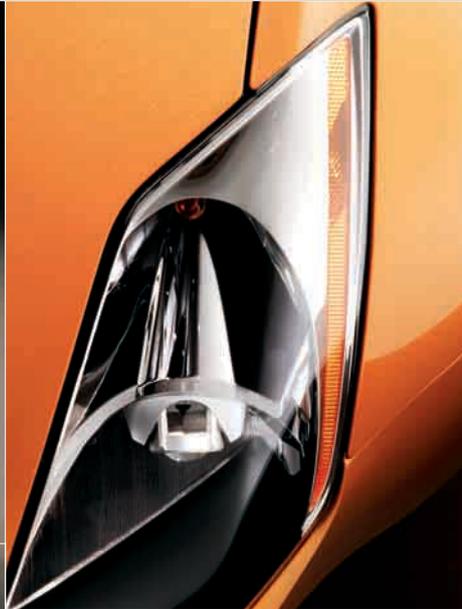




Future Generations

Sustainability Report 2004



Customers



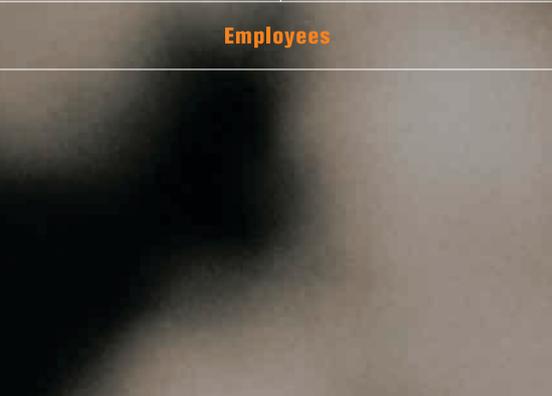
Shareholders



Business Partners



Communities



Employees



Welcome to Nissan's first Sustainability Report.

To Nissan, sustainability means "providing a better living environment, not only for the current generation but also for future generations."

"Enriching People's Lives" is the vision based upon which Nissan makes automobiles and develops our business activities.

Sustainability is tied to this vision, and we believe that to achieve sustainability, it is important to operate in a well-balanced way that not only values profit creation, but also keeps in mind our influence on the environment and society.

For our first Sustainability Report, we reexamined our common ways of thinking and actions from the perspective of, "What value are we creating for our stakeholders?" We did this so that we could convey our ideas and actions in working toward sustainability for society, humanity, and the earth. We have compiled this report with messages relating to our stakeholders: our customers, our shareholders, our employees, our business partners (suppliers and dealers), our communities, and future generations. Also included are chapters on environment and safety, because automobile companies bear such a large responsibility in these areas.

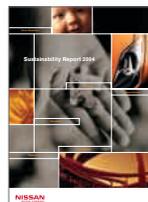
Through this report, we hope to encourage dialogue with many different people. In order to make this report easier to understand, we have attempted to avoid using detailed technical descriptions and have tried to use straightforward language. For further details on our performance, please refer to our website and other reports listed on the next page.

CONTENTS

<p>01 CEO Statement</p> <hr/> <p>03 Corporate History / Corporate Profile</p> <hr/> <p>05 Global Operational Presence</p> <hr/> <p>07 Corporate Governance Trust is the foundation of our business</p> <hr/> <p>13 WITH OUR STAKEHOLDERS "ENRICHING PEOPLE'S LIVES"</p> <p>15 For Our Customers Continuing to take on future challenges</p> <hr/> <p>19 With Our Shareholders Building trust for long-term investment</p> <hr/> <p>21 With Our Employees Building a diverse, motivated workforce</p> <hr/> <p>25 With Our Business Partners Building partnerships for mutual benefit</p> <hr/> <p>31 With Our Communities Building better partnerships</p> <hr/> <p>37 For Future Generations Investing in the future</p>	<p>41 PROTECTING THE ENVIRONMENT CREATING THE FUTURE WITH TECHNOLOGY</p> <hr/> <p>43 Curbing Global Warming Reducing CO₂ emissions</p> <hr/> <p>47 Toward Cleaner Emissions Protecting the air, water, and soil</p> <hr/> <p>49 Effective Utilization of Resources for a Sustainable Society Aiming to make cars without producing waste, that do not end up becoming waste</p> <hr/> <p>51 IMPROVING SAFETY AIMING FOR A SOCIETY WITH NO TRAFFIC ACCIDENTS</p> <hr/> <p>53 Nissan's Determination and Technology for a Safe Society The challenge of realizing a society with no traffic accidents</p> <hr/> <p>57 Toward Collaboration with Society For the world, for the future: safe mobility for all</p> <hr/> <p>59 Sustainability Impressions from Nissan Management and Staff</p> <hr/> <p>65 Business and Other Risks</p> <hr/> <p>66 Questionnaire</p>
--	--

Related Corporate Reports

This Sustainability Report describes Nissan's activities in the three areas of sustainability: economic, environmental, and social, placing emphasis on our philosophy and basic approach. For more detailed economic, environmental, and social data, please see the following reports. These reports are also available on our website.

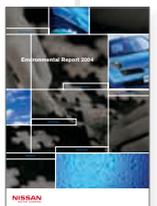


Sustainability Report
<http://www.nissan-global.com/EN/COMPANY/CSR/LIBRARY/SR/>

Annual Report
<http://www.nissan-global.com/EN/IR/LIBRARY/AR/>



Environmental Report
<http://www.nissan-global.com/EN/ENVIRONMENT/LIBRARY/ER/>



Fact File
<http://www.nissan-global.com/EN/IR/LIBRARY/FF/>

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

Our Websites

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

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

Environment, Design, Safety & Technology Information
<http://www.nissan-global.com/EN/PLAN/>

Product Information (by Country)
<http://www.nissan-global.com/EN/GLOBAL/>

Product Information (Japan)
<http://www.nissan.co.jp/EN/>

Corporate Citizenship Information
<http://www.nissan-global.com/EN/COMPANY/CITIZENSHIP/>

We hope that after reading this report, you will take the time to share your comments and candid suggestions by completing the questionnaire in the back of the report.

CEO Statement

I am pleased to introduce Nissan's first Sustainability Report.

Sustainability is an integral part of what Nissan is and does. In every decision we make, we aim for consistency between short-term goals and actions and long-term strategy. Whether the topic is product design, technology, brand identity, profitability, or environmental and social measures, we systematically look at both the short- and long-term consequences of our decisions. We will not accept short-term gains if it means compromising our future needs or the ability of future generations to meet their own needs.

Three areas of focus:

environment, governance, and corporate citizenship

To Nissan, contributing to sustainable development means taking proactive action in three primary areas – the environment, governance, and corporate citizenship.

Especially in the field of the environment, there is a need to take measures that allow for compatibility among economic growth, human development, and respect for the natural environment. We share public concerns about major environmental issues such as global warming, and we agree that precautions are needed to allow economic development to continue. In our view, protecting the environment is the single most important aspect of sustainability.

In addition to disciplined environmental management at all our plants and operations, Nissan develops environmental technologies and solutions that are feasible in the market. Customers want environmentally friendly cars, but they expect a sound value proposition, so we have to find solutions that are affordable to ensure that they will be adopted. One successful solution is our offer of ultra-low emission vehicles, or U-LEVs in Japan. U-LEVs help keep the air clean, and they also make sense to customers in economic terms. Introducing super ultra-low emission vehicles (SU-LEVs), such as the Bluebird Sylphy introduced on the market in 2003, was a natural extension of our U-LEV strategy. Nissan is continuing research and investment in other environmental technologies, such as hybrids and fuel cells, but we realize that economic viability – or, from the customer's point of view, affordability – is crucial to the acceptance and success of new technologies.

You will find an overview of our environmental activities in this report, and detailed information is published in a separate Environmental Report.

A second area of focus for Nissan is governance. At a time when corporate governance is under scrutiny and greater transparency is being requested from businesses around the world, I am proud of the fact that Nissan has achieved every single commitment made in the business plans we have implemented since 1999. We present clear plans for the future direction of the company and, with the Nissan Management Way, we have established a clear governance system. Transparency is a priority, not only in our business plans, but also in our commitments to shareholders. Nissan is the only global automotive company that has provided a dividend policy offering three years of visibility. Making and keeping commitments is important, both for motivating people inside our company and for building trust and respect among people around our company. We are convinced that operating with a high level of integrity and transparency makes us a more competitive company.

Sound corporate citizenship is our third area of focus, but we recognize that it is impossible for us to deliver on every item that interests our various stakeholders. We have chosen three main areas of corporate citizenship action – namely, education, the environment, and providing humanitarian relief when necessary. Young people inherit the future, so investing in education clearly contributes to sustainable development. Environmental research is also future-oriented. If we devastate the earth's resources, progress will not happen. And assisting communities in times of great need is another priority. We want to use resources to help relieve the pain and difficulty of people who are struck by disaster.

A baseline for progress

This Sustainability Report presents a new and integrated look at our approach to the issue of sustainable development and the ways in which we are carrying out our corporate responsibilities. We think this report will serve as a baseline for further progress in the years to come. Even though Nissan is making progress in many of the areas we are addressing as a company, we are continually learning, listening, and making improvements. We realize that we are far from reaching our full potential, and we still have a lot of work to do.

I am not a pessimist when it comes to the future. Amazing technological advances have been made in the last few decades, and greater advances are sure to continue. The real challenge for the future is to develop technologies and to work on regulations to allow all people on the earth to enjoy a positive lifestyle without compromising future sustainability. This is a race where technology must go first and open horizons to allow more people to participate in economic development. This is an area where global corporations such as Nissan can make a great contribution to society.



“Enriching People’s Lives” is our vision. This means building a sustainable future for all our stakeholders today and for future generations to come. As you read this report, I hope you gain a greater understanding of what our company stands for and how we conduct our business. I am committed to ensuring that we at Nissan keep our motivation high and use our knowledge, skills, and resources wisely. I invite you to share with us your thoughts about this report, and I welcome your constructive comments.

Carlos Ghosn
President and chief executive officer
Nissan Motor Co., Ltd.

Corporate History

Nissan was founded in 1933 in Yokohama, Japan.

In 1935, the Datsun, a small-sized passenger car, rolled off the assembly line at the Yokohama plant, known as Japan's first mass production plant for automobiles. Since 1961, manufacturing sites were established one after another in Mexico, the United States, and the United Kingdom, and Nissan became the first Japanese automobile company to develop overseas manufacturing operations.



The Sunny, which debuted in 1966, became a great driving force behind the advancement of motorization in Japan. Since the establishment of the company, state-of-the-art technology, including our manufacturing know-how, has become a trademark of what Nissan stands for. Nissan began early on to develop countermeasures to increases in traffic accidents and environmental issues and has become known in the industry as a pioneering company strong in technology.

On March 27, 1999, Nissan and Renault signed an agreement forming a global partnership aimed at achieving profitable growth for both companies.



That same year, Carlos Ghosn (current CEO) assumed the position of chief operating officer. He announced the Nissan Revival Plan (NRP), a comprehensive blueprint to restore profitability and establish growth. By the end of fiscal year 2001, one year ahead of schedule, Nissan had reached the commitments set in NRP and achieved the highest operating profit in its history.

Since April 2002, Nissan has implemented a new business plan, NISSAN 180. Nissan is making good progress toward its commitment to raise global car sales by one million units in three years, and has already achieved its commitments to achieve an operating profit margin of 8%, and bring the net automotive debt to zero.



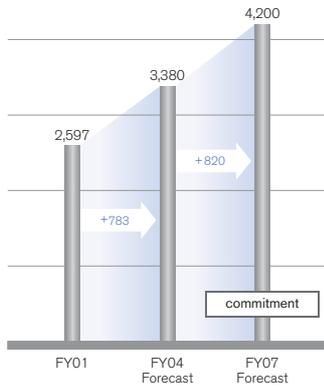
In fiscal year 2003, Nissan launched two new business initiatives of strategic importance to the company: our entry into China through a joint venture with a local enterprise, and our commencement of production at the new Canton, Mississippi, plant in the United States. By using the scale, scope, and technology of our company, we have demonstrated our goals of value creation and sustained profitable growth.

Through our new three-year plan, NISSAN Value-Up, which will commence in April 2005, we will work to further strengthen our position as one of the world's most profitable automobile manufacturers, built up through NISSAN 180.

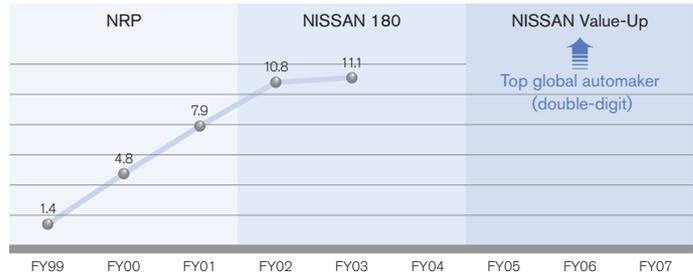
NISSAN Value-Up Commitments

- Global sales of 4.2 million units by the end of FY2007
- Top operating profit margin for a global automobile manufacturer
- Return on invested capital 20%

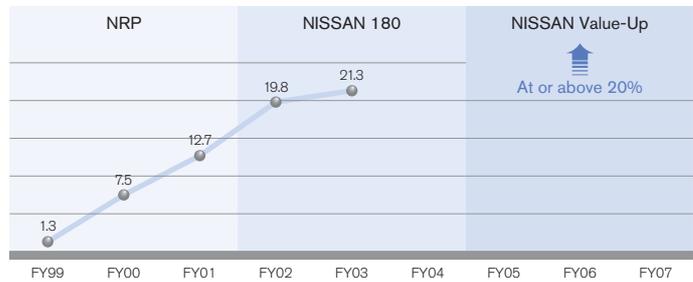
Global sales volume (thousand units)



Consolidated operating profit margin (%)



Return on invested capital (auto) (%)



Corporate Profile

Headquarters

17-1, Ginza 6-chome, Chuo-ku, Tokyo, Japan

Date of Establishment

December 26, 1933

Paid-in Capital (As of March 31, 2004)

605,813 million yen <Nissan Motor Co., Ltd.>

Consolidated Net Sales (FY2003)

7,429.2 billion yen

Number of Employees (As of March 31, 2004)

123,748 (all consolidated companies)

Number of Consolidated Subsidiaries (as of March 31, 2004)

186

Group Structure / Business Outline

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

Vision

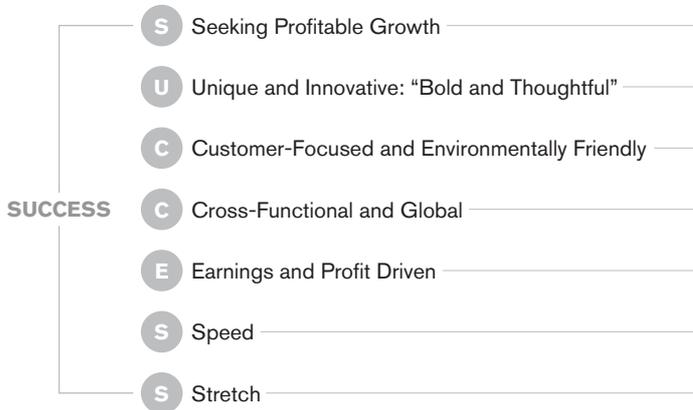
Nissan: Enriching People's Lives

Mission

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

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

Guiding Principles



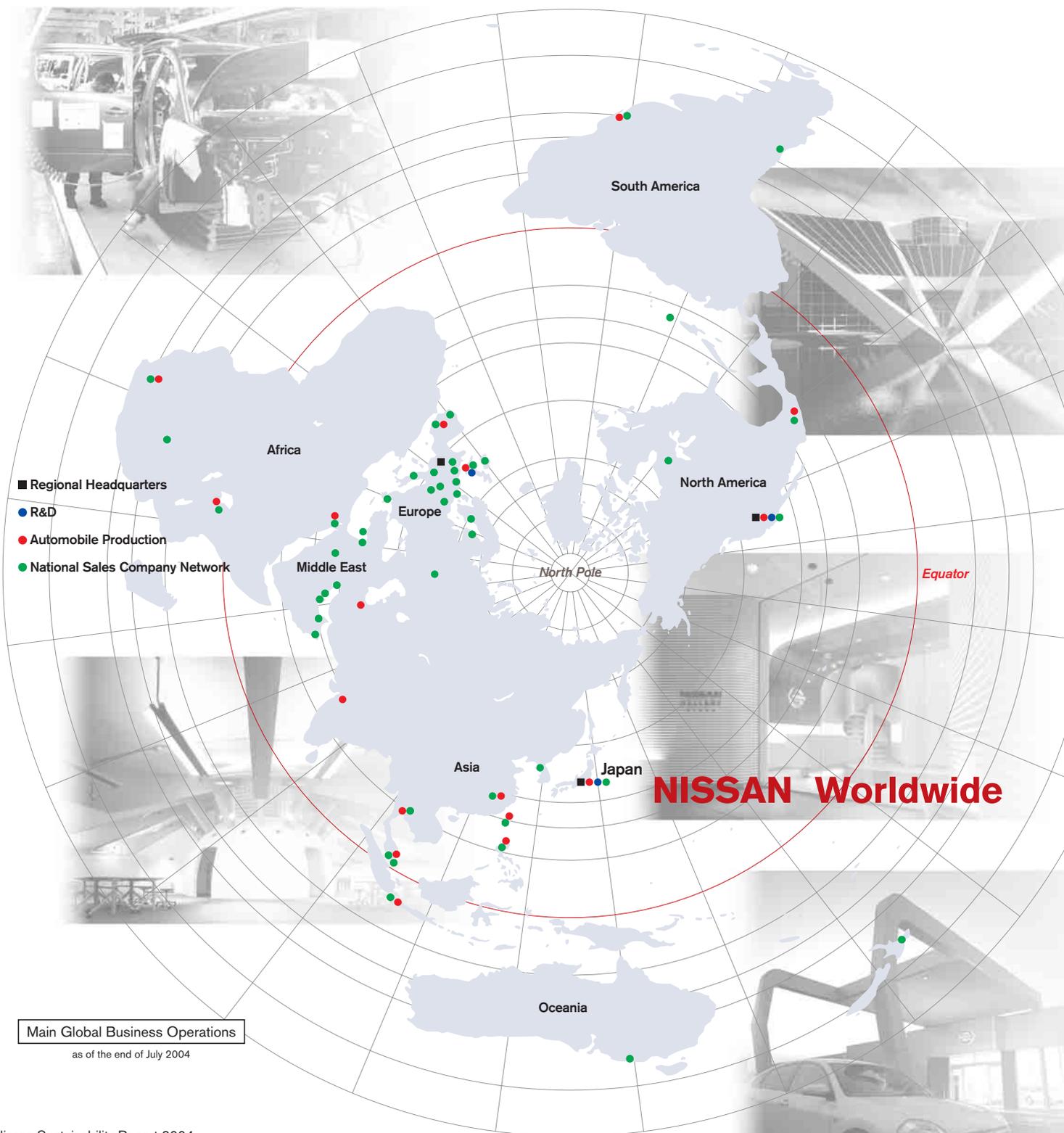
Global Operational Presence

Today, Nissan has major production and office facilities in Japan, the United States, Mexico, Europe, the Middle East, South Africa, China, and the Southeast Asian countries, as well as in other regions of the world. As a global company, Nissan will continue to focus on providing value to all our stakeholders as we work toward our vision of "Enriching People's Lives."

