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## Nissan's Approach to CSR

# Nissan's Approach to CSR

—Seeking Balance in Our Business Activities





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## Nissan's CSR Management Way

### Contributing to Society's Development

Guided by the vision of Enriching People's Lives, Nissan seeks to create value through the provision of its products and services. Through our corporate activities all around the world, we also aim to contribute to the development of the societies where we do business. Toward these twin goals we carry out management that combines our pursuit of sustainable profitability with our efforts to bring sustainable development to society. Making CSR principles part of our management approach is an effective way to make this alignment a reality. We believe it is also a way to build relationships of trust with our diverse stakeholders.



#### Our Idea of CSR

In recent years companies have seen increasing demands that they carry out their business activities in line with the principles of corporate social responsibility. Many firms are now putting greater emphasis on their CSR activities in response to these voices in society. However, in different nations, corporations and other organizations, there is a broad variety of definitions for CSR and methods of promoting activities in this field. Debate on the true nature of CSR remains active around the globe. At Nissan, we use CSR as a process-management tool in the pursuit of the balances at right in our various fields of business.

#### Three Balances We Pursue

1. A balance between short- and long-term perspectives
2. A balance between corporate growth and societal development
3. A balance of value provided by the company to all its stakeholders

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## Our CSR Management Way

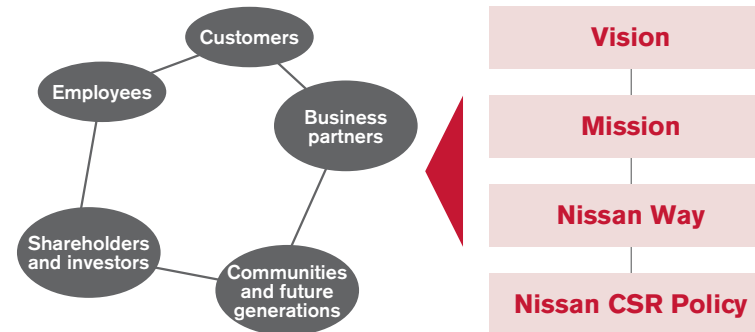
### The Nissan CSR Policy and Nine Key Areas

We have defined our approach to CSR management by establishing the Nissan CSR Policy and nine key areas of focus for efforts in this field. In crafting this policy and these areas, we placed emphasis on garnering feedback from a wide variety of sources, both within and outside the company. Internal feedback was gathered from self-evaluation interviews of company directors and CSR workshops attended by midlevel managers. For external feedback, Nissan looked to various sources, including rating agencies operating in different global regions, media evaluations and benchmarks compiled by other companies.

#### Nissan CSR Policy

- Ethical conduct, strong corporate governance with a high degree of transparency and a clear focus on diversity are the foundation for all our activities worldwide.
- We aim for the sustained profitable growth of the company, and at the same time contribute proactively to the sustainable development of mobility and society.
- We will listen to, and work with, our stakeholders around the world and create trust, opportunity and long-term sustainable value.

The Nissan CSR Policy contributes to the creation of value for all our stakeholders in line with our Vision, Mission and Nissan Way.

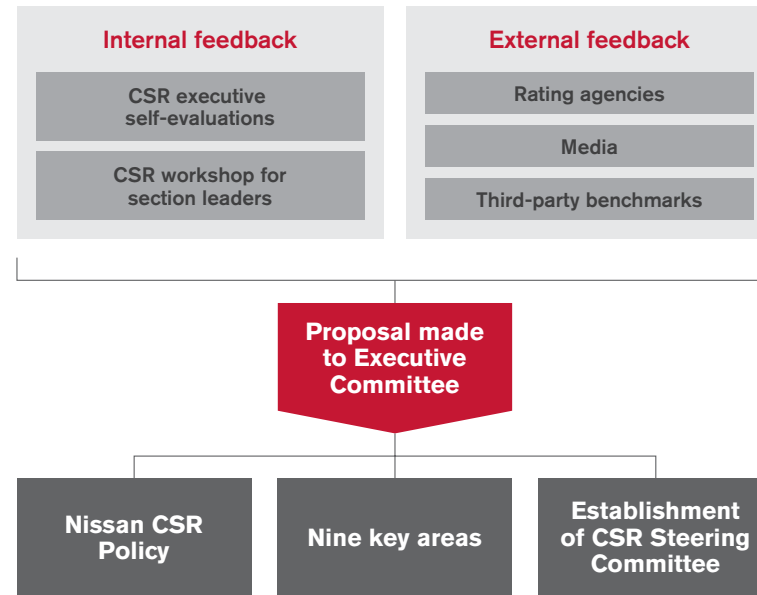


(For information on Nissan's Vision and Mission, see p. 1; for the Nissan Way, see p. 113)

