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## Our Views

### Impressions from Nissan's People



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Our Views

# Impressions from Nissan's People

Nissan's people share their personal experiences and views on sustainability.



**Andy Palmer**

Corporate Vice President  
Program Director, LCV Business Unit  
Nissan Motor Co., Ltd. (Japan)

President  
Nissan Motor Light Truck Co., Ltd.  
(Japan)

Director  
Dongfeng Motor Co., Ltd. (China)

At Nissan we have successfully transformed our light commercial vehicle (LCV) division into a pillar of our business going forward. In a period of global expansion for our business, why would we pay attention to issues of sustainability and CSR? The reason is that we have an obligation to consider our role in society—our customers demand that we give thought to CSR, and our employees are motivated positively by participation in these fields. When the LCV Business Unit won Nissan's EVP Award for performance in 2006, our staff requested that the money go to Cosmos, an organization of mothers whose children are being treated for cancer at a hospital near Nissan's Tokyo headquarters. We do these things because we have the opportunity to share our success with others less fortunate. And while we do these things in part out of the company's obligation to society, it motivates us all to work harder when we know that our success can help a sick child to smile.



**Asako Hoshino**

Corporate Vice President  
Market Intelligence  
Nissan Motor Co., Ltd. (Japan)

It is possible to measure the competitive power of our products in terms of the number of people who cherish and find value in Nissan vehicles. As a company, however, what should Nissan do in the area of sustainability to ensure that we will continue to be cherished by these customers? By what standards can we measure that appeal? These are important issues that I face when I analyze market intelligence from around the world and make recommendations to various departments.

We cannot help the company maintain its long-term competitive edge merely by thinking, "If we can sell a car that buyers like, that's good enough." In order to maximize our capacity to continue offering attractive vehicles to our customers, it is essential that we strengthen our relationships with our stakeholders and with society. To that end we must first of all build relationships based on trust. The second thing we must do is to provide the special brand of Nissan quality that can give our products a lasting place in the hearts of our customers.

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**Toshio Hirota**

Expert Leader, Technology Planning Department  
Technology Development Division  
Nissan Motor Co., Ltd. (Japan)

Scientific advances have brought humanity many conveniences, but our increasing energy consumption is impacting the environment. This situation could threaten our very existence, and it is critical that we protect the natural environment for the sake of generations to come. Controlling atmospheric carbon dioxide is particularly important. Our division sets high standards for reducing CO<sub>2</sub> emissions from Nissan vehicles. We are devoting our energies to reducing engine fuel consumption, making our vehicle bodies lighter, developing alternative fuel technologies, such as bio-organic-compatible and electric cars, and promoting ecologically aware driving practices and traffic avoidance. By integrating these new approaches into society, I believe we can make sustainable mobility an everyday reality.



**Katsuhiko Oomiya**

NPW Promotion Department  
Manufacturing and Industrial Engineering Division  
Nissan Motor Co., Ltd. (Japan)

One thing I have learned from my superiors and passed on to my subordinates is the Nissan *monozukuri* (crafting) know-how. We put this know-how to work in the Nissan Monozukuri Caravan, a program at elementary schools in the company's birthplace, Kanagawa Prefecture. So far about 4,700 students have participated. I am always thinking about ways to engage the interest of kids, who love to build and touch things. It is a wonderful feeling to see the looks on their faces that say "Wow, what is that?" or "I don't want to miss this!" I hope to continue improving this program, enabling children to experience the pleasure of crafting.



**Masako Hosaka**

Manager, Supplier Quality Assurance Group  
Total Customer Satisfaction Function  
Nissan Motor Co., Ltd. (Japan)

Automobiles are composed of thousands of parts. In order for Nissan to continue providing its customers with high-quality products, it is essential that we build win-win relationships with our suppliers and strive for mutual growth and development. I always keep in mind the importance of coexisting with our surroundings, and our suppliers are an integral part of this approach. I believe this concept increases not only Nissan's ability to provide quality products to customers, but also the company's capacity to fulfill its commitments to society and continue enjoying sustainable growth.



**Richard E. Goetz**

Human Resources Department  
JATCO Ltd.