R&D : Three countries (Japan, USA, UK) Design : Seven design centers in four countries / areas (Japan, USA, UK, Taiwan)

Automobile Production Plants : 17 countries / areas

Sales Network : More than 190 countries / approximately 10,000 dealers

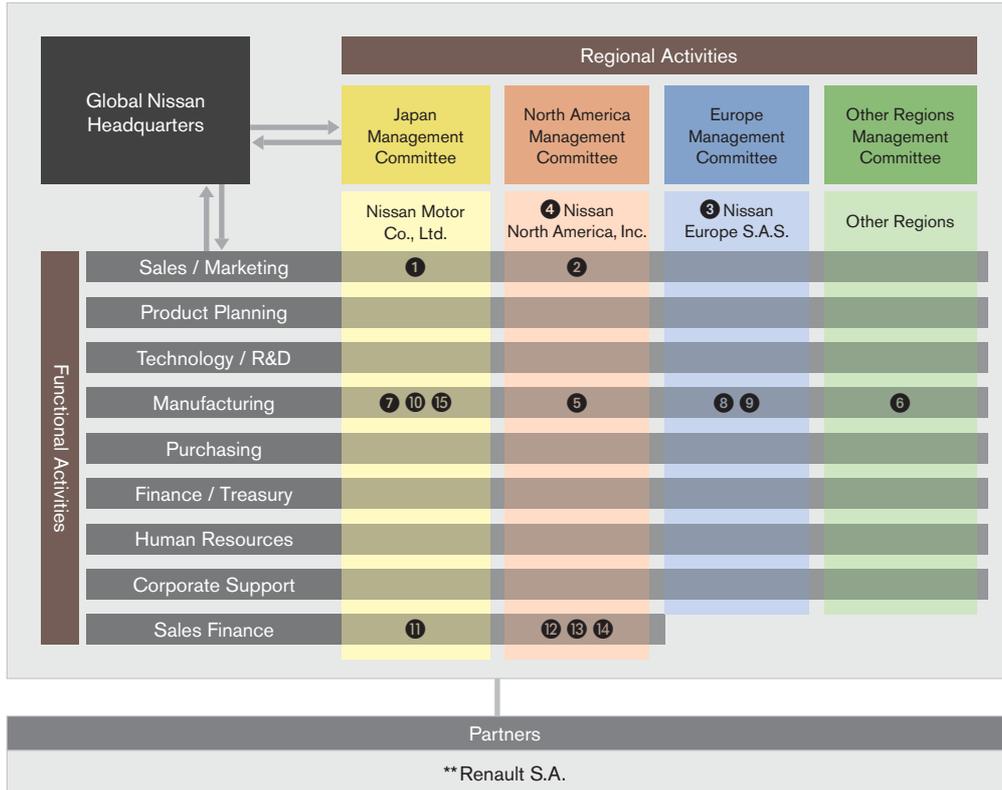


Nissan Group Operations

The Nissan Group's organization integrates regional activities over which management committees within the four regions of Japan, North America, Europe, and other regions have jurisdiction, with globally applied functional activities for each department, including research, development, purchasing, and production. The overarching approach of Nissan's Global Headquarters brings added value to the management of regional and functional activities and coordinates our global operations.



* Consolidated subsidiaries
 ** Companies accounted for by equity method



Corporate Governance

Trust is the foundation of our business

At Nissan, we conduct business while constantly questioning whether we are a trusted organization and leader. Without strong governance and transparency, we would not hold the trust of our stakeholders. Maintaining high standards of transparency and accountability, Nissan will endeavor to keep and deepen the trust of our stakeholders.

Corporate Governance – Our Philosophy and Systems Increasing transparency

In our approach to corporate governance, we place particular emphasis on clarifying the responsibilities of Nissan's management team. At Nissan, clear management objectives and policies are published for the benefit of shareholders and investors, and achievements and results are announced as early as possible. The enhancement of corporate governance by full and fair disclosure is the responsibility of management.

By maintaining as small a number of Directors as possible and emphasizing their supervisory function, we are making an effort to improve management efficiency. In addition, three-way auditing has been adopted through the combination of corporate auditors, auditing firms, and internal audit functions. We have strengthened the role of our corporate auditors by adding three outside corporate auditors. Our internal audits not only allow us to improve the self-correcting capabilities of our Group companies through internally controlled evaluations, but they also

help us improve on our business processes. We have appointed a chief internal audit officer, who is responsible for creating a functional and efficient worldwide internal audit system while coordinating with different regions.

This kind of organizational structure is a means to good corporate governance, but is not an end unto itself. The ultimate goal is to improve transparency. We believe it is the professionalism of each member of management combined with a high degree of transparency that allows us to gain the trust of our stakeholders.

For Nissan, transparency means providing a clear picture of our corporate direction to our stakeholders. As seen through our Nissan Revival Plan and NISSAN 180, as well as our plan for 2005-2007 announced in April 2004, NISSAN Value-Up, we have committed ourselves to meeting three-year corporate targets at an early stage for our external and internal stakeholders. In addition, we disclose information pertaining to our performance and implementation status as early and as clearly as possible. We want all of our stakeholders to have a clear understanding of our thoughts and actions.



Executive Committee

Our Compliance System
Trustworthy action by each individual

All employees who work for the Nissan group across the globe are required to follow the Nissan Global Code of Conduct, which was introduced in 2001. To supplement and complete our code of conduct, we are establishing

regional codes of conduct that reflect regional variations and differences in customs. We began revising regional code of conduct for Japan in the middle of fiscal year 2003, and from April 2004, it covers all employees of Nissan group companies in Japan. We are now in the process of applying the Japanese code to affiliated companies in Japan.

Global Code of Conduct for Nissan Group

Principle

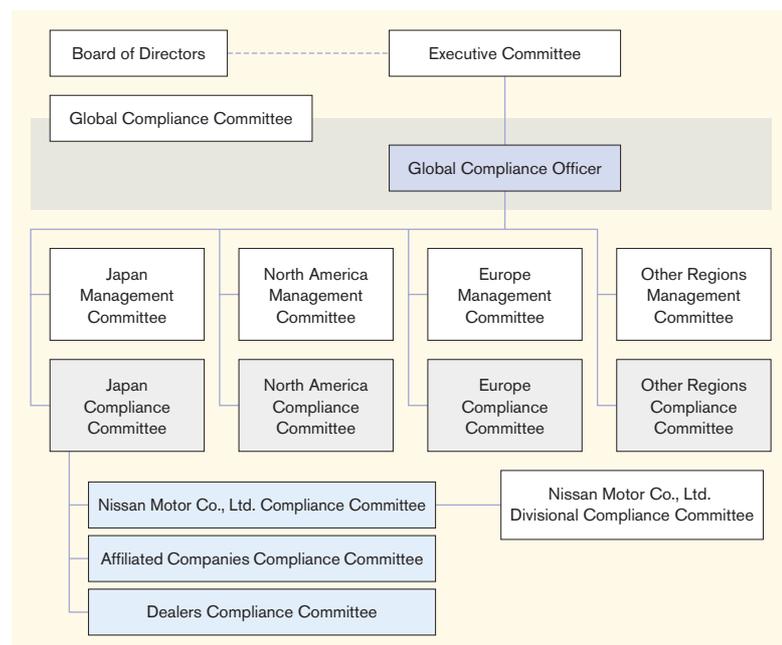
Nissan shall consistently treat customers, employees, shareholders, suppliers, and communities with honesty, integrity, fairness, and respect.

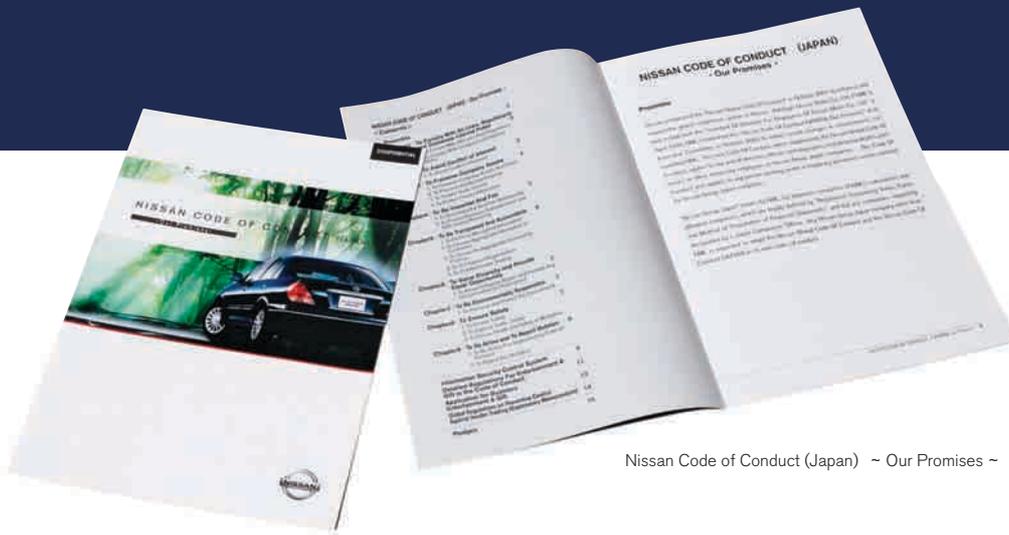
The following standards apply to all employees in Nissan group companies. Each member of the Company is charged with the responsibility to uphold and extend this code of conduct.

Global Code of Conduct

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

Global Compliance Committee Organization





Nissan Code of Conduct (Japan) ~ Our Promises ~

Regarding organizational structure, we have established a Global Compliance Committee to support our compliance system. Under the Global Compliance Officer who is responsible for global compliance, we have set up regional compliance committees in Japan, North America, Europe, and other regions. The committees are responsible for overseeing the code of conduct, investigating issues when they arise, and improving internal awareness of compliance issues.

The written code of conduct has meaning only when it is understood and reflected in the actions of all of our employees. We realize the importance of providing training on attitudes and action according to the code. In Japan, all employees receive mandatory compliance training upon joining the company. Also, we are developing a new e-learning program and video program to help support our compliance activities. This is a program through which all employees and executives learn about compliance, and all are required to sign a pledge to follow the code of conduct upon completion. This program is due to commence during 2004. Similar programs will be introduced to affiliated companies and dealers in Japan. In the US, executives receive management

training and other employees are required to take separate e-learning courses on corporate compliance. In Europe, all employees take classes on the Global Code of Conduct, the operation rules of the Compliance Committee, and other lectures regarding compliance when they join the company.

If a problem arises, it is important to detect it and respond to it as quickly as possible. In 2002, we introduced the "Easy Voice system" in Japan through which employees are able to convey opinions and requests freely to the company. As part of this system, employees can also report actual and suspected compliance violations to the company. Our affiliated companies (consolidated and one part of unconsolidated companies) and dealers (consolidated) in Japan have programs based on the same criteria as this system to receive compliance-related information and can report directly on suspected violations of the code of conduct. In the US, for example, employees have a flexible system to report anonymously or openly by telephone to management, to legal, auditing, or human resources departments, or to the corporate compliance committee.



Nissan Design Europe, design center in London (UK)



The V-up Program: breaking down barriers between departments through cross functional teamwork and problem solving (Japan)

V-up Program

The V-up Program is a tool designed specifically to help management find the solutions to reach NISSAN 180 goals. It is cross-functional and is designed so that quantifiable results can be obtained.

To date, a total of 2,950 V-up projects have been initiated; these have created total savings for the company of 33 billion yen.

... **The Nissan Management Way** ...

Improving the Quality of Management

Product and service quality alone are not enough for us to improve our competitiveness and attain sustained profitable growth. We know that maintaining a high level of quality in our management approach itself is also crucial. The Nissan Management Way is designed to raise the level of quality of our management and streamline our decision-making process. The following are some of the basic concepts that support the Nissan Management Way.

Cross-Functionality

Nissan uses several powerful management tools that are intended to strengthen our focus on customers. For example, Cross-Functional Teams (CFT) and the V-up program leverage the power of our organization by working across sectional boundaries. Acting across boundaries allows employees to take a total-company perspective and work with their aggregate knowledge and skills for the optimization of customer value. These actions help Nissan grow and are directly reflected in customer satisfaction.

Stretch

Using cross-functionality, many different groups work together and inevitably differences of opinion arise. In the pursuit of the best results from various viewpoints, conflict will occur, but these differences of opinion are actually beneficial in our efforts to meet customers' expectations.

When we strive to overcome these positive differences of opinion, only then do we challenge ourselves to draw upon the diverse knowledge and experiences of our entire workforce, "stretching" to find the ideal solutions. Nissan aims to use stretch to ensure our sustained growth.

Commitment

Commitment refers to a goal or target that must be met. This is not just a promise to our employees, but to all of our stakeholders, including our customers, shareholders, and suppliers. Meeting a commitment boosts confidence and increases motivation, and thus creates a positive cycle of performance.

Motivation

There is no greater asset at Nissan than motivated people. To raise the motivation of our employees, Nissan takes the following actions.

- We spell out our corporate vision clearly. This inspires us by leading us in the right direction, even in the most difficult of times.
- We strive for two-way communication. We build relationships based on mutual respect and trust through facilitating open, two-way communication.
- We maintain consistency in our management and promote empowerment, thus increasing employee participation in decision-making.
- We evaluate our employees fairly, based on actual achievement. Also, we reward actions that embody our vision.
- We clearly define Nissan's brand identity.



Nissan Mexicana, S.A. de C.V.



Nissan Technical Center Europe Ltd. (UK)

**A Structure that Harnesses
the Ideas of Our Employees**
Feedback to management

Cross-functional teams and the V-up program are actively pursued at all levels of the company and, in a systematic manner, channel the ideas of employees to top management. In order to reflect feedback from employees to management, we also conduct opinion surveys among our employees. Every year, more than 30,000 employees of Nissan group companies and affiliates globally are given a questionnaire to evaluate corporate management. Employees evaluate the condition of management for a specific period of time—whether management is meeting employees’ expectations and following the Nissan Management Way principles—and this feedback is used for further improvement of management quality at Nissan.

Reducing Risk Factors
Risk management

There are numerous risks to deal with in our corporate activities. The protection of the safety of our employees, fluctuations in exchange and interest rates, the risk of product damage during transport, as well as measures for the management of information all present risk management challenges. There are about as many risk management issues as there are corporate activities. In

Earthquake Risk Management Fundamental Policies

- Ensure that human life always comes first
- Prevent secondary disasters (fire, etc.)
- Swiftly restore production and continuation of business activities
- Contribute to the community

2000, Nissan established a risk management team in our treasury department. This team not only deals with financial risks, but also conducts risk mapping to prioritize among all the risks that we need to control. At present, we are conducting risk mapping not just to take action on risks after they materialize, but also to take a more preventive approach, identifying risks before they occur, thus minimizing potential losses.

In Japan, where our headquarters are located, managing earthquake risk is and will likely continue to be a key issue for Nissan. We have established guidelines for earthquake risk management and have set up a Global Earthquake Risk Management Committee with the CEO as the leader. We have designated leaders to organize specific activities in the aftermath of an earthquake or other disaster, thus aiming to take rapid action in close communication with local authorities. We also provide information on our intranet regarding disaster prevention measures and conduct disaster drills for employees. Additionally, we are working on the introduction of an information system to allow employees to confirm the safety of their fellow employees following an earthquake.

Earthquake zones surrounding Japan show signs of increased activity recently and developing measures to improve facilities is an important task for Nissan. We are actively working to improve the earthquake resistance of factories, office buildings, and equipment.



Origins of the Nissan Brand Symbol

The Nissan brand symbol combines a circle signifying the rising sun with a band representing sincerity. It is marked with Nissan's founding spirit that "if you work hard in all sincerity, your good intention will reach Heaven, and Heaven helps open the path for you." In 2001, we updated the symbol to give it a fresh, new design. As a symbol that demonstrates and conveys the Nissan brand in our products, sales, and service, it is playing a central role in communicating our brand to our customers.



WITH OUR STAKEHOLDERS

“ENRICHING PEOPLE’S LIVES”

Our customers, shareholders, business partners,
and the local community – Nissan’s corporate activities are supported by a number of stakeholders.
At the same time, many of our stakeholders are linked together as they work with Nissan.

Good relationships with our customers is the very foundation upon which our business grows.
Encouraging a positive cycle in which the creation of good products
leads to sustained profitable growth is what provides value for all our stakeholders.
This is the challenge embodied in our corporate vision – “Enriching People’s Lives.”
Nissan will continue to create value for the future in collaboration with our stakeholders.

For Our Customers

Continuing to take on future challenges

Realizing a pleasant and safe mobile society for all the world's people is part of our corporate vision. Whatever challenges we face in today's automobile society, Nissan believes strongly that they can be met. Whether it is through new products based on new concepts or through the services we provide worldwide, we will continue to take on the challenge and help society move forward.

Listening to Our Customers Making better products

Our customers are like our eyes toward the future: they show us where to go. Knowing what concerns our customers, what they are not satisfied with—listening carefully to the voices of our customers is the very starting point for our business.

For example, there are certain things that may be hard to elicit from a survey or questionnaire: the comfort of a driver's seat or changes to car parts over the years. With this in mind, employees who work on the cutting edge of new car development and production personally conduct In-Car Interviews to get important feedback from our customers. Technical engineers all over the world, as part of their routine work, have the opportunity to ride along with customers in their cars and receive their frank opinions. The feedback gained during these one-on-one sessions provides important input for our new product development.

Our Customer Support Center also helps us get important feedback. Our Japan Support Center, for example, gets over 180,000 calls per year with questions, complaints, and praise. This outlet helps clue us into a wide array of opinions, which we then collect and analyze. The information gets posted on our company-wide intranet system and is used in many areas to make quality and service improvements. We have seen many real examples of how customer feedback has led to opportunities for

improvement. Our major global operations also actively utilize input from our customers.

Genuine Nissan Service for the World Attentive and individualized service

Buying a Nissan product represents a significant expense for our customers. In order to ensure that a customer is satisfied with his or her purchase, we focus not only on improving the quality of our products, but we make sure that friendly and attentive support reflecting Nissan's identity is provided in sales and service. To ensure this, we are using the Nissan Sales and Service Way to guide our efforts.

