

Performance Data



	FY2005	FY2006	FY2007
No. of employees (consolidated)	183,356	186,336	180,535
No. of individual investors	218,620	195,550	249,000
Price-to-earnings ratio	12.2	13.3	7.8
Share price volatility	16.5%	22.4%	36.8%
Corporate tax	¥229.1 billion	¥268.9 billion	¥164.9 billion
R&D expenditures (% of sales)	¥447.6 billion (4.7%)	¥464.8 billion (4.4%)	¥457.5 billion (4.2%)
Capital investment (% of sales)	¥475.0 billion (5.0%)	¥509.0 billion (4.9%)	¥428.9 billion (4.0%)
Monetary donations for disaster relief	¥10.0 million (by Nissan Motor Co., Ltd.) ¥62.4 million (for Hurricane Katrina by Nissan North America)	¥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)
Nissan Motor Co., Ltd. data			
No. of employees	33,025	32,746	31,453
Average age (years)	41.2	41.5	41.4
Average service (years)	19.9	20.1	19.9
Average annual salary*	¥7,299,136	¥7,226,628	¥7,138,692
Disabled employment ratio	approx. 1.9%	approx. 2.0%	approx. 2.1%
No. of employees taking parental leave	71	98	148
No. of employees taking nursing care leave	4	4	5
Training, education time per employee	approx. 35 hours	approx. 35 hours	approx. 35.5 hours
Employee health ratio**	72.22%	70.95%	65.31%***
No. of unionized employees	29,624	30,521	29,025

*Average annual salary for employees not in managerial positions; includes bonuses and overtime pay. **Percentage of employees receiving a clean bill of health in regular medical checkups.

***New calculation method used to determine this ratio from FY2007.

■ No. of Employees (as of end of March 2008)

Japan	88,413
North America	28,943
Europe	15,080
GOM	48,099
Total (consolidated)	180,535

■ 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 29,025 as of March 31, 2008. 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.

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

■ **Design:** 4 countries/areas (Japan, USA, U.K., Taiwan; total of 6 design centers)

■ **Automobile Production Plants:** 16 countries/areas (Japan, USA, U.K., Spain, Taiwan, China, Thailand, Philippines, Malaysia, Indonesia, Mexico, Brazil, Iran, South Africa, Kenya, Egypt)

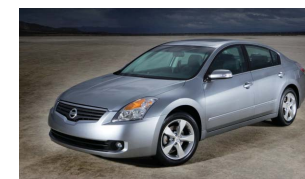
■ Sales by Model (Top 5)

Japan (units)	
Model	FY2007 (Apr. 2007—Mar. 2008)
Serena	78,307
Tiida (includes Latio)	63,987
Note	58,409
Moco	57,392
March	48,829



Serena

U.S. (units)	
Model	FY2007 (Apr. 2007—Mar. 2008)
Altima	287,140
Sentra	106,063
Tiida	82,757
Murano	75,414
Infiniti G	72,428