At JATCO we are currently rapidly advancing our efforts for global change. In a tough competitive environment, an organization must progress in global business to survive. Producing synergies requires mutual understanding of the different cultures and habits involved, as well as respect for those differences. I am developing policies and processes that are compatible with various entities no matter where in the world they are located. I am glad to be a part of a project in which each member of the workforce, regardless of gender, nationality or any other factor, has to globalize—and where all members can work and thrive in an environment of abundant diversity.

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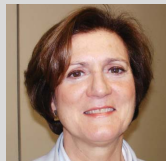
**Sarah C. Hiple**  
Senior Engineer, ITS & Safety  
Government Affairs  
Nissan North America, Inc. (USA)

Recently, the U.S. government and consumers have begun to focus on the potential benefits of active safety and crash avoidance technologies like our Lane Departure Prevention and Forward Collision Warning systems. Helping the development and adoption of these technologies is a very rewarding aspect of my job. I feel like I am working to enable future Nissan vehicles to potentially contribute to a significant reduction in vehicle crashes, the goal of the Nissan Safety Shield. What seemed futuristic years ago is now reality, and we are rapidly moving toward tomorrow's technologies. Being on a team that supports the smooth transition of these technologies to the marketplace is very exciting, and I believe that this effort has the potential to enrich people's lives.



**Adolfo Aburto Tamayo**  
Civac Plant  
Environmental Staff  
Nissan Mexicana, S.A. de C.V.

Just over 20 years ago the United Nations issued a report titled "Our Common Future." That study warned that humankind must change its commercial interactions and way of life to prevent unacceptable levels of ecological degradation. In these times, no company can claim to be socially responsible if it does not seek to adopt the principles of sustainable development. For almost a decade I have been engaged in activities related to this concept at Nissan Mexicana, and I believe that our ISO 14001 environmental certification, as well as the awards we have received from the Mexican government for clean industry and environmental excellence, demonstrate that we at Nissan Mexicana are on the right path.



**Maria Dolores Granes**  
NE Information Systems Manager  
Spain In-bound Logistics and Production  
Nissan Motor Iberica, S.A. (Spain)

The role of information systems is to provide tools needed by business so it can achieve its strategic targets. Nissan Europe Information Systems and Nissan Spain Industrial Operations have created a mixed team that is leading the Shift\_NSIO initiative to improve vehicle production in the Barcelona and Avila plants. Our business objectives are to maximize vehicle production to full capacity, to manage flexible production work patterns, and to enable the production of multiple models on a single production line or one model on two lines, thereby maintaining flexibility in our daily production volume. By achieving our goals, we can reduce the time required to deliver vehicles to our customers and help support Nissan's sustainable growth.



**Gu Shuo**  
Beijing R&D Department  
Nissan (China) Investment Co., Ltd.

China has become the world's second-largest market for automobiles, and we are beset by problems ranging from air pollution caused by traffic congestion to fuel shortages. Living in a country that faces such serious challenges, I deeply feel the weight and importance of my job as a coordinator of our response to automobile environmental regulations. As China works to become a sustainable automobile nation, we have to reduce the impact that vehicles have on the environment. I want to work toward introducing environmentally friendly vehicles with cutting-edge technology that can be popularized at a moment's notice, and to make our country the springboard for a multitude of new and exciting concepts.

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**Neeraj Garg**  
Marketing and Sales Director  
Nissan Motor India Private Limited

After having worked for over two decades in the automotive industry, both in India and abroad, I strongly believe that it is only the key players who can survive in a tough market like India. In order for a company to thrive here, it must have the capacity to innovate and build relationships of trust and reliability with its stakeholders.

I have been a part of Nissan's planning process for its Indian operations for the last couple of years. I strongly believe that if we can decide on path-breaking approaches for doing business while effectively addressing cross-cultural needs, then sustainability is a guaranteed outcome.



**Elizabeth H. Lee**  
Executive Vice President  
Universal Motors Corporation  
(Philippines)

Universal Motors Corporation is working to enrich the lives of our country's poor. Our innovative program called "Ur Van, Ur Business" teaches buyers to use the Nissan Urvan for self-liquidating shuttle-bus business ventures. For every Urvan sold, we make a donation to our partner foundation's microfinance arm, giving seed money to the poor to help them start their own small enterprises. We have also established a school that teaches the basics of entrepreneurship and business management to our buyers. So far we have helped over 1,850 families and created over 3,300 jobs. Philippine President Gloria Macapagal-Arroyo has presented an award in recognition of the impact our program has had on our country.