We strive to be flexible in responding to the individual needs of our customers. To achieve this goal, we have developed the Nissan Dealer's Code of Conduct, which will enhance the attitudes and customer service techniques of our staff. Currently, through worldwide training of our sales and service staff, we are working to ensure that the code of conduct firmly takes root. So that our customers feel comfortable visiting any of our dealerships around the world, we are in the process of renovating nearly 10,000 dealerships globally based on a unified design standard.

Also, in order to verify that the needs of our customers at Nissan are being met, we evaluate the level of customer satisfaction on a regular basis through customer satisfaction surveys administered by an external organization. The



Life care Vehicle : Cube Cubic Enchante (driver's side slide-up seat)



Customer Support Center (Japan)

Adoption of the Intelligent Key

Our Intelligent Key system enables users to lock and unlock the door, or start and stop the engine of their car, without having to first remove their keys from their pocket or bag. Before, this technology was only installed in our higher-end vehicles, but

now it is included in our compact car, the March in Japan and the Micra in Europe. Opening the car door is no problem, even if a driver is holding things in both hands or carrying a child. In interviews, some customers showed dissatisfaction with

the traditional key system—the Intelligent Key provides a solution. Currently, about one-third of all Nissan vehicles sold in Japan have the Intelligent Key system installed, a percentage that we will increase.

results of these evaluations are reflected in the code of conduct and training programs as they are reviewed.

To respond quickly to customer orders, we have established the Nissan Production Way. Through this global production system, information on choice of color or options, etc., is shared in every step of the process, from the ordering of parts through manufacturing to the delivery of the car. The goal of the system is to be able to deliver the car to the customer in as short a period of time as possible, aiming to efficiently respond to the diverse requests of each customer relating to color choice and options.

Quality from the Customer's Point of View Our approach to quality improvement

We strive to provide superior quality and service to satisfy all of our customers. This is a fundamental Nissan value that will not change. However, "quality" is not always easy to define, especially if we only look at what quality is through our own eyes. Therefore, the first step when it comes to understanding quality at Nissan is the realization that our customers are always the true judges. In other words, we see quality defined in terms of how customers evaluate the results of our work. With this always in mind, our priorities are kept clear.

Nissan also has clearly articulated three quality categories for our products. First is the "product ordinary quality," or peace of mind when driving our cars; second is the

"product attractiveness quality," or whether our customers view our cars as attractive to drive; and third, the "sales and service quality." In each part of the world where we operate, we have set the goal to be within the top three car companies in three quality categories.

We hold regular Global Quality Meetings during which employees responsible for product quality in Japan, Europe, the US, and other regions come together. These meetings encourage information sharing and transparency and represent a way to promote quality improvement in each region in which we operate. These meetings stress global participation; each region has differences in culture and business climate, and our goal is to hear the evaluations of our product quality from our customers around the world.

Fun to Drive for Everyone Development of the Life care Vehicle

The Life care Vehicle (LV) was created to allow the elderly and people with disabilities to go anywhere and move around freely. In the development of the LV, we are not just focusing on ride quality and ease of use—we also are focusing on the details of design. Based on feedback from individual customers, we have developed multifunctional seats and steps that lend support when getting in and out of the car, and we are selling a number of models in Japan that provide these features.



Generally, LVs use specially made seats, but we are now providing a type that uses a standard Nissan car seat with an added rotating mechanism. We are aiming to provide a product that will satisfy many customers, with seats that look the same and have the same level of comfort as our standard seats.

We have also developed a car with a driving aide mechanism ("Driving Helper") for people with lower body disabilities. As our cars evolve from year to year, we began to hear from our customers that there was a need for an intelligently designed and dependable driving-aided vehicle. In 2000, we therefore embarked on developing the Autech Drive Gear manual driving aide, which emphasizes design, usability, and dependability. In 2003, we launched the world's first acceleration-by-wire manual driving aide mechanism called the "Autech Drive Gear Type e" and installed it into 10 models in Japan, including the Fairlady Z, Teana, and March. The Type e, which strives to make driving fun for all, won the first Good Design Award sponsored by the Japan Industrial Design Promotion Organization.

Hoping to give more people the feeling of freedom, we are continuing a "Get Out and Drive!" campaign where individuals can enter a contest to experience driving our LV. Also in Japan, we are increasing the number of dealerships that display the LV, and have specialist advisors on staff. We hope to launch LVs in global

markets and expand our offerings in order to deliver the freedom of movement and the fun of driving to as many people as we can.

The Possibilities in Design
Conveying a message of diversity and sustainability

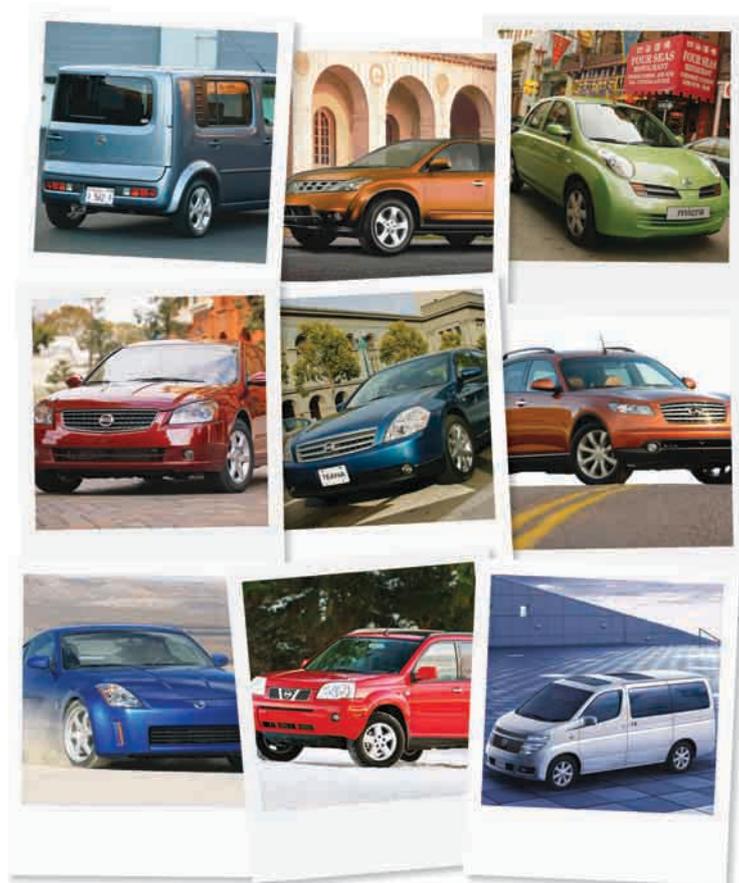
Making cars is not only a business activity, it also has cultural implications. Driving around town, a car's design becomes a part of the scenery and will be seen by many people who are emotionally influenced by it. This is an important point to us when we think about how cars affect society. In order to provide a better living environment for now and for the future, we must identify our challenges today and try to respond to these in our car design. By exercising our creativity, we challenge ourselves to address this issue in innovative ways. For example, as is the case with cars like the March or Cube sold in Japan, it is in the power of design to create cars that are fun to drive even at low speeds. We have researched ways to make our cars blend in with their surroundings to be more beautiful, and we have explored what designs would help sharpen a driver's alertness to assist in safe driving. We also strive to design vehicles that reflect people's individual lifestyles and values. We believe it is our role in society to continue putting forth new and diverse values through the design of our cars.

Our newest design center, established in London in January 2003. Opened in the Paddington district of London as a way to strengthen Nissan's design edge in Europe. Challenges of design unfold within this innovative renovation of a former British Railways maintenance depot that obtained an English heritage listing in 1994.



Nissan cars can be found all over the world. And while every one of our cars is based around the same principle of upholding the Nissan identity, we also aim to bring out the individuality and regional characteristics of each product. To meet this aim, we operate design centers in Japan, the US, Europe, and Taiwan, and we make conceptual and stylistic choices through the understanding of people's needs in each of the world's regions. We are a global brand, but it is not our aim to apply one uniform

design style to the entire world. Instead, we want to design cars that respond to, and are in balance with, the diversity of people and communities found around the world. This sense of balance is what we believe is required of us today. Japan has created its own originality based on a fusion of diverse cultures. As a company that was born in Japan, we believe we have the ability to meet the diverse needs of people around the world.



CUBE³ MURANO MICRA
ALTIMA TEANA INFINITI FX
350Z X-TRAIL ELGRAND

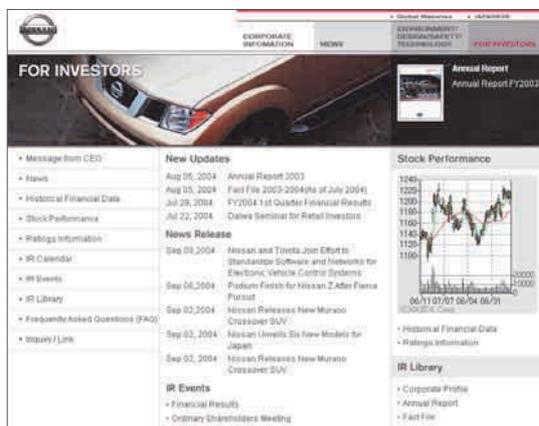
With Our Shareholders

Building trust for long-term investment

Encouraged by the expectations of our shareholders and investors, we aim to further increase the value of our company. Transparency and clear commitment are essential elements of Nissan's promise to our investors. As partners in building a sustainable society, Nissan wishes to establish long-term relationships with our investors that are based on trust and openness.

Transparency for a Better Future Growing a stronger company through trust-based relationships

At Nissan, we aim to be as open as possible when it comes to our plans for the future. This is also very important in our relationship with investors. We announced a three-year dividend plan*1 for fiscal years 2002-2004 and a plan for fiscal years 2005-2007. We believe this helps our investors make better investment decisions in today's fluctuating business climate. Publicly announcing a plan for the future that spells out the exact amount we plan to pay per share is a commitment to a specific goal — a commitment that we must meet. It is in this spirit that we aim to build and strengthen trust-based relationships with our investors.



For Investors Top page

Nissan's stock performance*2 is displayed on the top page of our "For Investors" website, including relevant data and indices that are easily accessible for individual investors as well as securities companies and institutional investors. This is one way that we provide transparency and providing the best possible access to vital corporate information.

*1 Nissan Motor Co., Ltd. dividend plan
*2 Nissan Motor Co., Ltd. stock price

Open and Fair Investor Relations Dealing directly with our shareholders

One-third of Nissan's annual shareholders meeting*3 is used for a report by executive management, while a full two-thirds is devoted to a shareholder question-and-answer session. Comments are limited to 20 minutes per shareholder, but no other restrictions apply. Attendees are given a numbered ticket upon arrival to the meeting, and presentations during the Q&A session follow this order. When shareholders are unable to ask a question because of time constraints, they are free to ask in writing. A few years ago at our annual meeting, an individual investor said, "It is great to see Nissan's revival. It's also great that stock prices have gone up. But, I do not want to sell my Nissan shares; what are you doing for us shareholders with respect to dividends?" We listened, and in fact, this question helped trigger the launch of our three-year dividend plan.

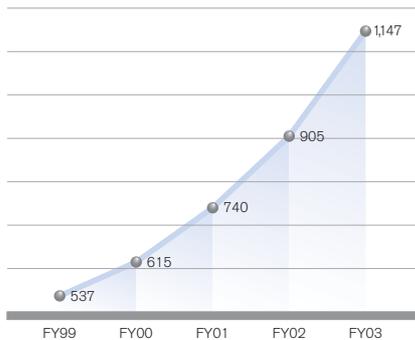


Announcement of the three-year dividend plan for fiscal years 2005-2007 at the 2004 Shareholders Meeting (Japan)

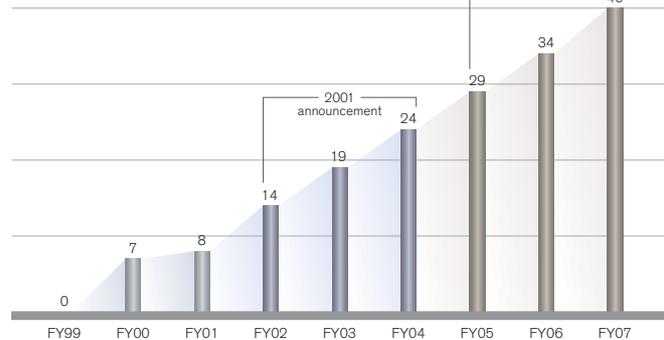


Nissan's CEO, meeting shareholders

Nissan Motor Co., Ltd. Average Share Price (yen/share)



Dividend Plan (yen/share)



A buffet-style party is held after each shareholders meeting with members of executive management. This provides a place where shareholders and Nissan management can continue to exchange views openly and fairly, to help make decisions about the company's future. This meeting also gives executive management a chance to meet investors face-to-face.

Investor relations personnel help to ensure open communications between investors and management. The results of any contact with investors goes straight to the top. We believe that this direct line of communication improves transparency and consistency.

*3 Nissan Motor Co., Ltd. Shareholders Meeting

Responding to the Diverse Needs of Our Shareholders

We work hard to reward our shareholders and investors for their loyalty and support. This requires that we convey an accurate picture of our company and what our goals are, and that we make sure to meet any goals announced. We are convinced that this approach, based on transparency and clear commitment to achieving targets, is what will provide true long-term value to our investors and thus to the company.

We believe that most of our individual investors are people who place trust in Nissan to help secure not only their own future, but also their children's future. To enable these investors to make the best decisions possible for the future, we aim to disclose fair, equitable, and timely information on a regular basis. In fiscal year 2003, in addition to our analyst meetings for institutional investors, we also held two seminars specifically for individual investors. The aim was to provide Nissan shareholders and potential future investors an opportunity to gain a better understanding of Nissan and Nissan share ownership. It is our hope that these types of activities will help us further secure the trust of our investors and through this, increase the number of individual shareholders.

Our responsibilities to the capital market are not just financial, but also relate to consideration of the environment and society. Socially Responsible Investment (SRI), whereby investors consider a company's environmental and social efforts in their investment decisions, continues to be a growing force within the investment world. With this in mind, we will continue to expand our information disclosure efforts to meet the increasingly diverse needs of our shareholders and investors.

With Our Employees

Building a diverse, motivated workforce

The driving force behind Nissan is the committed and energetic people who work for us. With confidence in the Nissan brand and with faith in the strength of our products, our employees work as a team toward accomplishing challenging goals. This section introduces Nissan’s human resources system and the corporate culture that together help unleash the capabilities of each and every employee.

Motivation is the Foundation of Management
Creating a positive cycle between incentive and development

At Nissan, we believe that the most important thing a company can do is to stimulate motivation in its employees and allow them to perform at their highest potential. Promoting this incentive to work provides the foundation of good management and is the key to determining the success or failure of our business.

How do we motivate people? First of all, we set high goals, ones that are clear but not easily achieved. Next, we encourage our employees to work toward these goals as a team, while allowing individual members to also demonstrate their outstanding ability. The purpose of setting high goals is to fuel the incentive to work together as a team. Then, when a goal is realized as a result of the team’s efforts, these results are appropriately evaluated and rewarded. This method put into practice can lead to the personal and professional development of each employee and can also lead to further growth of the company. The sense of accomplishment derived from receiving recognition becomes the force that drives people to continue to do their best.

Respecting Every Individual
Providing a challenging work environment

We have approximately 125,000 Nissan employees around the world. To best manage this large and diverse workforce, we conduct internal personnel surveys and meetings on a regular basis to ensure that our employees are able to work to their full potential and are in the most suitable position for their skills. Based on the results of these surveys, we have been reexamining our human resources system and are creating new programs to encourage our employees’ career development.

Starting in fiscal year 2004 at Nissan Motor Co., Ltd., we are revising our employee evaluation criteria; in addition to performance evaluation criteria, which evaluate the achievement of goals, we now focus on competency criteria, which take into account factors such as character, skill, knowledge, and attitude. The results of the evaluation give a more accurate picture of how an employee is contributing to the company and are reflected in employee compensation. We anticipate that this system will ensure that employees not only are receiving the proper compensation, but also that we are encouraging each employee’s personal and professional growth.

To further encourage career development, we developed a “career coach” support system in 2003 for individuals interested in transferring to different departments or gaining new skills. Currently, the focus of this system is to search globally for the right people to fill high-level



Nissan Motor Manufacturing (UK) Ltd.



Nissan North America, Inc. Smyrna plant

positions, but in the long term our goal is to offer the support needed to enable an individual with the right skills and aspirations to transfer to a different department.

Diversity Leads to Global Competitiveness
Our approach in North America and Japan

At Nissan North America, Inc., we emphasize the importance of equal opportunity employment and diversity. In addition to employee diversity, we value the diversity of our customers and suppliers with the goal of further strengthening our communication.

Launched in 1998, our Nissan Corporate Diversity Initiative strives to improve business results by ensuring that core functions, including sales, manufacturing, research and development, and design, meet the distinct needs of an increasingly diverse customer and labor base. Through this program, we have actively promoted employment of minorities and conducted training programs on this theme, always aiming to create a work environment that reflects and respects the ethnicity and gender of each and every employee.

Based on these achievements, Nissan was selected as one of "The 20 Noteworthy Companies for Diversity" in 2003 by DiversityInc, and is the only automotive foreign company in the US to be recognized. Nissan has also received high praise from the NAACP (National Association for the Advancement of Colored People) for our diversity initiatives.

In Japan as well, we are making progress in increasing diversity. In 2001, to focus on creating a workplace that places more emphasis on the value of diversity, Nissan Motor Co., Ltd. launched a Diversity Project and recruited staff members from within the company to join the project. Further developing this initiative, we plan to have our Diversity Development Office in full operation by October 2004. This office's principal mission is to create a structure that enables career development for women. We aim to create an environment in which women can participate in the decision-making process and their abilities are nurtured. Specifically, to promote the recruitment of women for managerial positions, we will establish career advisors to provide individual career development support. We are also developing systems that reflect a work-life balance in different life stages, such as marriage and childbirth.

In addition, we have already revised our child rearing and care leave system, where employees can choose to work shorter hours until their child has entered elementary school. Starting from April 2005, our Technical Center in Japan will open a childcare facility. In the US, we have also opened a childcare center at our new Customer Service Center in Texas. On this campus, there are also cafeterias and a fitness center, adding to a healthy work environment.



"Townhall meetings" between the CEO and employees (Japan)



Dongfeng Motor Co., Ltd. (China)

Gaining the Mutual Understanding and Trust of Our Employees
Creating opportunities for dialogue and sharing ideas

High motivation is supported by active communication. We place great importance on building honest and open lines of communication between management and employees as well as among coworkers.

