 Financial Review and Nissan GT 2012	033
Corporate Governance	038
Enhancing Value for Stakeholders	046
For Our Customers	047
With Our Shareholders and Investors	055
With Our Employees	058
With Our Business Partners	068
With Society	074
Protecting the Environment	085
Improving Safety	117
Our Views	129
Performance Data	135
Business and Other Risks	137
Third-Party Evaluation	138

## Nissan's Approach to CSR

# Stakeholder Engagement 2007

During fiscal 2007 Nissan created a number of opportunities for dialogue with its stakeholders, putting their opinions to use in its corporate activities.



### Informal reception with shareholders



Since 2002 the entire Board of Directors has met with shareholders after the annual general meeting. This event has become an eagerly awaited chance for exchanges of views. (See p. 56.)  
Pacifico Yokohama, June 20, 2007

### 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. 59.)

### Environmental Advisory Meeting



Every year we invite scholars and businessmen who are globally active on the front lines of the environmental field. (See p. 91.)  
Nissan headquarters, December 2007

### 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. 70.)  
Tokyo, July 12, 2007

### 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.

### Joint safety research in China



Beginning in July 2005, Nissan (China) Investment Co. and Nissan spent two and a half years working with the China Automotive Technology and Research Center (CATARC) on a project exploring ways to boost pedestrian safety. (See p. 127.)