**Masahiro Tsutsumi**  
General Manager  
CS Promotion Office  
Nissan Prince Oita Co., Ltd. (Japan)

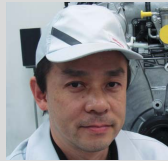
Nissan Prince Oita is moving forward with numerous programs in line with our corporate philosophy of contributing to local communities. Our annual plans include programs for environmental beautification, traffic safety awareness, childcare support and donations of equipment for social welfare. One such program is the Nissan Prince Oita Forest volunteer initiative. We are carrying out afforestation on 1.2 hectares of hillside in the city of Yufu with 700 volunteers from Nissan and the local community. The starting point for contributing to society is the individual, and we seek to be actively involved in this process. Our long-term goal at Nissan Prince Oita is to carry out sustainable activities for our community.



**Zhang Yuan**  
Sales Manager  
Beijing Yuntong Infiniti (China)

China is one of the world's fastest developing economies and a market of great importance for Infiniti. As Infiniti China continues to grow together with the vigorous Chinese market, we take pride in the many achievements our company has accomplished in such a short period of time. We provide value to Chinese consumers by offering them the kind of dynamic products and refined services that they want and deserve. Our goal is to continue to redefine the concept of luxury in China while we enable more Chinese customers to experience the allure of the Infiniti brand luxury automobile.

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**Katsunori Shiba**

Foreman, Assembly Section  
Manufacturing Department No. 1, Yokohama Plant  
Nissan Motor Co., Ltd. (Japan)

We at the Nissan Motor Yokohama Plant have been involved in every stage of the development of engines that will leave their mark on Nissan's history. We intend to further enhance the Nissan brand in our capacity as flagship factory. The newly developed VR38 engine for the GT-R is manufactured in a completely dust-free environment, with individual workers shepherding the engines along the line from start to finish. We take pride in having a group of workers who can be called *takumi*, or professional craftsmen. With our goal of "building an invincible engine by an invincible workforce," we will continue our drive to make the flagship GT-R engine the undisputed champion throughout the world.



**Bernie Boynton**

Maintenance Supervisor  
Sunderland Plant  
Nissan Motor Manufacturing (UK) Ltd.

At the Nissan Sunderland Plant we are harnessing the wind to help generate our electricity. We recently installed our eighth wind turbine, and our wind farm will provide around 6% of our annual electricity needs, reducing our carbon footprint by 4,000 metric tons. We have several energy committees focused on implementing energy reduction strategies in the plant's workshops, including low-energy weekends, automatic shut-offs during non-production periods, air-leak reductions and energy-efficient machines. These strategies have significantly reduced our overall energy costs. And as part of our commitment to the environment, our plant recycled 92.5% of all waste produced during 2007.



**Eric Purcell**

Section Manager, Body and Stamping Engineering  
Canton Manufacturing Plant  
Nissan North America, Inc. (USA)

I am excited about the opportunity to expand Nissan's global light commercial vehicle (LCV) lineup in Canton. I believe Nissan is responding correctly to market conditions by entering the U.S. LCV market. The light truck market has been declining for several years in America, but the LCV market has remained extremely stable. My engineers and I are working together with design and other groups and utilizing Nissan Way mindsets and actions. This will ensure that Canton builds reliable, durable and high-quality vehicles that are cost effective and provide great value to our customers. This will improve Nissan's long-term sustainability and improve our employees' well-being. I am proud to call Canton home for Nissan's LCV production in the United States.



**Enoch Motsepe**

Production Control General Superintendent  
Rosslyn Plant  
Nissan Motor Company South Africa (Pty.) Ltd.

My mission in production control is to achieve customer satisfaction targets. To do this I help the plant achieve target production volume by supplying components to the assembly line in the correct quantity, time and place. A simplified supply strategy keeps production flowing smoothly, and regular checks on stock quantity make it easy to use proper amounts of material, thereby preventing defects. At Nissan South Africa we achieve our goals by committing all our efforts to continuous improvement and good communication. We give our utmost support to production and work as a team to fulfill our objectives; these are not met when a vehicle rolls off the line, but rather when the end user is satisfied.