One of the many occasions in which top management and employees have an opportunity for direct contact is during opinions exchange meetings between the CEO and employees ("Townhall meetings"). These meetings are held regularly in Japan, North America, and Europe, and provide an opportunity for face-to-face communication. The CEO delivers a message on the state of the company and directly answers any questions from employees. These meetings always turn into intense discussions, with topics ranging from an individual employee's proposal on how he or she wants to contribute to carrying out a

company target, to indications of what an employee sees as a problem in the work process.

Through the use of the company intranet, internal publications, and videos, all of our employees are able to quickly access a wide variety of information. Since current information is essential to ensure smooth global operations, we continue to expand our information-sharing capabilities. We conduct global surveys such as opinion surveys, which allow the voices of employees in each region to be fed back to management.

Because we believe that the ability of a person in a management position to appropriately evaluate his or her employees is of great importance, we have introduced a variety of training programs for managers to help improve their communication skills. This helps managers understand and give a fair evaluation of their team members, and it raises the quality of communication, ultimately leading to increased mutual trust.



Workspace revolution for marketing and sales departments at headquarters. By consolidating all meeting space, copy machines, vending machines, etc., that used to be scattered around in each department into one central area on each floor, we are aiming for increased opportunity for unplanned, positive information sharing and chance meetings among employees. (Japan)



Nissan Mexicana, S.A. de C.V.



Nissan Technical Center Europe Ltd. (UK)

Working with a Sense of Security
Focusing on employee health and comfort
in the workplace

Many people are involved in the process of making a car, and it is Nissan's responsibility to protect their safety. It is also our responsibility to provide a comfortable working environment for all of our employees.

In our actions to improve safety and health management, in 1997 Nissan Motor Co., Ltd. introduced the Safety Evaluation System (SES), and since then, we have endeavored to raise our safety target values every year. For our production plants, we pursue work conditions based on ergonomic principles and strive to create a safer work environment.

In terms of our global health and safety activities, representatives of occupational safety and health from Japan, the US, Mexico, Spain, the UK, and South Africa hold meetings twice a year to exchange information. Efforts are being made to share real examples, which are useful in establishing preventive measures for work-related accidents.

For health management, Nissan Motor Co., Ltd. is advancing the Total Health Promotion Plan. The aim of

this program is the maintenance and enhancement of the health of our employees. We are developing a number of activities as part of this program, such as offering advice on exercise, rest, and nutrition. We are also focusing on enhancing the mental health of our employees through stress checks. As of fiscal year 2003, our health check system was revised to make all employees eligible, instead of being limited to certain age groups. In addition, for those employees who suffer from lifestyle-related diseases, the number of check-ups is higher than for healthy staff and upon confirming an employee's health condition, he or she will receive personal consultation with a doctor or other professional.

To prevent the spread of HIV/AIDS, we educate our new employees in Japan on appropriate attitudes and prevention through a pamphlet that we distribute as instructed by the Ministry of Health, Labor and Welfare. We have also set up an in-house consultation service.

In North America, we strive to create a safe workplace environment where our employees can work with a sense of security. We have set up a number of programs to prevent accidents and respond in times of emergency, and our operations are designed to protect the safety of our employees.

With Our Business Partners

Building partnerships for mutual benefit

Nissan conducts business with thousands of partners all over the world, including suppliers, who provide us with parts, materials, and services and are indispensable in the production of cars, and dealers, who sell the cars once they roll off the production line. Thanks to these good relationships with our partners, we can aim toward sustainable development together. To that end, we first create an environment where we can foster ongoing dialogue and work together effectively. With our business partners, we strive to share long-lasting growth while building strong, trusting relationships.

With Our Suppliers

Creating Fair and Just Partnerships Relationships based on trust

For Nissan, an impartial, fair, and transparent process in choosing our suppliers is an important aspect of our supplier relations. We aim to provide business opportunities to any company regardless of its country of origin, size, or history of doing business with Nissan. When choosing suppliers, we make sure that each candidate is given the same information, at the same time, and under the same conditions to ensure fair and impartial treatment. In addition, we also inform all candidates regarding our decision.

The Nissan Global Code of Conduct, Item 4 (Fair and Impartial Relations) and other procurement guidelines ensure that our vision of fair business practices is realized. Our procurement and development personnel carry out their day-to-day activities based on these guidelines.

At Nissan, we believe that only after a commitment to fair and impartial business operations is made can we build close relationships with our suppliers based on trust. We also believe that this attitude will allow us to select the most competitive suppliers from around the world.

True Partnerships without Barriers Achieving our goals together

1999 was a pivotal year for Nissan. At that time, our suppliers told us a number of things we needed to hear: "You need to articulate your business vision more clearly," "Please don't place conflicting orders from different departments," "We wish you were more open to our proposals." Learning from these demanding yet constructive requests, we started revising our supplier relations in order to build stronger partnerships.

Based on this review of our supplier relations, we initiated the "Nissan 3-3-3 Program" in 2000. This program is a cost-reduction effort involving the close involvement of three groups: suppliers, Nissan's purchasing department, and Nissan's engineering department. We have now successfully concluded the initial three-year period, and currently the program is functioning as the foundation for Nissan's cost competitiveness. We have divided our global operations into three regions that collaborate closely through the program and with a cross-functional approach to achieve cost reductions.

Lowering costs while improving quality requires a scientific analysis of cost from every angle as well as technology and ideas for advanced development. At Nissan, we work to incorporate ideas from suppliers, starting from the development stage of new models, to allow us to use standardized parts for different car models. This approach allows us to streamline materials selection and design to reduce cost.



Seat installation on the production line (Mexico)



Passenger vehicle production at Dongfeng Motor Co., Ltd. Guangzhou (China)

Close Contact in the Workplace with Our Suppliers

Organizing the workplace so as to allow for close interaction between Nissan and our suppliers also supports cost reduction efforts. At the Nissan Technical Center in Atsugi, Japan, buyers from the purchasing department and cost engineers, who are professionals responsible for lowering the cost of specific parts, sit side by side.

Before, those with different roles did their work on different floors, but with this new layout, daily conversation has increased, as has a deeper mutual understanding. Also, it is much easier for engineers to participate in meetings when suppliers visit individuals in the purchasing department, and now suppliers, buyers, and engineers can share

information and ideas on a daily basis. As a result, engineers can communicate the proposals and ideas received from suppliers to designers, making more accurate information sharing and an even closer partnership possible.

Such close collaboration has made it possible not only to focus strongly on cost reductions, but also has helped bring about improvements in quality and increase the overall efficiency of our development process. In addition, by avoiding waste in the use of manufacturing equipment and materials, we have also been able to realize reductions in our energy use and lessen our impact on the environment.

When Nissan grows, this means an increased volume of business with our suppliers—an important element in our relationship with business partners. In our business plan NISSAN 180, launched in 2002, we set the goal of increasing vehicle sales by one million cars, and this offers a concrete way for our suppliers to grow with Nissan. We are currently developing and implementing a number of plans that aim for additional growth.

In fiscal year 2003, we built and started production at a new factory in Mississippi (USA). We also established Dongfeng Motor Co., Ltd., a joint venture partnership with a local enterprise in China. With increased local car production through these new opportunities, we are aiming to significantly increase the number of vehicles we sell. The China market shows especially large potential for growth for both Nissan and our suppliers.

These opportunities for mutual business expansion and profit generation—creating a win-win relationship for Nissan and our suppliers—are the key to achieving mutually beneficial, sustainable growth.



One way we have boosted speed, efficiency, and quality is through a modular production method. This method is being incorporated as a basic function at Nissan's new plant in Mississippi (USA) following its use in Japanese plants, and is increasingly being applied at the company's other plants worldwide. Through this method, suppliers provide not simple components but complete modular units, such as front end or cockpit modules, built separately and brought together precisely when needed for assembly. This improves production efficiency and quality while increasing the use of common parts and integration of components—which in turn reduces cost and speeds up new product development.

This picture depicts the installation of cockpit modules, which are preassembled by parts makers, through the use of an assist device.



Environmental Activities in Purchasing Setting standards and taking responsible action

Nissan also works in collaboration with suppliers to promote environmental and social activities.

First, to ensure that we use vehicle parts and materials with the least possible impact on the environment, Nissan in Japan introduced the Nissan Green Procurement Guidelines. Based on these guidelines, we request suppliers to submit data reports on substances with an environmental impact and to establish an environmental management system. In addition, we promote environmental responsiveness by asking our suppliers to report the name of the person in charge of environmental activities, to ensure more accurate communication of important information.

Nissan has its own management criteria for substances with an environmental impact, and today works with suppliers who report back to Nissan, allowing us to identify substances in breach of the criteria or substances that require special attention. When required, development of alternative technologies is carried out.

The establishment of an environmental management system is crucial to take a preventive approach to environmental risk. All of our Japanese suppliers already have environmental management systems in place. Moreover, we have required them to obtain ISO 14001 or equivalent certification by March 2005 and at present, about 90% of these suppliers have been certified.

One Voice to Suppliers – Renault-Nissan Purchasing Organization

With the goal of making purchasing practices more efficient and consistent, Nissan and Renault, under their partnership agreement, established the Renault-Nissan Purchasing Organization (RNPO). In order to achieve economies of scale in purchasing, best practice examples in cost control,

quality, and delivery time are shared, and based on this, RNPO makes purchasing decisions. This effort now accounts for about 70% of the total annual purchases of Nissan and Renault, or approximately US \$33 billion (as of early fiscal year 2004).



The Titan Full-Size Pickup Truck (USA)



Dealer in Dubai (U.A.E.)

Born at the Request of Our Dealers: The Titan Pickup Truck

"Ideas and feedback from our dealers can help create highly popular products. The Titan pickup truck, which we launched in the United States in 2003, was asked for by our dealers. My first meeting with the dealership owners in the United States was in 1999 shortly after I joined Nissan.

During the conversation one owner told me, 'You have to bring a large pickup truck to the US, this is a big opportunity for Nissan.' I started to look into it – how big is the market, what is the potential, who are our competitors, etc. This helped us make the decision to construct a new plant in

Canton, Mississippi, and deliver a new product at that plant—the Titan.

Feedback from our dealers gave birth to a new product and triggered a business expansion. And I believe the future will show that it was the right decision."

—Carlos Ghosn, CEO

With Our Dealers

Realizing True Customer Orientation Creating a strong brand for mutual development

Nissan aims not only to make attractive products, but we also strive to provide our customers with inviting showrooms and excellent service that reflects our brand values.

Although the dealer is an important contact point connecting the customer with the car, until now, there was often a tendency to allow the quality of the service to be influenced by the character of the individual sales representative. When working in the front lines of sales where sales results are a top priority, there may be cases where the sales representative loses sight of the customer's needs. Also, we receive feedback from some customers that they feel apprehensive about entering a car dealership.

Nissan and our dealers have been working to raise the quality of the sales and service experience by promoting the Nissan Sales and Service Way (NSSW), which is improving the experience of buying and owning a Nissan product. We strive to do this through more attentive and individualized service, and through the creation of an atmosphere at our dealerships in which our customers feel comfortable to discuss their needs in an unpressured environment. NSSW is being implemented at nearly

10,000 dealerships worldwide and we have been creating an approach to sales that both reflects Nissan's global brand image and respects regional differences. This approach has been incorporated into the Nissan Dealer's Code of Conduct and is now being introduced globally. The success of this approach is indicated by the results of a customer satisfaction survey, conducted by an external research agency, which has shown that in most markets, Nissan placed in the top three in the industry.

To encourage this customer-oriented outlook to firmly take root, since fiscal year 2003, we have been utilizing a system through which dealers around the world who receive high evaluations from customers in the sales and service satisfaction survey are recognized for their achievements. In the first year, 36 dealers in 19 countries, including six in Japan, received such recognition.

We believe that if the Nissan identity is expressed not only through tangible items such as our products but also through intangible aspects such as our service, this will build customer trust and strengthen Nissan's brand image. We strive to give our customers all over the world the highest level of satisfaction in the industry. We believe that this spirit will increase the number of people who have favorable impression of Nissan, thus leading to continuous development and steady profits, both for our dealers and for Nissan.



CEO visits to dealers (Japan)



A Nissan Green Shop-certified dealer, displaying the certification logo (Japan)

**Our Approach
to Environmental Protection
at Our Dealers**
Nissan Green Shop Certification System
and Nissan Green Parts

Taking action to protect the environment is essential not only for Nissan as a manufacturer, but also for our dealers. In different situations, different action is required—be it the appropriate disposal and reuse of waste from service and repair, or the recycling of end-of-life vehicles.

For our dealers in Japan, Nissan introduced an original environmental management certification system based on ISO 14001 called Nissan Green Shop. The certification of all of our dealers under this program was completed

in March 2002. To ensure that efforts continue and are firmly in place after certification, we conduct follow-up action through periodic and recertification audits.

When it comes to waste, just ensuring its disposal is not enough. It is important to move toward appropriate recycling and reuse activities. In Japan since 1997, Nissan has been selling reusable parts recovered from end-of-life vehicles as Nissan Green Parts. We sell two types of parts: “reused parts,” which can be used as is after being cleaned, and “rebuilt parts,” which can be used after some repair. In 2003 we reduced the amount of shredder residue waste by 210 tons through Nissan Green Parts. This initiative also allowed our customers to choose and be involved in recycling and environmental activities.

CEO Visits to Dealers

Our sales activities depend very much on the skills and strengths of each and every sales associate. These sales associates are also in the closest contact with and get the most direct feedback from our customers. To listen to the candid opinions of sales associates, our CEO visits dealers

around the world. Through face-to-face discussions with staff members, he is able to get important feedback on daily problems and listen to their requests. At the same time, it allows the CEO to confirm whether there has been a response from Nissan on previously received requests

and necessary improvements have been implemented. Our CEO will continue these visits to dealers, aiming to build even stronger partnerships through which both parties learn and grow.



Dealer in London (UK)



Dealer in Beijing (China)

Expanding Our Sales Network through the Introduction of Our Luxury Brand



INFINITI G35 Sport Coupe



INFINITI FX45



INFINITI QX56

Since its introduction in the US and Canada in 1989, the Infiniti luxury car brand has been highly praised for its advanced design, high driving performance, and outstanding customer service. In the future, Nissan plans to expand the Infiniti brand to South Korea, Japan, China, Russia, and Western Europe.

Making More Attractive Dealerships



Carrest Makuhari

Nissan is also working toward implementing new strategies at our dealers in Japan. Large-scale "total car life shops" called "Carrest," which operate in two areas around Tokyo, are car entertainment facilities that bring together everything pertaining to customers' car needs, including new and used car sales, parts, repairs and maintenance, an auction arena, and a test-drive course. These car life shops were developed with the intention of exploring and proposing ways to design dealerships that are more attractive to our customers. We plan to open the third Carrest in Summer 2005.



Carrest Makuhari

With Our Communities

Building better partnerships

**Nissan is a global company with operations all over the world.
Exactly for this reason, we want to continue to be a company that society values.
We contribute to the development of our communities
as a manufacturer of creative products and services, an employer, a taxpayer.
And it is a priority for us to listen to concerns that our communities have.
We believe that the ongoing actions we take to be a good corporate citizen
will generate long-term value for society.**

Profitable Growth Contributes to Local Communities

Localizing production

Nissan aims to localize production so that cars are made near the markets where they are used. Not only does this allow us to better respond to the needs of our customers, but it also means that we can contribute to the economic activity of each community. We provide the necessary capital, help generate employment, create opportunities for suppliers to become contractors, and also contribute to our communities through paying taxes. For example, in the US we have built factories in the states of Tennessee and Mississippi, and we are promoting further localization for our design and development centers. As a result, we brought in over \$2 billion of capital over a four-year period starting in 2000 and created over 6,000 new jobs. Also, in Japan we reported corporate income of 279 billion yen* (fiscal year 2003) (the basis for national and local tax payments). According to a study conducted by Teikoku Data Bank, a private research firm, Nissan ranked ninth in corporate declared income for fiscal year 2003.

* Based on Nissan Motor Co., Ltd, tax declaration

Our Responsibilities as a Corporate Citizen

Environmental conservation
and emergency preparedness

Making and selling goods requires the use of many resources and results in the production of waste, as well as many other environmental impacts. At Nissan, we believe that it is an important responsibility for companies to care for the environment, and we take action on a number of environmental issues such as the conservation of air, water, and soil.

For the communities in which we have plants or other operations, we manage our facilities so as to have as low an impact as possible on the environment. We have obtained certification under the international standard ISO 14001 at all of our major global plants and operations.

In Japan, we are also voluntarily tracking our use of chemical substances and conducting soil and groundwater inspections. In our plants, we promote water reuse in production processes and aim to reduce total water use. We have introduced the use of wastewater treatment facilities with advanced treatment techniques.

Disclosing environmental information to the public is also important. Since 2001 in Japan, we have been producing Environmental Site Reports designed for visitors to our plants and for community members who reside in nearby neighborhoods. In addition, we publish a corporate



The Canton plant, commencement of operations. CEO Carlos Ghosn was able to share in the excitement with employees of the plant (USA)

Environmental Report for interested stakeholders all over the world and publish environmental information on our website.

Our facilities are prepared for possible emergencies, always being aware of the possibility of risk. We participate in the Japanese government's disaster management plan, and in preparation for any fire in the community, every business operation and facility has developed a fire response system in cooperation with the local community. Also, Nissan gets help from local fire departments to provide annual training on disaster measures. Aiming to minimize damage in the event of a fire, Nissan also continues to provide training for each work unit and fire-fighting training at all of our locations.

Supporting Communities Hit by Disaster

Corporate and individual contributions to society

Natural disasters such as earthquakes and floods, as well as disasters stemming from accidents or conflict, occur all over the world. Nissan helps to ease the suffering that may result in these areas hit by hardship by contributing resources to meet the various needs of these communities.

In 2003, Nissan made financial contributions to the Chinese government to help halt the spread of Severe Acute Respiratory Syndrome (SARS), as well as donations of cars and buses to the Zhengzhou city, Henan Province government through our affiliate, Zhengzhou Nissan Automobile Co., Ltd.

Canton, Mississippi Plant (USA): Founded on Strong Community Relations

Our plants bring great opportunities in employment for community members and market entry for suppliers in the communities in which we operate. In May 2003, Nissan started operations at the Canton, Mississippi, plant—a new cornerstone in our North American business development. We had the full cooperation of the Mississippi Department of Employment Security in the

recruitment of new employees. They handled and screened applications in accordance with Nissan job requirements. In selecting suppliers, we sought Mississippi-based minority business leaders wanting to work with Nissan who demonstrated exceptional business abilities. We acted as an intermediary to encourage these minority-owned businesses to join forces with more

experienced, established automobile parts suppliers. New types of joint ventures were born, which now supply major parts for the Canton plant. In cooperation with the community, we have been able to stimulate opportunities for the community, and the success of this major plant in Mississippi is due to the close collaboration with the community.