Altima

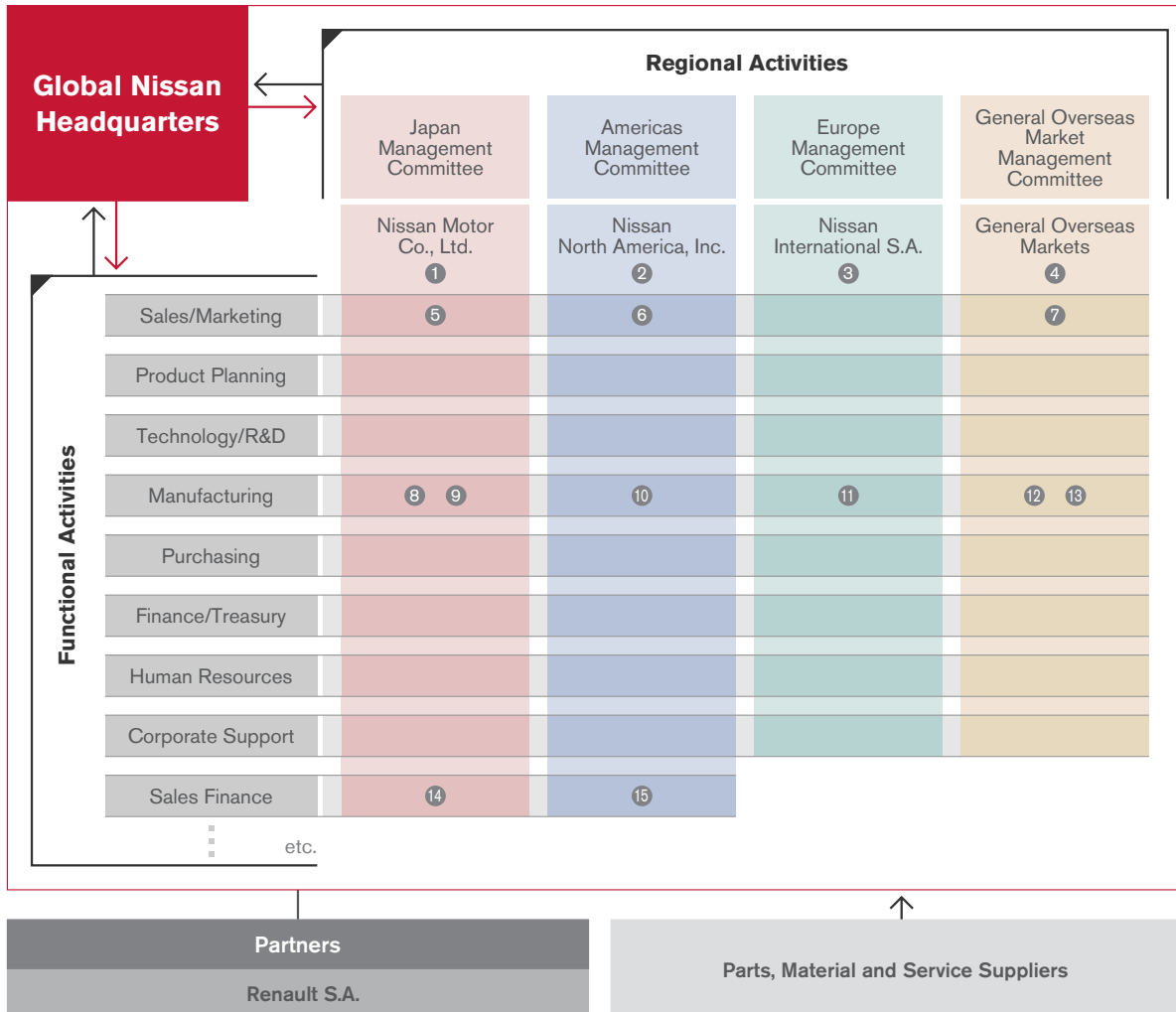
Europe (units)	
Model	FY2007 (Apr. 2007—Mar. 2008)
Qashqai	157,404
Note	99,924
Micra (includes C+C)	99,156
X-TRAIL	55,901
Navara	53,081



Qashqai

The Nissan Group's organization aims to integrate regional activities with global functional activities. Four management committees for Japan, the Americas, Europe and the General Overseas Markets supervise regional activities, while each functional department, including research, development, purchasing and production, are in charge of global, functional coordination. Nissan's Global Headquarters takes a cross-organizational approach adding value to regional and functional activities while coordinating our global operations.

■ Nissan Group Operations



Headquarters/Regional Headquarters/Regional Companies

- ① Nissan Motor Co., Ltd.
- ② Nissan North America, Inc.
- ③ Nissan International S.A.
- ④ Nissan Asia Pacific Pte., Ltd.
- Nissan Middle East FZE
- Nissan South East Asia Co., Ltd.

etc.

Sales Finance Companies

- ⑭ Nissan Financial Service Co., Ltd.
- ⑮ Nissan Motor Acceptance Corporation NR Finance Mexico S.A. de C.V.

etc.

Vehicle Manufacturers & Distributors /Distributors

- ⑥ Nissan Canada, Inc.
- ⑦ Yulon Nissan Motor Co., Ltd.
- ⑩ Nissan Mexicana, S.A. de C.V.
- ⑫ Nissan Motor Company South Africa (Pty.) Ltd.
- Dongfeng Motor Co., Ltd.

etc.

Parts Manufacturers

- ⑨ Aichi Machine Industry Co., Ltd.
- JATCO Ltd.
- Calsonic Kansei Corporation

etc.

Vehicle Manufacturers

- ⑧ Nissan Shatai Co., Ltd.
- ⑪ Nissan Motor Manufacturing (UK) Ltd.
- Nissan Motor Iberica, S.A.
- ⑬ Siam Nissan Automobile Co., Ltd.

etc.

