



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

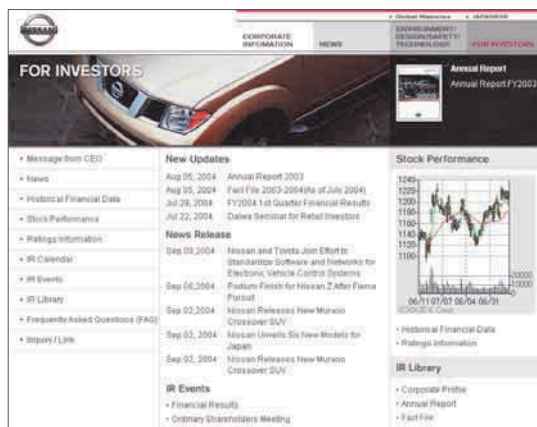
With Our Shareholders

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.

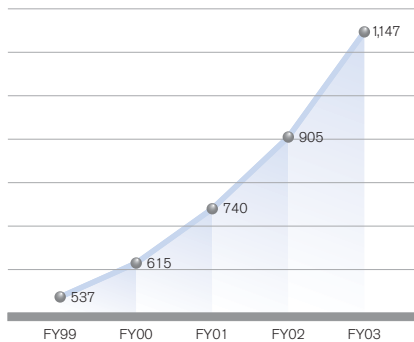


Announcement of the three-year dividend plan for fiscal years 2005-2007 at the 2004 Shareholders Meeting (Japan)

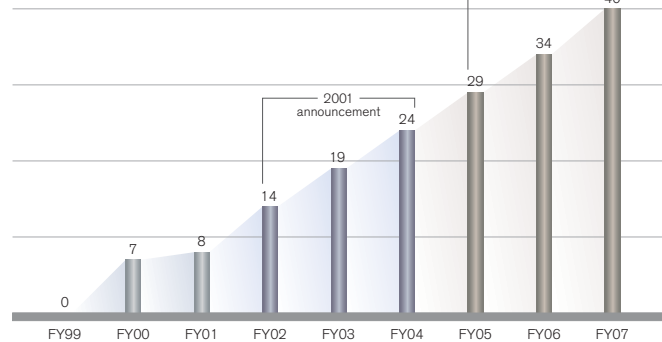


Nissan's CEO, meeting shareholders

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



Carest Makuhari

Nissan is also working toward implementing new strategies at our dealers in Japan. Large-scale "total car life shops" called "Carest," 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 Carest in Summer 2005.



Carest 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.