Nissan Motor Acceptance Corporation staff participating in a Mothers Against Drunk Driving (MADD) fundraising event in Dallas (USA)

Putting a Stop to Drunk Driving (USA)

Accidents related to drunk driving pose one of the most concerning issues for auto manufacturers. As a corporate citizen, we want to do whatever possible to deal with this problem, and in the US, we have long been supporters of

Mothers Against Drunk Driving (MADD). Nissan participates in walking events to raise money and awareness, and we also cooperate with MADD in anti-drug and alcohol education programs for elementary school students.

We also believe in supporting our employees who want to participate in voluntary aid activities for communities in need. In Japan, Nissan offers paid leave for employees so that they can volunteer, which many chose to do after the 1995 Great Hanshin-Awaji earthquake and the 1997 oil spill in the Japan Sea. Additionally, we encourage our employees to make financial donations to worthy causes. We have collaborated to collect money for victims of natural disasters as well as for volunteer groups helping victims of the 9/11 terrorist attacks in the US and for refugees in Afghanistan.

Supporting Employee Volunteerism Our system of providing information and support

Our employees are public citizens in addition to being members of our corporation. They also have a strong interest in volunteering and participating in activities that will benefit society. Therefore, we have created an

environment that supports our employees' volunteer activities by making it as easy as possible for them to access information and financial resources. This system helps our employees more freely participate in voluntary activities and take a bigger part in society.

For example, in Japan we provide extensive information to our employees and their families on coaching, welfare, education, international exchange, and overseas aid volunteer opportunities. Since 1996, we have also provided a matching funds program for our employees, the Nissan Financial Support Program for Volunteer Activities. For every donation that an employee makes to a non-profit organization (NPO) or charitable organization, Nissan will match that amount, up to 500,000 yen per year. Also, when volunteer activities call for the purchase of equipment or other costs, Nissan may share this financial burden. Through this program, we help our employees be active participants in society.

Assistance to Victims of the September 11 Terrorist Attacks

We made a number of donations following the September 11 terrorist attacks in the US in 2001, in which approximately 3,000 people lost their lives.

Nissan North America, Inc. contributed \$500,000 to the Twin Towers Fund, to aid the families of the New York policeman, firemen, and others who lost their lives trying to save others, and another \$500,000 to the American Red Cross. For employees wishing to make a personal donation to

these organizations, Nissan also matched employee donations in accordance with Nissan's gift matching guidelines. In addition, through the United Way fundraising campaign promoted by Nissan North America, Inc. and Nissan Motor Acceptance Corporation (NMAC), specific procedures were implemented to allow employees to designate United Way contributions to disaster relief efforts.

In Japan, Nissan Motor Co., Ltd. collaborated

with the Japan Federation of Economic Organizations and other economic organizations in a joint fundraising effort to create a scholarship fund for the children of the firefighters and policemen who fell victim to the attacks. Also, through the fundraising efforts of employees of Nissan and its affiliated companies, contributions were made through the Japan Platform (NPO) to the Twin Towers Fund, the September 11th Fund, and to assist refugees in Afghanistan.



Plant tours that supplement elementary students' social studies classes (Japan)



The Nissan Cup Oppama Championship Wheelchair Marathon. The 5th annual competition is planned for Friday, December 3, 2004 through Sunday, December 5 (Japan)

Charitable Activities Initiated by Employees (USA)

Corporate activities rooted in local communities have given rise to support programs led by our employees. Our Shift-Community program was initiated by a Nissan North America, Inc. employee in Los Angeles who wanted to offer educational

assistance by employees to students at Carson High School, a local school with which Nissan had built a close relationship over the years. Employees give talks on topics such as the economic drawbacks of dropping out of school to help students

understand the value of education. This unique program has been an effective tool for students to see the relationship between academic achievement and success in society.

Aiming for a Symbiotic Relationship with Our Communities Providing facilities and resources

Face-to-face communication with the community is also very important. To ensure the consistency of our community relations in the communities in which we operate, in April 2003 Nissan created a group devoted solely to the coordination of Nissan's Japan community relations activities. Contributing to the community is not a one-way action; instead, we see it as an interactive process. The aim of our community activities and events is not just to respond to requests made from the community. We

want to be actively involved in providing ideas and support to solve issues of local importance and to plan events and activities in partnership with our neighbors. For example, for the annual wheelchair marathon, co-hosted by the community and our Oppama plant in Japan, we help make decisions with the community starting from the first stages of planning. We believe that regular communication is the first step toward mutual understanding.

We also take action to provide an opportunity for local citizens to become acquainted with Nissan. We host organized tours of production lines and facilities and organize outdoor festivals and other events. Most of our

Oppama Plant, Japan: Cooperation with the Community -Wheelchair Marathon-

Born out of our desire to contribute actively to the community, the Wheelchair Marathon (Nissan Cup Oppama Championship) was initiated in 2000. Together with the city of Yokosuka, our Oppama plant has co-sponsored this annual road race, which utilizes plant premises and public roads around the plant, drawing top-level athletes from around Japan. In 2003, over 700 employees from the Oppama plant volunteered their services for the race,

from setting up to food preparation, alongside a number of volunteers from the community. The number of racers has also increased every year, with over 100 participating in the most recent event. The Nissan Cup Oppama Championship is the only event of its kind in Japan for athletes with disabilities that is promoted by a private company and because of this it has received much attention from various organizations.



The Susan G. Komen Breast Cancer Foundation Race for the Cure. Staff members from Nissan Motor Acceptance Corporation participating in the race, displaying the symbolic pink ribbon (USA)

events bring together many people and provide a great opportunity to deepen relationships with our communities. Some of our other activities include plants tours in the US and other parts of the world. For example, in Japan, car or engine assembly plants tours are given to more than 140,000 elementary school students each year.

In recognition of community outreach activities at our Yokohama facility, Nissan received the Community Relations Model Factory Award in 2003 from the Kanagawa Prefectural Government. Our Oppama plant and the Nissan Technical Center are past recipients of this award, illustrating our commitment to successful coexistence with the communities in which we operate.

Contributions of Human Resources Our specialists share their knowledge with society

Many of our experienced employees have a great knowledge base that they have gained throughout their careers, and often they can provide an invaluable resource to the community by sharing their skills. In 2002, following a request by the Tokyo Metropolitan Government, one of our employees became the first high school principal in Japan recruited from a private company. Factory managers and other supervisory personnel are often used as instructors for practitioner seminars developed to promote local industry in the communities where Nissan operates. These seminars are aimed at executives within the manufacturing industry who work for local businesses. We also send our engineers to Summer Vacation Handicraft Workshops for Children to serve as teachers.

Getting Through the Sorrow: Working to Eliminate Breast Cancer (USA)

We mourn the loss of Barbara Mongogna, a Nissan employee of 11 years, who lost her battle with breast cancer. Both in her memory and to do their part in helping eliminate breast cancer, employees of the Nissan Motor Acceptance Corporation in Dallas (USA) participate in the Susan G.

Komen Breast Cancer Foundation Race for the Cure, an event to raise money and awareness. For women in their 40s and 50s in the US, breast cancer has become the number one killer. In Barbara's memory and as a way to raise awareness about the importance of early detection and prevention

of cancer, employees have expanded their efforts. With the conviction that we can get past the sorrow and do something to make a difference, activities have also spread to group companies and the effort to collect money and provide information is engaging a wider circle of people.



The Nissan-sponsored Yokohama F. Marinos professional soccer team (Japan)



Nissan's baseball club, which is always one of the top-ranked teams in Japan's amateur league (Japan)

Community Advancement through Sports (Japan)

The advancement of sports helps invigorate many people and nurture their dreams. At Nissan, we involve ourselves in our local communities through the support of our local sports teams. We sponsor the local professional soccer team of Yokohama, the Yokohama F. Marinos. Our office in Kanagawa Prefecture and our Kyushu (southern Japan) plant also field corporate baseball teams that participate frequently in national tournaments across Japan. In the hope of encouraging these

local teams to success, tours are organized for staff and people from the local community to attend games. Events to meet the players as well as baseball classes are organized for local residents. In addition, at our plant's gymnasium in Yokohama, Nissan former table tennis players regularly hold classes, offering their world-class skills to a wide range of participants of many ages. This school has been very well received by the many people who have chosen to participate.

Launch of Grant Program for Environmental Research

In commemoration of Nissan Motor Co., Ltd.'s 70th anniversary, we launched a new program in Japan that supports research on environmental issues. With a focus on universities and graduate schools in

Kanagawa Prefecture, where our company was founded, we are providing grants totalling 70 million yen for research that addresses how to achieve mobility while reducing environmental impact.



By 2010, Nissan will relocate our global headquarters to Yokohama, Japan, and link up the Nissan Technical Center, the Yokohama plant, and other business operations in Kanagawa Prefecture. We anticipate that this will encourage and stimulate interaction with the community and be the optimal arrangement for our various business locations in the Tokyo metropolitan area.

For Future Generations

Investing in the future

Sustainability, the theme of this report, in essence means passing on a better society to future generations. Nissan undertakes a variety of corporate citizenship activities, such as educational support for children and environmental protection, thus exploring ways of creating a better future. It is our hope that these activities will help support the growth of future generations.

**Our Main Program Areas:
Youth Education
and Environmental Protection**
Nissan's stance on social contribution

With the desire to be a company that creates social value, Nissan established an independent department for our corporate citizenship activities in 1991, a pioneering effort at the time. We started this activity with the goal of taking society's problems head on and creating an opportunity for the company and our employees to experience the diverse influences of society. To carry out such corporate citizenship programs, involvement of Non-Profit Organizations (NPOs) with specialized knowledge is crucial. We first created guidelines to support NPOs and then developed original programs in collaboration with these organizations. Since then, we have developed many ongoing corporate citizenship programs.

Although our activities may only deal with one part of society's many challenges, we believe that a strategic approach to investment in society with long-term goals helps us carry out more effective and transformative projects.

Nissan's priority program areas are "Fostering the Creativity of Children and Young People" and "Promoting a Better Understanding of Environmental Protection." They are aimed at children and youth, to nurture their zest for life, their creativity, and to help them realize their dreams through exposure to a variety of different experiences.

We want to continue to provide many opportunities that help fulfill the dreams of future generations.

**Investing in Youth:
Creators of the Future**
The NPO Learning Scholarship Program

We strive to develop our corporate citizenship programs through partnerships with NPOs that are based on creating mutual inspiration and growth.

Established in 1998, the Nissan-NPO Learning Scholarship Program is one of the programs we have successfully established in partnership with NPOs. Under this program, we encourage students (university and graduate-level) who want to gain experience with NPOs to apply, and grant them scholarships based on their level of involvement at the NPO. This program is attracting attention as the first of its kind in Japan and as an educational effort with social impact.

In general, Japan's university system allows for students to pursue only one major; therefore, it is rare that students get the opportunity to approach learning or research from many different angles. As society progresses toward becoming more global in nature, we believe that individuals who have many areas of specialty and embrace diversity will be more in demand. This program therefore was formulated with an image of tomorrow's society in mind, to foster individuals in preparation for what is to come. In



Nissan Joyful Storybook and Picture Book Exhibition (Japan)



Awards ceremony of the 5th Nissan-NPO Learning Scholarship Program (Japan)

developing this program, we believed that having a hands-on experience with a pioneering NPO fosters an individual's intellectual ability, courage, and creativity. And now, as we have conducted this program a number of times, we see that it has been effective in preparing students for society. For some it became decisive in their choice of career, and for most it has helped deepen their studies and broaden their horizons.

Nissan's Unique Programs
Fostering children's imagination

We want to teach children the joys of dreaming and using their imagination. With this in mind, we started the Nissan Children's Storybook and Picture Book Grand Prix program in Japan to help develop children's capacity for imagination through books. This contest for amateur storybook authors celebrated its 20th anniversary in 2003 and has enabled the publication of many brilliant authors and works of children's literature.



Donating books to a local kindergarten (Japan)

The goal of this program has always been to provide high-quality books to children, but it is also special in that it provides an opportunity for aspiring authors to show their talent and make their publishing debut. This contest attracts around 4,000 works per year from across the country and has widened the playing field, giving birth to a number of new professional writers.

So that children can access these new books, we have donated over 120,000 books to libraries across Japan. Near our company sites, Nissan employees personally visit daycare centers and kindergartens to donate the books.

Through such longstanding commitment, we have made connections with children's literature specialists and NPOs that have led us to the promotion of related activities, including a number of social contribution programs related to children's books. For example, Nissan is a main sponsor of the Hans Christian Andersen Awards, often referred to as the "Little Nobel Prize" of children's literature.



Published story and picture books (Japan)



School visit at an elementary school on the topic of environment (Japan)



Children's Miracle Network (USA)

Supporting Cutting-Edge Environmental Researchers

The Nissan Science Foundation in Japan has focused on environmental issues from its beginnings and has paid special attention to supporting researchers in the environmental field. In 1977, the Foundation funded the work of Katsuko Saruhashi, a pioneer researcher of global warming and one of

the first women in her field. In 1982, we funded the research of Yoshinori Yasuda, who initiated the birth of "environmental archaeology." His research brought to light the connection between ancient civilizations and deforestation based on an analysis of fossilized pollen.

Promoting a Better Understanding of Environmental Protection Supporting education for children

Environmental protection needs to be considered from a global perspective while being firmly rooted in each and every person's daily life. From this perspective, Nissan supports the work of environmental NPOs and also collaborates with NPOs on events and discussions aimed at deepening children's understanding of environmental protection. Nissan has supported the Ecosystem Conservation Society Japan for the All-Japan School Biotope Contest as well as with the Japan National Trust for Cultural and Natural Heritage Conservation for the All-Japan National Trust Conference. Additionally, we collaborate with elementary schools with whom we have implemented a program for classroom visits on the topic of our environmental efforts. Using such things as electric vehicles as a way to think about the environment, we actively engage children to get them interested in environmental issues from their own perspective.

The Nissan Science Foundation Environment, education, and science technology

To commemorate the Nissan Motor Co., Ltd.'s 40th anniversary, we created the Nissan Science Foundation in 1974. This was the first foundation of its kind for a Japanese auto manufacturer, and for Nissan, the Foundation has come to play a central part in our corporate citizenship activities. Because we believe that science provides the basis for understanding and finding solutions to our world's environmental and social problems, we have contributed approximately 5 billion yen to more than 1,000 ambitious and visionary projects over the Foundation's history. Also, in 1993, we started an awards program called the Nissan Science Prize through which we honor young, enthusiastic researchers who are working on cutting-edge projects.

Currently, the Foundation is focusing its efforts on projects that address the three themes of education, environmental issues, and technological development. One of our research efforts involves supporting science and environmental education, to encourage children to take an interest in science and the environment, product manufacture, and automobiles. Other recent research has focused on

Helping Children Fight Disease (USA)

Nissan also wants to reach out to children who are fighting diseases. Nissan Motor Acceptance Corporation (Dallas) is offering support in the form of donations to the Children's Miracle Network, an organization that helps

children with chronic diseases. We continue to make efforts in charitable activities to build an environment in which children receive appropriate care and medical attention.



Support to UNICEF through a number of activities (France)



Volunteers packing Christmas presents for less fortunate children around the world (UK)

Close Collaboration with UNICEF (France)

In France, Nissan is working closely with UNICEF, the United Nations Children's Fund. UNICEF reaches some 40 percent of the world's children with life-saving vaccines, saving countless of them from diseases such as tuberculosis, diphtheria, and polio.

To support this work, we began a program in fiscal year 2003 through which we donated 30 euros for every Nissan 4 x 4 sold. We raised 385,000 euro, during the year and presented a check for this amount to UNICEF.

In addition, we donated "Nissan Patrol GR" refrigerated vans to UNICEF Mauritania of Africa for the safe transport of vaccinations to remote areas. (see picture, upper-left)

global warming prevention through research related to tree planting, carbon dioxide (CO₂) absorption, clean energy, and environmentally sound transportation systems. Additionally, in the technological development category, we have supported advanced research on driver behavior analysis for accident reduction as well as fuel cell research.

In the future, we will make every effort to widely diffuse our research results to the public by communicating our activities through presentations and symposiums.

Global Expansion of Corporate Citizenship Activities of the Nissan Foundation (Nissan North America, Inc.)

Nissan North America, Inc. is also undertaking corporate citizenship activities, including a variety of activities through the Nissan Foundation. This is based on the belief that communities will develop positively when there is a stable financial situation and sufficient education.

The Nissan Foundation in the US was established in 1992 with the aim of supporting educational programs

geared toward the understanding and promotion of the diverse cultural landscape of the US. With these programs being introduced in schools in our local communities, children are learning about cultural diversity. Also, in order for young people to be able to play an active role in the automobile industry, we are engaged in support activities to offer access to a wide range of Nissan's resources, including knowledge and skills that would be useful in career development.

Nissan Neighbors was established to provide financial and material support for a variety of programs in educational assistance, environmental protection, humanitarian support, safety, and the promotion of diversity. For example, in 2001, at the same time that Nissan launched the construction of our new vehicle assembly plant in Canton, Mississippi, we also established a Nissan Mississippi Scholarship Fund to help high school students in the state pay for their college education. With \$1 million invested into the fund, many high school students, including those from high schools in Canton, have received financial support to attend college. In addition, for pioneering NPOs who promote activities related to the daily lives of citizens, Nissan offers grants and other forms of financial assistance. More than \$3 million is donated annually to such organizations.

A Variety of Volunteer Activities (UK)

Many different volunteer activities are also being carried out in Europe. Every year employees at Nissan Motor Manufacturing (UK) Ltd. (NMUK) carry out volunteer activities in which they pack up Christmas presents for less fortunate children around

the world. NMUK supports these activities by contributing the funds for shipping the presents. In addition, NMUK holds "Industry Days" along with other local companies, to give participants an opportunity to learn about local industries and companies. By

also occasionally acting as counselors to children who are faced with various problems, employees promote activities that are rooted in the local community.



PROTECTING THE ENVIRONMENT

CREATING THE FUTURE WITH TECHNOLOGY

Respecting the global environment is the most important aspect of our journey toward sustainable development. At the same time, in order to allow all people across the world to enjoy a prosperous lifestyle, further industrial development is a necessity.

Continued innovation is crucial to achieve a balance between economic development and the protection of the natural environment. At Nissan, we view this as a major challenge.

Innovation is taking place in many areas. The birth of the super ultra-low emission vehicle, with exhaust gas that is almost as clean as the air, is one example of innovation.

Environmentally friendly products can become effective when they are more widely popular. But for that to happen, it is essential that customers are satisfied with the price of these products. To meet this requirement, we have focused our efforts on realistic technological developments while taking on a multitude of technological innovations.

Keeping nature and industry in balance while opening the way to the future through the development of credible technologies: at Nissan, we view this as our mission.