Dealers in Japan

- ⑤ Aichi Nissan Motor Co., Ltd.
- Nissan Fleet Sales Co., Ltd.
- Nissan Prince Tokyo Sales Co., Ltd.

etc.

Business and Other Risks



Information on risks involved in business operations has been disclosed in the Yukashoken-Hokokusho for the year ended March 31, 2007, as follows:

Economic Factors

The demand for products manufactured by the Nissan Group is affected by the economic conditions in each country or market in which they are offered for sale. The Group conducts its operations all over the world and, in particular, in the major markets of North America, Europe and the General Overseas Markets, to say nothing of 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 Markets. The Group forecasts and evaluates a wide variety of risks inherent in doing business in such overseas markets including the following factors, each of which may entail a greater-than-anticipated level of risk, thereby causing 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. Nonetheless, 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 does its best to enhance safety from the standpoint of research and development, manufacturing and sales. Although the Group takes out 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 value for the benefit of customers' safety, the Group would incur significant additional expenses, which 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 and, on the contrary, 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 risks such 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, by so doing, may miss the 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 Group encounters, the possibility exists that the position defended by the Group 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, and 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, no doubt, 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.

Although the Company established its Intellectual Property Rights Management Department in April 2004 for protecting intellectual property rights in specific areas, strengthening activities to protect Nissan's intellectual property rights and abstracting new intellectual property rights, and has been performing various activities to protect and create the Nissan brand, 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 CEO has organized a global task force to direct disaster prevention and recovery activities. In addition, the Group has been strengthening its manufacturing facilities with antiseismic 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. However, the sales financing companies have a high exposure to interest-rate risk, residual value risk, and credit risk, any one of 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 a 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 so forth. If the Group's actual results differ from those assumptions or if the assumptions are changed, 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 that the Group cannot control and whether the suppliers can procure raw materials and parts continuously may adversely affect the Group's financial position and results of operations.

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Third-Party Evaluation

Third-Party Evaluation

The fiscal 2007 CSR activities of Nissan can be summed up effectively from the dual perspectives of "management" and "communication."

Regarding management, the establishment of the Nissan CSR Management Way as a policy for ongoing promotion of sustainability efforts deserves high recognition. The CSR Management Way does not just skim the surface like other similar policies. The following two points provide assurance of future accomplishments.

The first key element is Nissan's CSR scorecard. Updates to this management index reflect the changing voices and needs of society and the changing reality of the company's operational environment. The second key element is these updates themselves. Nissan uses a unique methodology incorporating its original perspectives, including the concept of materiality. It is noteworthy that the company performs its assessment through cooperation between the CSR department and other related departments.

The existence of the CSR Steering Committee provides further assurance for the realization of the established goals. CSR scorecard updates and the continuous materiality analysis work as a catalyst for the committee, which has become a forum for initiating new awareness and constructive discussions. In other words, the CSR Steering Committee is the mechanism that fosters the creation of a shared understanding to decide the future direction of the company.

It must be noted that Nissan needs to rise to the challenges of realizing and promoting the CSR Management Way at the global level. This Sustainability Report points out cases related to procurement where the company has begun this task. It will be desirable for similar activities to be conducted and disclosed for the other eight of the company's nine CSR focus areas.

Next, regarding communication, it is clear that Nissan's external information disclosure deserves recognition. The company has continued its efforts in communication with customers, owners and investors, communities and future generations from previous years. In fiscal 2007, communication with business partners, such as suppliers, also deserves to be acknowledged to a certain point.

However, communication within the company and the group is an area calling for expedient action. It is clear that implementing and promoting awareness among all Nissan employees cannot be achieved easily. Nissan has over 180,000 employees around the world throughout its group. It is these employees as a whole who create the connections between the company and its external stakeholders. Therefore, it is crystal clear that the employees' understanding is the key for success in implementing the Nissan CSR Management Way.

This year, Nissan is to start a new midterm management plan. The combination of this plan and the Nissan CSR Management Way should work interactively to preemptively grasp society's needs and to proceed with sustainable development together with society. I do hope Nissan will fulfill this expectation.



Hiroshi Ishida

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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 Global 100 index and the Morningstar SRI index (as of June 2008).



FTSE4Good

FTSE4Good Global 100

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., a joint venture of SBI Holdings, Inc. and Morningstar Inc.

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.

Period Covered

The report covers fiscal 2007 (April 2007–March 2008); 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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