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With Our Employees

Workplaces Where Employees Can Grow Together

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

SUPPORTING CAREER DESIGN

Clear Goals for Our Human Resources

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

Self-Guided Career Design

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

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

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

Passing on Specialized Skills to the Next Generation

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



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

CREATING A CULTURE OF LEARNING

Opportunities for Ongoing Education

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



Employees access the Learning Navigation system to gain new knowledge.

Programs to Foster Future Leaders

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

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

Developing World-Class Manufacturing Skills

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

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

BUILDING TRUST THROUGH COMMUNICATION

Employees' Ideas Put into Action

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

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



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

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

Enhanced Communication and Information Sharing

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

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

A New Tool for Employee Networking in Japan

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

Opportunities for Employee-Executive Exchange

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



Our WIN intranet system's English-language home page



N-Square, our new internal social networking website



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



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

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NISSAN'S RESPECT FOR DIVERSITY

Promoting Diversity Globally as a Corporate Strategy

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

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

Initiatives to Utilize the Talents of Women

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

1. Women's career development

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

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

Organization of the Diversity Steering Committee



An employee consults with a career advisor.



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

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

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



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

2. A work-life balance for employees

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

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



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

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Participating in Japan's Work-Life Balance Project

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

Standing Up for South African Women's Rights

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

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

With Our Employees

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

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



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

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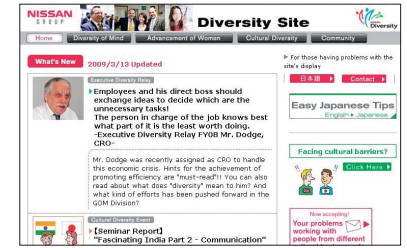
Nurturing a Diversity Mindset

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

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

Enhanced Diversity in the Workplace (United States)

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



The company intranet features a website dedicated to diversity issues.



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

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INCREASING WORKPLACE SAFETY

Toward Improved Workplace Environments

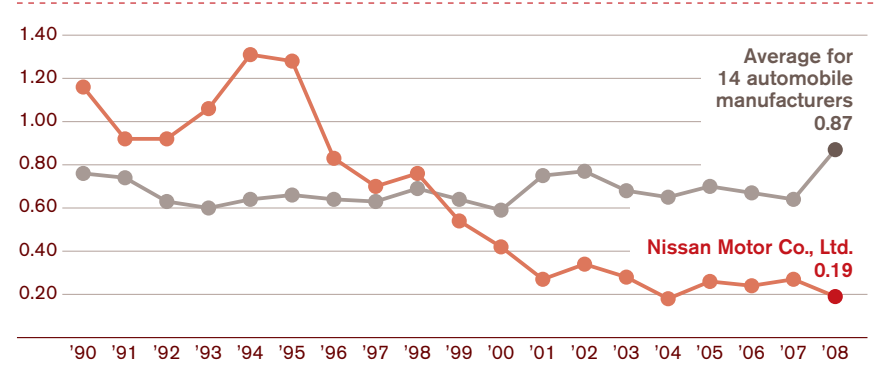
Nissan seeks to fulfill the company's mission of engaging in "human-friendly production" by improving the workplace environments of its manufacturing facilities worldwide through ergonomics—the science of designing the job, equipment and workplace to fit the worker—supported by the Nissan Production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

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

Health and Safety in the Workplace

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

Trends in Occupational Accidents (Total Accident Frequency Ratio)



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



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

日産自動車安全衛生基本方針

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

日産自動車株式会社 最高執行責任者(COO)

志賀俊之

COO Toshiyuki Shiga's declaration on workplace safety

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

Providing Expert Mental-Health Care

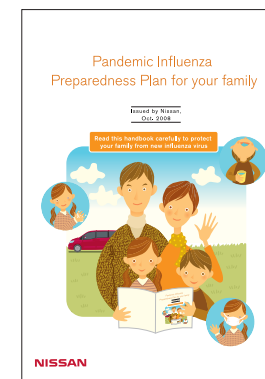
Nissan has put together a specialized team led by a clinical psychiatrist to care for the mental health of employees in Japan. In fiscal 2005 we introduced a mental healthcare program, Advantage EAP (Employee Assistance Program), in cooperation with external mental healthcare specialists with the aim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

Guidance Against New Strains of Influenza

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

Managing and Preventing HIV/AIDS

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



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



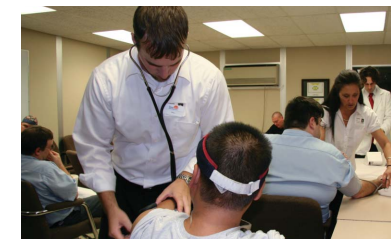
Since 2003 NSA has operated an Employee Wellness Program for its workers.

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

Employee Health Promotion (United States)

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



Employees take an active role in maintaining their own health.

Messages from Our Stakeholders

Contributing to Nissan's Long-term Growth



Masanori Ueda

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

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