Curbing Global Warming

Reducing CO₂ emissions

The Intergovernmental Panel on Climate Change predicts that by the end of this century, the earth's average temperature will rise between 1.4 and 5.8°C, and sea levels will rise from 9 to 88cm. Global warming is one major issue of our time and requires an urgent response. The burning of fossil fuels, such as oil and natural gas, creates CO₂ emissions. Because of this, the concentration of CO₂ in the atmosphere is increasing, giving rise to the so-called greenhouse effect. This is thought to be the major cause of global warming. We know we must first control our consumption of energy, and also reduce CO₂ emissions from our cars. Viewing this as one of the most important issues we face, Nissan is working to protect the environment.

Reducing CO₂ Emissions from Driving Steady progress and challenges

During a car's lifecycle from production to disposal, by far the largest volume of CO₂ is emitted while the car is being driven, accounting for approximately 90% of all CO₂ emissions. In order to reduce emissions from use, Nissan is using highly effective technology in many of our vehicles. And, in order to accelerate our efforts, Nissan has set the following commitment: "strive to meet the Japanese government-mandated 2010 fuel economy standards by 2005, five years ahead of the original schedule."

Working toward this clear goal, Nissan has made a sustained effort to improve fuel economy technology. Many improvements in engine efficiency have been made due to direct injection and in-drive system efficiency through the use of a continuous automatic transmission

device (Continuously Variable Transmission [CVT]) and vehicle weight-saving techniques. In fiscal year 2003, as a result of these technological advancements, Nissan achieved its fuel economy goals set for 2010 in four out of seven weight classes in Japan.

Hybrid Electric Vehicles

Hybrid electric vehicles, which run on the combination of a gasoline engine and electric motor, are characterized by superior environmental performance because of their low CO₂ emissions and clean exhaust. In Autumn 2002, Nissan signed a basic agreement with Toyota Motor Corporation (Toyota), under which Toyota will provide its hybrid systems while Nissan will independently focus on developing product appeal and adapting hybrid technology to the engine and vehicle, aiming to produce more than 100,000 vehicles in five years. Nissan introduced the first test model, the Altima Hybrid, in the United States in

CVT – Continuously Variable Transmission

With conventional automatic transmission (AT), gradual transmission changes are made in response to engine revolutions. But, with our CVT technology, we achieve optimum automatic changes in transmission

due to a pulley and steel belt that replaces the gears. In 1992, following its first installation in the March, CVT was installed in cars like the Teana, providing smooth acceleration and improved fuel economy.



Contributing to Environmental Protection through Car Navigation and Electric Toll Collection (ETC)

Nissan is focusing our efforts on the development of Intelligent Transport System (ITS), a technology that aims to solve the various problems that are part of road traffic, such as accidents or traffic jams, and environmental issues through cutting-edge information and communication technologies and control technology (see

pp. 54-56 for details). The car navigation system and the ETC system in use in Japan are components of ITS technology. Car navigation systems help to find the fastest route to one's destination while avoiding congestion and helping improve traffic conditions. ETC allows cars to pass through and safely pay tolls, which are a contributor

to traffic congestion on high-speed roads. From an environmental perspective, these technologies benefit the environment by helping avoid wasteful travel, reduce traffic jams, and improve gas mileage. With our new ITS technology, our aim is not only to provide a pleasurable driving experience, but also to reduce environmental impact.

June 2004, less than two years from the signing of this basic agreement. We will make further improvements, using the test car as a base, in order to start production and sales in North America in 2006.

Fuel Cell Vehicle (FCV)

Looking further into the future, fuel cell vehicles (FCV) present great opportunities. FCVs run on a motor that generates electricity through the reaction between hydrogen and the oxygen in air. The only emission from the process is water, meaning FCVs are attracting much attention as the ultimate eco-car.

Nissan started developing fuel cell vehicle technology in 1996. In Japan, our X-TRAIL FCV 2003 model, a high-pressure hydrogen-powered fuel cell vehicle, was approved by the Japanese Minister of Land, Infrastructure and Transport in November 2003, after which we commenced

limited lease sales. In March 2004, Cosmo Oil Co., Ltd. leased the first Nissan X-TRAIL FCV and started a joint study with Nissan on a hydrogen supply system. This movement was followed by the Yokohama City and Kanagawa Prefectural governments, in the first-ever government leasing in the Tokyo Metropolitan area of FCVs to promote the use of low emission vehicles.

There are still issues when it comes to achieving the full-scale spread of FCVs, including cost reduction, fuel supply, and infrastructure, and we believe it will still be some time before we find solutions to these issues. However, for the world automobile industry, the challenge that accompanies a reform of the energy system is one we have not experienced before. At Nissan, we are participating in open-road testing in Japan and the US, and are accelerating our efforts to find solutions that aim at putting FCVs into widespread use in the future.



Altima Hybrid

X-TRAIL FCV



Kanagawa Prefectural Government leases the NISSAN X-TRAIL FCV (Japan)



Making and Delivering Cars Balancing economic and environmental merits

We are pursuing the streamlining of our plants, and have achieved some of the highest levels of production efficiency in the world. Low production volumes and high cost in effect imply an inefficient use of resources. Thus, improving production efficiency brings not only economic but also environmental benefits.

Since 2002, we have introduced highly efficient cogeneration systems that effectively use waste heat from power generation at a number of our plants. In

addition, we have set up an energy conservation team that is addressing the reduction of CO₂ emissions from production on an ongoing basis.

In fiscal year 2003, we achieved a 12% reduction in CO₂ emissions from production in Japan as compared to figures from fiscal year 1990. By no means, however, are we satisfied with this level. The issue remains of how to effectively reduce CO₂ emissions while steadily increasing the number of cars we produce. We will continue to act progressively on the issue of CO₂ reduction in order to find better solutions.

Working Toward Sustainable Mobility – Making proposals as a member of WBCSD

Nissan is a member of the World Business Council for Sustainable Development (WBCSD), a coalition of 170 international corporations. As part of this activity, Nissan has been participating in "Mobility 2030," a project that explores the attainment of sustainable mobility by the year 2030, and together with other participating corporations, we have defined the following seven objectives.



World Business Council for
Sustainable Development

1. Reduce exhaust emissions
2. Reduce greenhouse gas emissions
3. Reduce the number of transport-related deaths and injuries
4. Reduce transport-related noise
5. Mitigate traffic congestion
6. Narrow mobility divides between countries
7. Improve mobility opportunities for the general population

Reference: WBCSD "Mobility 2030"



The Possibility of CO₂ Absorption

At Nissan, we are also exploring ways to absorb CO₂ from the atmosphere. Many different approaches are possible, such as the absorption of CO₂ by planting trees or growing seaweed. We want to continue to explore these possibilities, networking with researchers from around the world.

Reducing CO₂ Emissions by Streamlining Logistics Shipment retrieval and modal shifting*

It is impossible to think of manufacturing without taking into account the role of logistics. From the procurement of parts to the completion of the assembly of one car, goods are constantly being transported to and from the plant. However, truck operations, which are the core of our logistics activities, create high CO₂ emissions.

At Nissan, we are striving to streamline logistics in order to reduce CO₂ emissions. In Japan, we switched over to a system in 2000 in which we retrieve our shipments directly from the supplier when procuring parts. Many truck runs were required when our suppliers delivered our parts, but with our retrieval system, since it is possible to load several shipments together, we can reduce the number of trucks in operation thereby reducing CO₂

emissions. Although this method has been used widely in Europe and America, Nissan became the first to adopt this method in Japan. At Nissan in the US and Europe, in addition to this retrieval method, Cross Dock System has been introduced to consolidate routes in order to more efficiently organize truck runs within a wide transport area.

In Japan, not only do we use trucks to transport our goods, but a modal shift has also been made toward the combined use of rail and ferry transport. With the implementation of this method on our routes between the Kanto area and Kyushu, we were able to reduce the more than 2,000 tons of CO₂ emitted by truck operations by 70%.

In addition, we are also promoting a modal shift in the transport of finished vehicles. Fifty percent of our transport aimed at the Japanese market is currently achieved through the use of watercraft.

* Modal shift is a switch from truck main line cargo transport to more environmentally friendly marine transport or rail when possible. There are efficiencies associated with consolidated, long-distance mass transport, which is one of the merits of a modal shift. But to promote a modal shift, a proactive approach from all involved parties is essential to secure such a large amount of cargo as well as to transfer cargo from trucks, etc., among other changes.



Parts transport through a combination of rail and ferry use in addition to transport by truck to reduce CO₂ emissions (Japan)

Toward Cleaner Emissions

Protecting the air, water, and soil

Nissan is pushing forward with technological development to achieve even cleaner exhaust emissions.

One of the results of Nissan's technology is the realization of the world's cleanest gasoline car.

We want to dramatically increase the benefits for society

by adopting highly efficient technology in as many of our cars as possible.

The issue of speediness is an important angle for us in working on environmental protection.

Protecting the Water and Soil Measures taken at our plants

Nissan complies with the legal restrictions of each country where global operations are based, and also carries out stringent checks to prevent accidents in our effort to protect the air, water, and soil. In terms of water, we believe it is an unquestionable responsibility to manage the water used at our plants appropriately. In addition to this, at our plants in Japan, we are taking further measures such as installing sensors on our rain gutters to prevent the accidental flow of harmful substances caused by rainwater. For soil, we voluntarily run investigations and when improvements are considered necessary, we promptly carry out cleanup measures.

U-LEVs: From March to Fairlady Z

At Nissan, we have expanded U-LEV technology to as wide a range of models as possible. The latest environmental technology is being adopted in compact cars like March and Cube, sports cars like Fairlady Z, and minivans like Elgrand. We are introducing this technology widely to make it possible for different age groups, who are buying cars for many different purposes, to drive U-LEV cars.

Expansion of Ultra-Low Emission Vehicles (U-LEV) Adopting effective technology in as many cars as possible

In response to stronger worldwide demand for action to protect the environment, Nissan set the goal to achieve the ultra-low emissions (U-LEV) status established by the Japanese Ministry of Land, Infrastructure and Technology in at least 80% of new cars sold by the year 2003 as part of our medium-term environmental plan, Nissan Green Program 2005, which was announced in January 2002. A U-LEV is a car with exhaust emission levels more than 75% below the level prescribed in the ministry's exhaust emissions standards from 2000. We calculated that if 80% of passenger cars sold in Japan were U-LEVs, this, in terms of the reduction of nitrogen oxide (NOx) and hydrocarbon (HC) emissions, would have approximately the same effect as selling 400,000 – or 60% annual sales in Japan – electric or other zero emission vehicles. We achieved this target ahead of time in January 2003, and by the end of fiscal year 2003, 90% of gasoline passenger vehicles sold in Japan were U-LEV certified.

Environmental technology can only be truly effective when it is adopted widely. Focusing our efforts on effective technologies with immediate applicability is an important approach when it comes to environmental protection. While we work to improve the fuel economy of our cars, we also make efforts to apply the "75% below year 2000 emission standards U-LEV" technology to as many different models as possible.



The Birth of the Super Ultra Low Emissions Vehicle (SU-LEV)
The world's cleanest gasoline car

Nissan goes beyond U-LEVs, working to develop the world's cleanest gasoline car. The Bluebird Sylphy, launched in Japan in 2003, was the first car in the country receiving certification as a super ultra-low emission vehicle (SU-LEV) – that is, with exhaust emissions at only half the level of the U-LEV – as defined in the Ministry of Land, Infrastructure and Technology standards from the year 2005 onward. This is the most stringent emissions standard in the world. The Bluebird Sylphy was first launched in 2000. The 1.8-liter engine (2WD) model of this car has the same exhaust emissions reduction capability as the Sentra CA, which received certification in California (USA) as the cleanest gasoline-fueled car in the world, and has had emissions at half of U-LEV levels.

Protecting the Air During Production
Controlling volatile organic compounds (VOCs)

Painting is the part of the manufacturing process to which the most careful attention must be paid. The reason is that painting causes the emission of VOCs called toluene/xylene, which are contained in many solvents. In an effort to control VOCs, Nissan has initiated a number of actions, such as promoting the use of recycled thinner with a lower environmental impact and reducing the volume of solvents used. In addition, in our plants in Kyushu, we are switching over to water-based paints. As a result, at the same plant, the average amount of VOCs emitted from passenger cars was reduced to 20g/m², which is only one-third of the average emission value of passenger vehicles.



The Bluebird Sylphy, launched in Japan in 2003, the first car in the country receiving certification as a super ultra-low emission vehicle (SU-LEV)

Effective Utilization of Resources for a Sustainable Society

Aiming to make cars without producing waste, that do not end up becoming waste

Cars are produced with many valuable resources. Aiming to continue the circulation of these precious materials, Nissan strives to make cars without producing waste, and that do not end up becoming waste. While progressing with the development of proprietary recycling technology, we have also formed partnerships with recyclers and have taken part in the establishment of a recycling network. Technology and the collaboration of many people are what enable the continued circulation of resources in society.

Building a Recycling System Advancement through partnerships

To raise the recycling rate of automobiles, Japan instituted an Automobile Recycling Law, effective from January 2005. Nissan has always believed that recycling is an important issue, and we have put a lot of effort into addressing it. Currently, all new Nissan cars sold in Japan have achieved recoverability rates of 90%* or more. The goal that we are presently working to meet is achieving 95% by 2005. March, Cube, and Cube Cubic models have already reached this goal.

* The recycling rate considered the highest attainable at the time the new models were produced, after taking into consideration changes in handling and disposal methods at the automobile's end of life.

In order to achieve a circulatory recycling flow, it is important to take a comprehensive approach to the vehicle. At Nissan, many departments such as planning, production, technological development, sales, distribution,

and others, work across department boundaries, considering the vehicle from the design to the end-of-life stages, thus enhancing the recyclability of our cars.

Also, a partnership between those who make the vehicle and those who recycle it is essential. If improvements made to the vehicle do not fit with the steps taken during disassembly, one cannot expect to see improvements in the recycling rate. For this reason, Nissan employees visit vehicle recycling locations in each country and listen to the people working there to allow for a design that is easier to recycle and to develop technologies with less environmental impact.

In 1997, we started an experimental disassembly plant in Japan in close collaboration both with recyclers and related industries to promote further research. We have developed technologies and production methods that allow us to increase the recycling rate and reduce

Shredder Residue Recovering at our Automobile Manufacturing Plants (Japan)

At present, approximately 5 million cars are scrapped each year in Japan. After being scrapped, 80% of each car is either reused as parts or recycled as material, while the remaining 20%, unfortunately, so far has ended up being landfilled as Automobile Shredder Residue (ASR). ASR consists of crushed substances that

cannot be separated, such as plastic, glass, rubber, and metal. At Nissan, we have continuously conducted experiments to work on the issue of ASR and we succeeded in achieving materials recycling. From Autumn 2003, we began to renovate part of the waste disposal incinerator at the Oppama plant and initiated thermal

recycling, using combustible materials as a fuel to melt metals for recycling. In addition, the steam generated during incineration is utilized throughout the factory as energy. We are working to widely implement and share this knowledge.



Equipment for the recovery of automobile shredder residue (Oppama plant, Japan)

**Enforcement of the Automobile Recycling Law (Japan)
– Eleven automobile manufacturers jointly involved in recycling**

In March 2004, Nissan and ten other companies including automobile manufacturers established an ASR recycling promotion team. With enforcement of the Japanese Automobile Recycling Law due in January 2005, Nissan plays a leading role in this team that crosses over company boundaries, with the aim to establish effective recycling of ASR.

This alliance enables each company to share the knowledge of recycling they have accumulated and generate economies of scale. The project will create positive cost and speed effects exceeding those that would accrue if each vehicle manufacturer recovered and recycled ASR independently.

environmental impact. Also, to make it possible for recyclers to adopt these initiatives, we provide open information on the procedures, equipment, technology, and cost involved. We believe that networks created in

this way, combined with the sharing of information and know-how across a range of stakeholders, is what allows us to move toward more efficient use of resources.

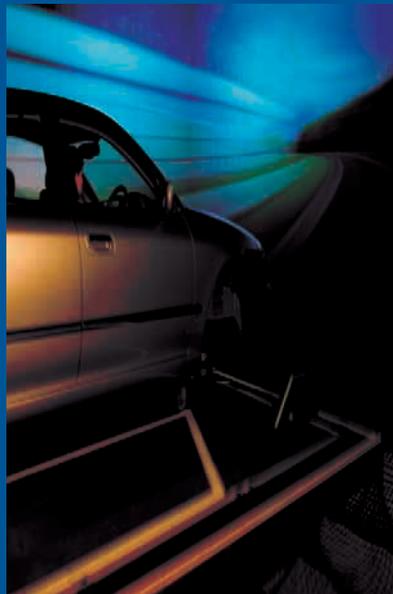
Major Recyclable Parts on the March

Polypropylene (PP) Parts
In the interest of high versatility, reusable in other applications besides automobiles

Reusable Parts
Reusable as Nissan Green Parts

Thermoplastic Parts
Reusable as resin

Polypropylene Bumpers
Reusable as Nissan Green Parts (depending on condition) or as resin material



IMPROVING SAFETY

AIMING FOR A SOCIETY WITH NO TRAFFIC ACCIDENTS

We want the automobile to be an even safer vehicle for travel in the future.

Nissan closely examines accidents occurring around the world and uses this information to protect our customers.

We develop technologies to improve safety, we collaborate with society to promote systemic improvements, and we educate children – the inheritors of the future – on the importance of safety.

Our goal is the realization of safe mobility around the world.

Nissan's Determination and Technology for a Safe Society

The challenge of realizing a society with no traffic accidents

The occurrence of traffic accidents is one of the biggest problems for both auto manufacturers and for society as a whole. Globally, approximately one million people die each year in traffic accidents. In Japan alone, there were approximately 948,000 traffic accidents in 2003. Of these accidents, there were 7,702 fatalities – less than half of Japan's worst traffic accident fatality record in 1970. Yet, the fact remains that many lives are still being lost. Aiming for a society with no traffic accidents, Nissan will continue our challenge toward a safe automobile society.

Real-World Safety Constantly examining real accidents

Nissan pursues the making of safe cars through the analysis of real-world accidents. We carefully examine accident data involving Nissan cars from each part of the world, including Japan, the US, Europe, Asia, and beyond to ascertain the causes of accidents. The information gained from this research is then reflected in subsequent developments of our safety technology. Also, we are carrying forward empirical research and are collaborating with researchers all over the world on a number of studies and analyses.

Active Head Restraint System

To give an example, actual accident data have shown that approximately 50% of fatal accidents in Japan are caused by rear-impact collisions; 90% of these accidents show injuries to the neck. Based on these results, Nissan has worked to greatly reduce the burden on the neck during rear-impact collisions with "active head restraint system," which support the head from behind. Active head restraint system will be standard in nearly all of our passenger cars and recreational vehicles (RVs) in Japan by the end of fiscal year 2004.

SRS Curtain Airbag System

Similarly, for side collisions, injuries to the head, face, and neck account for 75% of injuries. Based on this information, we are working to expand the use of the SRS Curtain Airbag System to protect passengers in both the front

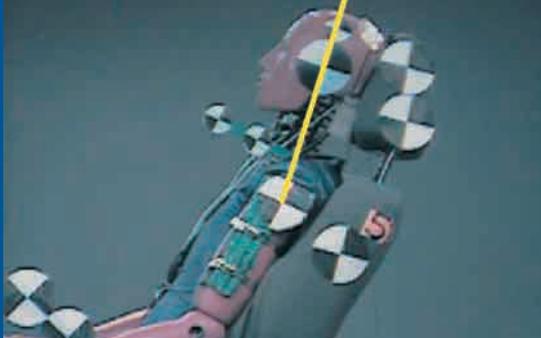
and back seat. This technology is contained in the roof side and inflates instantly on side impact, protecting passengers in the front seat and back seat of the car. This system has often only been used in luxury cars, but we are working to introduce it more widely. By fiscal year 2005, it will be a standard or optional feature for most of Nissan's passenger vehicles and RVs in Japan.

Halving the Number of Fatalities and Serious Injuries Setting high goals to further technological development

In Japan, Nissan set a goal of halving the number of fatalities and serious injuries that involve Nissan cars in 1995, and since then, we have focused on developing new safety technology. This goal will be far from easy to achieve, but purposefully setting such an ambitious goal has spurred the efforts of the entire company, strengthened our cooperative framework with our parts suppliers, and accelerated our research and development efforts.

As of 2002 in Japan, fatalities and serious injuries involving Nissan cars had fallen 18% compared to figures from 1995,* well on our way to achieving our goal of 50%.

Although the number of fatal accidents has fallen in Japan, the number of car accidents has increased. Therefore, Nissan is not only putting our energy into technological

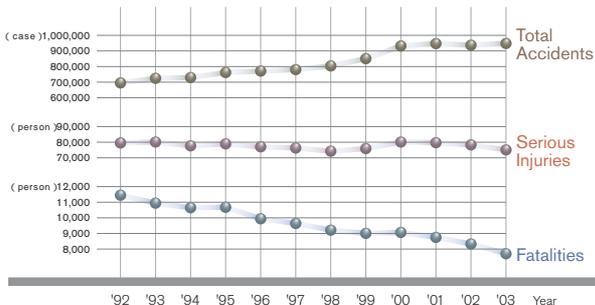


Active Head Restraint System

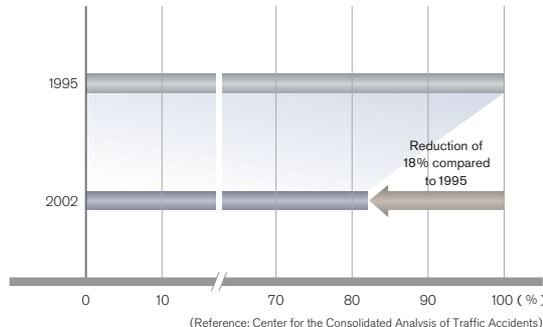


SRS Curtain Airbag System

Traffic Accidents in Japan



Change in the annual number of fatalities and serious accidents involving Nissan cars in Japan



development, we are also setting out to widely diffuse these new technologies, actively encouraging the adoption of the latest safety technology in new cars. In general, the development costs involved in new technologies are high, so in order to make them more widespread, we are collaborating with our suppliers while streamlining production to realize lower costs through mass production. Spreading highly efficient safety technologies to more people and as quickly as possible: this is Nissan's approach.

* Ratio of accidents per 10,000 Nissan cars, 1995 data = 100

Airbags

One result of our efforts is the widespread use of airbags. There were no airbags included in our 1992 March model car sold in Japan, but in today's model, there are six. Driver-side airbags, which were introduced in 1993, have been adopted in all Nissan cars sold in Japan.

ABS (Anti-lock Brake System)

Similarly, Nissan was among the first to make anti-lock brake systems (ABS) a standard feature and in 1998, we completed fitting all new cars with ABS. We can expect positive results when a safety technology becomes widespread. We continue to widely adopt effective safety technologies, from compact cars to luxury sedans.

Furthering the Development of Safety Technology Intelligent Transport System (ITS)

Nissan believes that Intelligent Transport System (ITS) is a crucial technology to achieve safe, comfortable, environmentally friendly, and sustainable mobility and to ensure that the automobile continues being a tool for comfortable travel in the future.

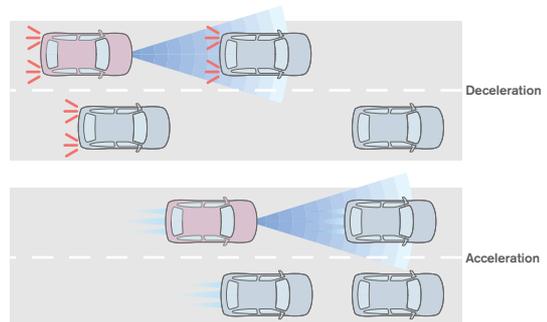
ITS is a technology that aims to solve the various problems that are part of road traffic, such as accidents or traffic jams, and environmental issues through cutting-edge information and communication technologies and control technology, including car navigation system or Electronic Toll Collection (ETC) system technology.

First, we develop new functions which can readily be used in the car itself, then, looking toward the future, we engage actively in development of infrastructure-oriented ITS technologies that utilize various information from the surrounding environment.



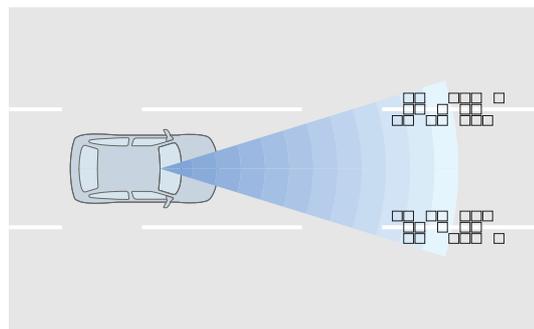
Adaptive Cruise Control (ACC) System with Low Speed Following Capability

Compared with the conventional ACC system, this newly developed system can automatically hold the headway distance to a preceding vehicle constant according to the driving speed, even at slow driving speeds of below 40km/h (25mph). We will start installing this technology in vehicles launched in 2004.



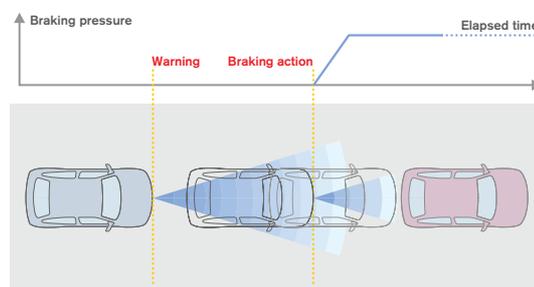
Lane Departure Warning System

Nissan is also developing the Lane Departure Warning System, a system that displays and sounds a warning when there is a potential of the vehicle departing its travel lane without proper signaling by the driver. The system assesses the state of travel using cameras and speed sensor, and if the system judges that the lane change is intentional as indicated by the driver's operation of the turn light signal, the warning stops. We will be the first to install this technology in passenger vehicles sold in North America.



Mitigating Rear-End Collision Damage: Intelligent Brake Assist

Using a laser radar sensor, this technology measures the distance between a driver and the car in front. An alarm sounds when there is a risk of collision or when the driver needs to take action to avoid collision. If the Intelligent Brake Assist determines that a collision is unavoidable, it automatically causes the car to brake, helping to reduce impact injuries. Some of our models are already equipped with this technology.





Linking Road and Car for Safety ASV and AHS (Japan)

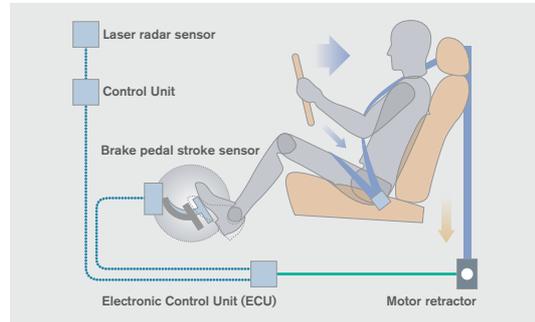
Promoting ITS, Nissan is actively taking part in Advanced Safety Vehicle (ASV) and Advanced Cruise-Assist Highway System (AHS), two projects that are headed by the Japanese Ministry of Land, Infrastructure and Transport. One of the developments

achieved through ASV, which heightens the intelligence level of the vehicle and plays a role in avoiding and preventing accidents, is the Intelligent Brake Assist. AHS enhances the information transmitted from the road through information and

communications technology, and heightens safety as well as traffic efficiency. Through a collaborative study linking AHS and ASV, Nissan has promoted the development of a driving support system that involves road-to-vehicle communication.

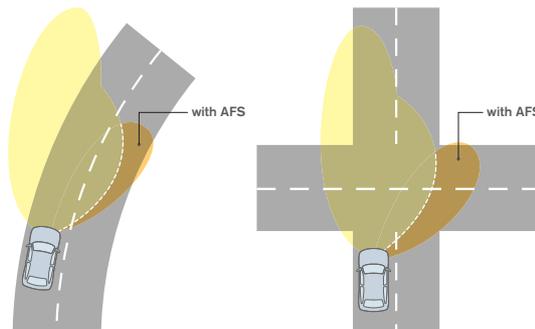
Linked to the Break Operations: Pre-crash Seatbelt

This technology can determine the possibility of a collision when a driver brakes suddenly or when the brake control is activated by Intelligent Brake Assist. When this occurs, an electric motor retracts the seatbelt to help restrain the front seat occupants immediately. Some of our models are already equipped with this technology.



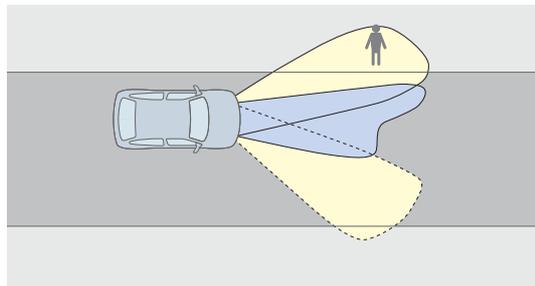
Illuminating the Turn Direction: Adaptive Front-lighting System (AFS)

This technology helps to increase visibility during night driving. In response to a car's speed or the steering, this system lights up in the same direction as a curve or corner, making road conditions or pedestrians more visible. Some of our models are already equipped with this technology.



Night Detection System for Pedestrians in the Path of the Car: Infrared Image Sensor

The system can detect pedestrians at night at distances up to 50 meters (164ft). The headlamp illumination pattern is controlled to illuminate the pedestrian and alert the driver.



Toward Collaboration with Society

For the world, for the future:
safe mobility for all

Creating a safe automobile society is a challenge Nissan shares with society.

Doing what is possible through improved road conditions;

taking action through technological improvements by automobile manufacturers;

and enhancing the attentiveness and improved manners of drivers.

We all have different roles, and we believe it is only by the recognition of these roles

and the ensuing action that we will realize a safe automobile society.

For the world, for the future, for the realization of safe mobility for all.

Safe Motorized Societies around the World

Taking action while recognizing regional differences

In many countries around the world, including China and other developing regions, the trend toward motorization is accelerating. An increase in the number of cars worldwide has brought a more comfortable lifestyle to many, but at the same time has brought an increase in accidents. Nissan cannot ignore this problem.

Our basic policy is to maintain the same level of safety measures in any region in which we operate, even if there may be differences as to what is a standard or an optional feature around the world. Safety technology developed in Japan is increasingly adopted in other countries in accordance with the nature and number of accidents occurring.

Nissan provides information gained in Japan on reducing the risks of accidents to developing countries, and we promote activities recommending the adoption of advanced safety standards from Japan, the US, and Europe. We believe that it is important to explain why safety technologies, such as airbags and ABS, are important to include as part of a car's design.

Because safety issues differ from region to region and country to country, what we need to do as a company also varies. We will continue to deepen our understanding of what the different issues are around the world and what we can do to address them.

Teaching Safety to Children Education campaigns in Japan and the US

We cannot realize a reduction in car accidents through safety technology alone. Especially for children, teaching the right information and the rules for traffic safety is an effective way to prevent car accidents.

Since 1972, Nissan has been running the Nissan Hello Safety Campaign in Japan. This campaign works to teach Japanese children and their caregivers about traffic safety in a way that they can understand. Through the use of coloring-book activities and games, we have promoted the importance of following road safety rules and using child car seats.

In North America, Nissan has also been conducting safety activities through our "Quest for Safety"™ and "Snug Kids"™ programs. Forming partnerships with local NPOs, we hold free safety education seminars at community centers in the US and distribute printed materials throughout the country, highlighting the importance of child car seat use.

According to data from countries that offer systematic traffic safety education such as Europe, it is clear that if children are taught the importance of wearing a seatbelt, then interestingly, the actions of a child are reflected back to the parent, and the parent's own consciousness of safety increases.



Conducting "Quest for Safety" safety education seminars at Nissan North America, Ltd. (USA)



Hokkaido Proving Ground (Japan)

**Combating Accidents
through Collaborative Efforts**
Toward a safe society

Nissan is cooperating with other car manufacturers who are also combating traffic accidents to exchange information, and we are also working with researchers at universities in joint studies to further our progress toward a safe motorized society.

In Japan, Nissan participates in discussions with automobile industry groups, makes proposals to the Ministry of Land, Infrastructure and Transport and law enforcement authorities, and promotes issues related to safety, such as support in the establishment of testing methods and

new regulations. Based on our cooperative efforts, we have built a worldwide network of institutions and researchers, working together to improve road and vehicle safety.

Unless all people connected with automobiles—drivers, manufacturers, people who share use of our roads, road builders, police—have the same goal of decreasing the number of accidents, we will not be able to realize a real reduction.

It is Nissan's vision that people all over the world should be able to enjoy mobility while the number of accidents and fatalities continues to drop. Through our continued search for new technologies, we will work toward this goal.

Nissan Receives Special Award at the ESV Conference

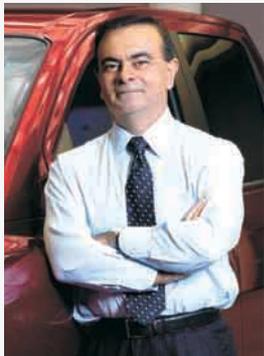
At the 18th International Technical Conference on the Enhanced Safety of Vehicles (ESV), Nissan received a special award for our contributions to the safety technology of Japanese automobiles. This award also recognized Nissan's

strong leadership in the automobile industry. (The ESV Conference began in 1969, following calls by the US Department of Transportation. It is held approximately once every two years.)

Sustainability

– Impressions from Nissan Management and Staff

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



Before joining Renault and then Nissan, I worked for a tire manufacturer, where I was overseeing factories in Brazil. There I saw first-hand how much you can impact the environment.

Natural rubber is an important component of the tire and Brazil is a place where you have natural rubber. So we used to have a rubber plantation in Brazil where we were extracting the hevea from which you produce the rubber that goes into the tire. One of our plantations, which was developed from scratch, was on the plateau of the Matto Grosso which is in the central part of Brazil, very huge, flat land with little vegetation. We had at that moment about 10,000 hectares of land and we cut all the vegetation on the land, which was not very dense or very useful. It was a harsh environment in which to grow trees.

But once they take root, hevea rubber trees are relatively stable and grow quickly. On 10,000 hectares, you end up planting millions of trees. You need one year to prepare the

land, then you have six years until the trees reach a certain level where you can start to extract the hevea. Then you have twenty years of using the tree to extract the hevea and then after this, you cut the tree and you plant again. That's the cycle.

The interesting thing was that after six or seven years when we could start to use the trees, we changed the climate. This was a very dry area, but with very specific conditions and with millions of trees growing, the climate changed. It started to be more rainy and a little bit more humid, and the temperatures became more pleasant. You could clearly see how we could make a difference in a microclimate.

So it was amazing to see that a good investment, which made sense in terms of business, could at the same time help create benefits such as increased rain and lower temperatures. This was for me a very interesting experience – to see how you can marry from time to time good business and good influence on the environment.

Carlos Ghosn



As I have traveled around the country, I have been increasingly aware of the direct and indirect effect Nissan makes on the lives of its employees and the communities where we do business. On a recent trip to Canton, Mississippi, in speaking with employees, I came to realize the involvement of Nissan in that area would mean that children would reap educational opportunities, and that local business would have the opportunity to partner with a global company. These opportunities exist because Nissan is actively involved in enriching the lives of its employees, as well as being a responsible corporate citizen. Knowing that Nissan is active in philanthropic and social projects is, I believe, a source of pride for all Nissan employees.

Larry Dodge
Nissan North America, Inc. Credit Union (USA)

Most people do not think it will ever be possible to reduce fatalities from automobile accidents to zero. Almost everyone tacitly admits that accidents will inevitably happen. But, which do you think is more effective when we work on technological development: to just accept that fatalities are inevitable, or to say, "No, the day will come when we reach zero fatal accidents—we don't know whether that day is 50 or even 100 years from now, but we will get there one day!"? Which approach do you think will get us closer to that goal? Although zero is an audacious goal, we approach technological development with the belief that one day this will indeed be possible.



Toshimi Yamanoi
Nissan Motor Co., Ltd. Development (Japan)

As a supervisor of the transmission production line, I am always conscious of our customers as I carry out my work. The role of the supervisor is to set and increase the standard of operation that will reflect the guidance and training required for gaining the knowledge and skills in manufacturing goods. As a result, I believe that we will be able to supply highly efficient products with consistent quality and high reliability. It is my belief that I have a duty to society to offer our customers products with which they are satisfied, and every day, my coworkers and I work toward this goal.



Nobumasa Nishiyama
JATCO Ltd. Product Management (Japan)



Being responsible for the controlling function in Nissan South Africa, it is imperative that I provide management information which not only reflects social, environmental, and ethical activities in the African region, but also accelerates a sustainable approach across various functions in the company. Nissan South Africa is undertaking several activities including (i) after-care for retirees; (ii) skills development through cooperation with Tswane North College for further education and training in the form of businesses such as brick making, laundry, vegetable processing, coffin/cabinet making, screen printing, sandblasting; (iii) in its seventh year supports "Rally to Read" project which encourages children to do a lot of reading on their own; (iv) HIV/AIDS (Employee Wellness Program) - Workplace Plan (awareness, training of peer educators), VCT Launch 2003, Case Management, Support Groups – Pholosong (local Medical Centre).

Homawoo Qwame
Nissan Motor Company South Africa Ltd. Finance
(Republic of South Africa)



We are always learning something from the many phone calls we receive every day. Even though each call is short, we don't just answer questions: we are always aiming toward something more than that. We want our callers to think, "I'm so glad I called, I will definitely call again." We strive to communicate with our customers in a way so that Nissan touches their hearts.

Maiko Saito
Nissan Motor Co., Ltd. Customer Call Center (Japan)

We are making improvements through the eradication of the 3Ms: Muri, Muda, and Mura (excessive strain, waste, and irregularity), and many people who come for a factory tour ask us about "ergonomics or speed of improvement." I believe that it is our role to quickly achieve a workplace in which the bearers of the next generation can say, "I want to work in this kind of workplace." Through the improvements we are making, we wish to extend our contributions to human resource wealth and the environment, as well as to society and the earth.



Shuichi Inoue
Nissan Kohki Co., Ltd. Production & Improvements Promotion (Japan)



The gasoline engine is increasingly drawing attention regarding its effect on the environment, and it is becoming more common to see vans, trucks and buses with the stickers "LPG" or "Natural Gas" on them. But in actuality, taxis have been using LPG for the past 40+ years and its high economic efficiency and high environmental performance has already been demonstrated. Our aim is to develop a gasoline engine with even better fuel economy and environmental performance, and offer an "earth-friendly engine" that rivals the electric car.

Takeshi Kato
Nissan Kohki Co., Ltd. Design (Japan)



Corporate responsibility equates to a "doing well while doing good" philosophy. Having such a philosophy is just a good business practice. As an employee of Nissan, I want to feel good about the company I work for and I want non-employees to also feel good about Nissan. Maintaining a long term commitment to a "doing well while doing good" philosophy will help Nissan remain a viable company to not only its employees, but also to the world.

Steve Lambert
Nissan North America, Inc. Dealer Facilities (USA)



Being a good corporate citizen simply makes good business sense. For example, consumers who are undecided about which product to purchase may be influenced by what they've read or heard about the company's philanthropic activities. From a hiring standpoint, applicants tend to consider more than just the amount of the salary being offered. They're checking out company websites and asking more questions about the company's culture, specifically, the company's diversity efforts and community outreach activities. Companies that are earning record profits year after year may believe that there is no need for them to even consider how their businesses impact the economic well-being of local communities. However, internally, these profitable companies may be dealing with hiring, retention, and employee morale issues because they fail to understand how corporate responsibility relates to how they conduct business.

Janice Aaron
Nissan North America, Inc. Human Resources (USA)



New consumer products seem to be slowly changing. Before, they were “durables” that could be used until they broke. Now it seems as if they are “disposables” that you throw out after a certain amount of time. New TVs are put out one

after the other so that people can replace their old models, and of course computers, but even furniture seems to have become a “disposable.” Cars maybe have similar aspects, but in one sense, they are perhaps the last “durable” consumer product being made. Through their pursuit of quality, durability, and resistance to environmental factors, automobile companies seek the ultimate “durable” that does not need replacement, and maybe it can be said that this is one aspect of sustainability for automobile companies.

Eiji Imai
Nissan Motor Co., Ltd. Quality & Customer Service
(Japan)

I believe we have a responsibility to continue to foster the development of exceptional people, regardless of whether or not they decide to leave Nissan one day. Seen in a larger perspective, developing our human resources is not only beneficial for Nissan. It is important for our society, for the nation of Japan – and it is a great thing if an employee decides to go, say, to the United States to use his or her skills in the global arena—that, too, is a positive contribution to the world. In my view, it is also a company's responsibility to help develop the important assets that we have borrowed from society – our employees. Obviously, we expect employees to create sufficient returns for the company, but at the same time we do not want to forget the importance of nurturing the human resources of our society.



Kuniyuki Watanabe
Nissan Motor Co., Ltd. Human Resources (Japan)

To me, sustainable development doesn't only mean making the best use of our earth's resources. It means using as few resources as possible and extracting as much value as possible from the resources we do use. The way companies



operate today does not follow this principle, but we are heading down the right path by trying to understand the kind of involvement that society needs us to provide. Training our employees in best working practices and establishing work groups to study different applications of these practices are ways in which we are heading toward sustainable development. With this in mind, we will continue to grow, not only as an exceptional company, but also as a member of a sustainable society. The values of sustainable development should be part of any good company, and companies like Nissan are leading the race, not only by our competitive strengths but also by our commitment to sustainability. Achieving sustainability must be our commitment to society for future generations.

Javier Ruiz Recuenco
Nissan Motor Iberica, S.A. Production (Spain)



The VQ engine manufactured at the Iwaki plant has been selected as one of the 10 Best Engines by Ward's Auto World in the US for 10 years running. I work on the assembly line that makes these world-class engines. Maybe

assembling these parts every day is simple, repetitive work, but I think that it is through this piece-by-piece assembly that we give our customers a feeling of safety, satisfaction, enjoyment, and also it is how we impress them. I definitely feel a sense of pride and job satisfaction through my work.

Mayumi Ozawa
Nissan Motor Co., Ltd. Iwaki Plant, VQ Engine Assembly
(Japan)



Today, there was an older woman walking in front of me who was carrying many things. She walked just fine on her own, but I could tell it was hard for her to walk uphill on the sidewalk. Ever since I started working with LV (Life care Vehicle), these scenes from daily life stick with me. I walked slowly behind her so as not to pass her. As one way of helping out, I watched over her closely, just in case anything were to happen. A little bit of sustainability for me.

Keiko Shimamoto
Autech Japan, Inc. Life care Vehicle Sales Promotion (Japan)

What happened to our company around 1999 – we often call it our “near-death experience” – has been a driving force in Nissan’s revival ever since. I am concerned, though, that this sense of crisis may be lost in the years to come. The time will come when a majority of our employees know only of Nissan after our performance improved and that is when we must be cautious. We need to share our vision and foster a culture in which experiences are passed on.



Hitoshi Nagakura
Nissan Motor Co., Ltd. Global Marketing (Japan)

Lately, a number of corporate scandals have taken place. According to the media, the source of all these scandals is from within the structure of corporate governance itself. But in my opinion, the source of corporate scandals is absolutely dependent on the quality of individual board members and employees. It has only been two and a half years since I became a Nissan employee, but in my relations with other Nissan employees both inside and outside of work, I have felt a deep sense of trust. I firmly believe that Nissan people are unique and never will abuse a fellow coworker’s or the company’s trust, whatever environment we find ourselves in.

Irina Matiouchkina
Nissan Motor Co., Ltd. Treasury (Japan)



Since the 1970s, the issue of pollution has been gaining a great deal of attention in Japan. A switch was made to unleaded gas, controls were put on exhaust emissions, and various legal regulations were enacted in connection with pollution.

Our automobile company has taken these measures seriously and has been making continued efforts to fulfill our corporate responsibilities. This is also the result of the necessity to sell our vehicles in the world market. Because we are a nation lacking in natural resources, we must endeavor to answer the question, “How do we continue our survival?” If each individual, whether at work or at home, made a regular contribution along with the rest of society toward creating an environmentally conscious culture, we believe that this will become the natural resource that we can hand down to future generations.

Osamu Nakajima
JATCO Ltd. Industrial technology (Japan)

It is now established that in the mid-term we will have to look further than petrol to run cars. This shift corresponds not only to a physical constraint, the exhaustion of fossil energy, but also to a moral constraint, the importance of leaving future generations a rich and healthy environment. This has to be considered not as a brake, but as a new factor of growth. Indeed, developing an image of a modern and dynamic company that invests in research of new clean technology will make Nissan one of the few auto makers rewarded for having understood that economic salvation is linked to that of the environment.



Benjamin Lecointre
Nissan Europe S.A.S Parts & Accessories (France)



I am very encouraged to see Nissan promoting diversity both within the company and the wider community. In June this year, I was fortunate enough to take part in Nissan 360, an event that showcased Nissan's global vehicle lineup to an audience of journalists and analysts from around the world. It was the first time that the company had attempted to organize a global event on such a large scale, and the preparation necessitated the cooperation and hard work of a large number of Nissan staff around the world. The success of the event was due in large part to what I believe to be one of Nissan's great strengths - the ability of its diverse workforce to work together as one global team. The company still has some way to go in terms of promoting diversity and providing equal opportunities in the workplace, particularly for women, but I am confident that the will and motivation is there to effect positive change.

Frank Shepherd
Nissan Motor Co., Ltd. Global Communication (Japan)

Although we have been holding technology exchange meetings with companies within the same industry for a while, especially recently, there has been an increase in plant tours given to visitors from different industries. One of the most common questions we get from visitors after the tour is, "For your successful endeavors, by what 'means' did you reach your goals?" Each time my answer is, "Through communication that fosters people's abilities." We will continue to welcome people who are interested in taking a tour of our plants, valuing the communication we have with a variety of manufacturing companies.



Takushi Sugiya
Aichi Machine Industry Co., Ltd. Plant management (Japan)



One of our internal communications tools is the company newsletter. It seems as if there is growing general feeling of, "Let's make it paperless; put the newsletter on the web," but I think the newsletter serves another function, of bringing an understanding of where we work to our families so they can understand and feel the same sense of pride. This is the first step in conveying the spirit of sustainability at Nissan. I think that through the magazine and other ways, Nissan will continue to be an active communicator to our employees and their families.

Michio Miyoshi
Nissan Motor Co., Ltd. Internal Communications (Japan)

Not only is Nissan embracing its global position in the automotive market, but as employees, we too are becoming more aware of our relationship to the global workplace. Everyday communication with counterparts in Japan, Canada, France, and other affiliates, has created a larger professional and social environment within the company. Employees find commonality in their workplace experiences, opportunities, and challenges. This personal understanding inspires in us a responsibility to each other. And this responsibility extends far beyond our corporate communication to the circumstances in which we live. Building employees who respect and appreciate one another, each other's culture, and experience in life is key to creating an environment in which employees thrive both professionally and personally, thus promoting a healthy and hopefully profitable company. This evolving corporate effort to balance corporate goals with social goals is a natural extension of a global work force that is aware and thoughtful of personal and professional connections.



Jennifer Wright
Nissan North America, Inc. Model Line (USA)

Business and Other Risks

Risks in business operations have been disclosed in the "Yukashoken-Houkokusho, a kind of financial report, for the year ended March 31, 2004" as follows.

Economic Factors

The demand for automobiles is affected by the economic condition in each country or market in which they are offered for sale. Nissan conducts its operations all over the world and, in particular, in the major markets of North America, Europe, and Asia, to say nothing of Japan. Nissan strives to develop a comprehensive and integrated projection of the global economic outlook; however, a greater-than-anticipated downturn in any one of these markets may have a significant effect on Nissan's results of operations.

International Activities and Overseas Expansion

The Nissan Group's manufacturing and marketing activities outside Japan are conducted in the United States, in Europe, and in the developing and emerging markets of Asia. Nissan forecasts and evaluates a wide variety of risks inherent in doing business in such overseas markets, including the following factors, each of which entails a greater-than-anticipated level of risk:

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

Research and Development

Nissan's technology must be "real world" –useful, pragmatic, and easy to use. Nissan 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

Nissan places a high priority on safety and does its best to enhance safety from the standpoint of research and development, manufacturing, and sales. Although Nissan 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 Nissan were to implement large-scale product recalls for its customers, Nissan would incur significant expenses which could adversely affect its results of operations.

Fluctuation in Foreign Currency Exchange Rates

Nissan's Japanese operations export vehicles to various countries around the world. In general, the appreciation of the yen against other currencies adversely affects Nissan's financial results of operations and vice versa. Nissan produces products and procures parts and materials in its overseas markets. However, any sharp appreciation of the currency of those countries against the yen could lead to an increase in production and procurement costs, which would adversely affect Nissan's financial results of operations.

Derivatives

Nissan utilizes derivatives transactions for the purpose of hedging its exposure to fluctuation in foreign exchange rates, interest rates, and commodity prices. While Nissan can hedge against these, Nissan potentially misses the gains which might result from market opportunities to profit from such fluctuation in exchange rates and interest rates.

In addition, Nissan manages its exposure to credit risk by limiting its counterparties to major international banks and well-established financial institutions which meet its credit guidelines. However, a default by any one of these counterparties could have an adverse effect on Nissan.

Lawsuits and Claims

With respect to various lawsuits and claims which Nissan encounters, the possibility exists that the position defended by Nissan 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 Nissan's financial 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 Nissan expects these regulations to become increasingly stringent. In order to ensure compliance, it may be necessary for Nissan to make significant ongoing investments in these areas which would have an impact on Nissan's results of operations.

Intellectual Property Rights

Nissan owns a wide variety of proprietary technologies and has the expertise to differentiate Nissan's products making them unique from those of its competitors. These assets have proven their value in the growth of Nissan's business and will, no doubt, continue to be of value in the future. Nissan strives to protect its intellectual property assets; however, in certain markets, Nissan may encounter difficulty in fully protecting the proprietary rights to its own technologies. Cases may arise where Nissan finds itself unable to prohibit others from infringing on its intellectual property rights.

Natural Disasters

Nissan'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. Nissan 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, Nissan has begun to strengthen its manufacturing facilities with anti-seismic reinforcement. However, if a severe earthquake were to hit one of Nissan's key facilities causing a halt in production, this would adversely affect the results of operations.

Sales Financing Business Risk

Sales financing is an integral part of Nissan's core business, providing strong support to its automotive sales while contributing to the profitability and to the sound and stable financial condition of the Group. However, the sales financing companies, despite Nissan's strict risk management policies, have a high exposure to interest-rate risk, residual value risk, and credit risk, any one of which may adversely affect Nissan's results of operations.

Counterparty Credit Risk

Nissan does business with a variety of counterparties and manages its counterparty credit risk by doing a comprehensive annual assessment of its counterparties' financial condition based on strictly reinforced credit guidelines. Nonetheless, any significant default by a counterparty would adversely affect Nissan's results of operations.

Employee Retirement Benefit Expenses and Obligations

Nissan is obliged to pay retirement benefits to eligible employees upon retirement, the amount of which varies according to the assumptions used in the relevant actuarial calculations. These assumptions include the discount rates applied, future levels of compensation, the projected rate of return on pension plan assets, retirement rates and mortality rates, and so forth. If Nissan'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.

**Thank you for reading
Nissan's 2004 Sustainability Report.
We would like to hear from you.**

This is Nissan's First Sustainability Report.

We have tried to make this report as easy to read and understand as possible,
but we are well aware that there may be parts that are insufficient.

So that we can continue to improve the content of our future reports
and incorporate your feedback into our business activities,
please fill out the questionnaire on the backside and return it to us by mail or fax.

**Nissan Motor Co., Ltd.
Global Communications and Investor Relations Division
CSR Desk**

17-1, Ginza 6-chome, Chuo-ku
Tokyo 104-8023, Japan

FAX +81(0)3-3546-2669

This questionnaire is also available online:

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

Regarding the use of personal information:

We will use your opinions and comments to make improvements to this report.

In this regard, we appropriately manage personal information and will use this information only to send the report and answer your questions.

Personal information will not be disclosed to any outside party.

Please provide us with your opinions and comments.

FAX +81(0)3-3546-2669

Nissan Global Communications and Investor Relations Division CSR Desk

Sustainability Report 2004 Questionnaire

Q1 Please check the boxes which most accurately describe your impressions of this report. (select all that apply)

Conveys Nissan's CSR philosophy in a clear and understandable way	Makes a favorable impression	Sincere
Easy to read	Has a sufficiently high level of information	Presents relevant and specific examples
Contains easy to understand graphs	Well designed	Contains quality photography

Q2 Please evaluate the following areas of the report:

Nissan's thinking and stance regarding sustainability

Very clear	Somewhat clear	Not clear
------------	----------------	-----------

Reason ()

Level of interest

High	Average	Low
------	---------	-----

Reason ()

Transparency of Nissan's actions

Very transparent	Somewhat transparent	Somewhat unclear	Unclear
------------------	----------------------	------------------	---------

Which parts were unclear? ()

Technical terms and industry terminology

Few were used, report easy to understand	Some were used, report a little difficult to understand	Too many were used, report difficult to understand
--	---	--

What parts were difficult to understand? ()

Page length

Long	Appropriate	Short
------	-------------	-------

Design

Good	Average	Poor
------	---------	------

Reason ()

Q3 On the following list, please mark an "O" in the box next to those pages which you found particularly interesting and an "X" next to those that were uninteresting.

- CEO Statement (P01-02)
- Corporate History/Corporate Profile (P03-04)
- Global Operational Presence (P05-06)
- Corporate Governance (P07-12)

WITH OUR STAKEHOLDERS

- For Our Customers (P15-18)
- With Our Shareholders (P19-20)
- With Our Employees (P21-24)
- With Our Business Partners (P25-30)
- With Our Communities (P31-36)
- For Future Generations (P37-40)

PROTECTING THE ENVIRONMENT

- Curbing Global Warming (P43-46)
- Toward Cleaner Emissions (P47-48)
- Effective Utilization of Resources for a Sustainable Society (P49-50)

IMPROVING SAFETY

- Nissan's Determination and Technology for a Safe Society (P53-56)
- Toward Collaboration with Society (P57-58)

Sustainability – Impressions (P59-64)

Please let us know if you have any specific comments.

Q4 Please let us know if you have any opinions or suggestions on how we can improve our Sustainability Report.

Q5 From which standpoint did you read this report?

- | | |
|--|--|
| Customer | Shareholder or financial institution |
| Resident of community where Nissan plant or office is located | |
| NPO or NGO | Governmental institution |
| Research institution | Media |
| CSR or environmental representative from another company or organization | |
| Nissan business partner | Nissan or Nissan Group employee or family member |
| Other() | |

Q6 How did you find out about this Sustainability Report?

- | | | |
|------------------------|-----------------------|----------------------------|
| Nissan website | Newspaper or magazine | Seminar or lecture |
| Friend or acquaintance | Nissan employee | Direct mailing from Nissan |
| Other() | | |

(Optional) Please provide the following information:

Name	
Address	
Employment	
Sex	Male Female TEL
Age	E-mail

Thank you for your cooperation.

Tear on perforated line

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 year 2003 (April 2003-March 2004); content that describes efforts before or after this time period is indicated in the respective section.

Third-Party Review

No globally accepted method for third-party reviews 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 undertake a third-party review.

Referenced Reporting Guidelines

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

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 on the dynamics of the automobile industry worldwide, the global economy, and changes in the global environment.

[For further information, please contact]

Nissan Motor Co., Ltd.
Global Communications and Investor Relations Division
CSR Desk
17-1, Ginza 6-chome, Chuo-ku
Tokyo 104-8023, Japan

phone: +81(0)3-5565-2132

fax: +81(0)3-3546-2669

E-mail: NISSAN_SR@mail.nissan.co.jp



NISSAN
MOTOR COMPANY