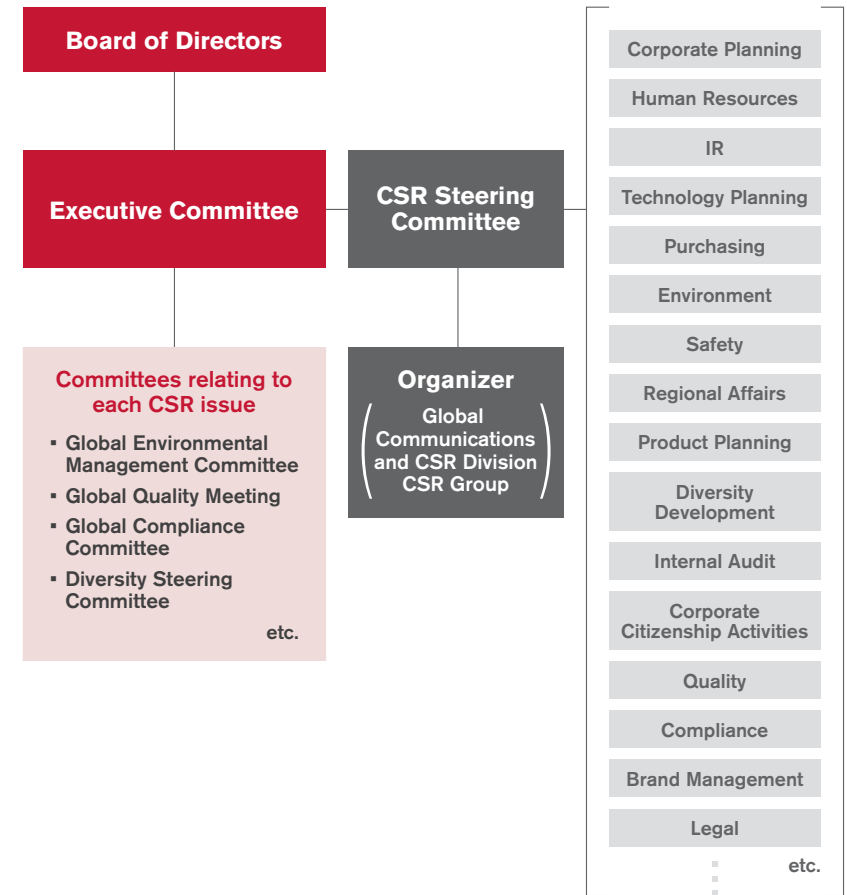
#### Nine Key Areas

<p><b>Integrity</b></p> <p>Nissan aims to be fair and impartial in pursuing its business activities by adhering to the law and corporate rules.</p>	<p><b>Quality</b></p> <p>Nissan creates products and services recognized as being of world-class quality.</p>	<p><b>Safety</b></p> <p>Nissan develops innovative technology and plays an active role in safety promotion, making the automobile society safer for all.</p>
<p><b>Economic Contribution</b></p> <p>Nissan aims for sustainable, profitable growth, contributing to economic development for all of society.</p>	<p><b>Environment</b></p> <p>Nissan seeks to reduce the environmental burden over the lifecycle of a vehicle and to contribute to the creation of a sustainable mobility society.</p>	<p><b>Value Chain</b></p> <p>Nissan promotes ethical, environmentally sound actions in all stages of the supply chain.</p>
<p><b>Brand</b></p> <p>Nissan works to create a trusted brand known for its attention to people, the environment and the communities where we do business.</p>	<p><b>Employees</b></p> <p>Nissan aims to be an attractive organization where diverse human resources can achieve personal growth.</p>	<p><b>Philanthropy</b></p> <p>Nissan contributes to the prosperity of people and communities through partnerships with NGOs.</p>

In addition to establishing the CSR Policy and nine key areas, we have set up a CSR Steering Committee, composed of 30 midlevel managers of the sections involved with those areas, as a means of managing developments in each field across the company.



CSR Steering Committee Organization



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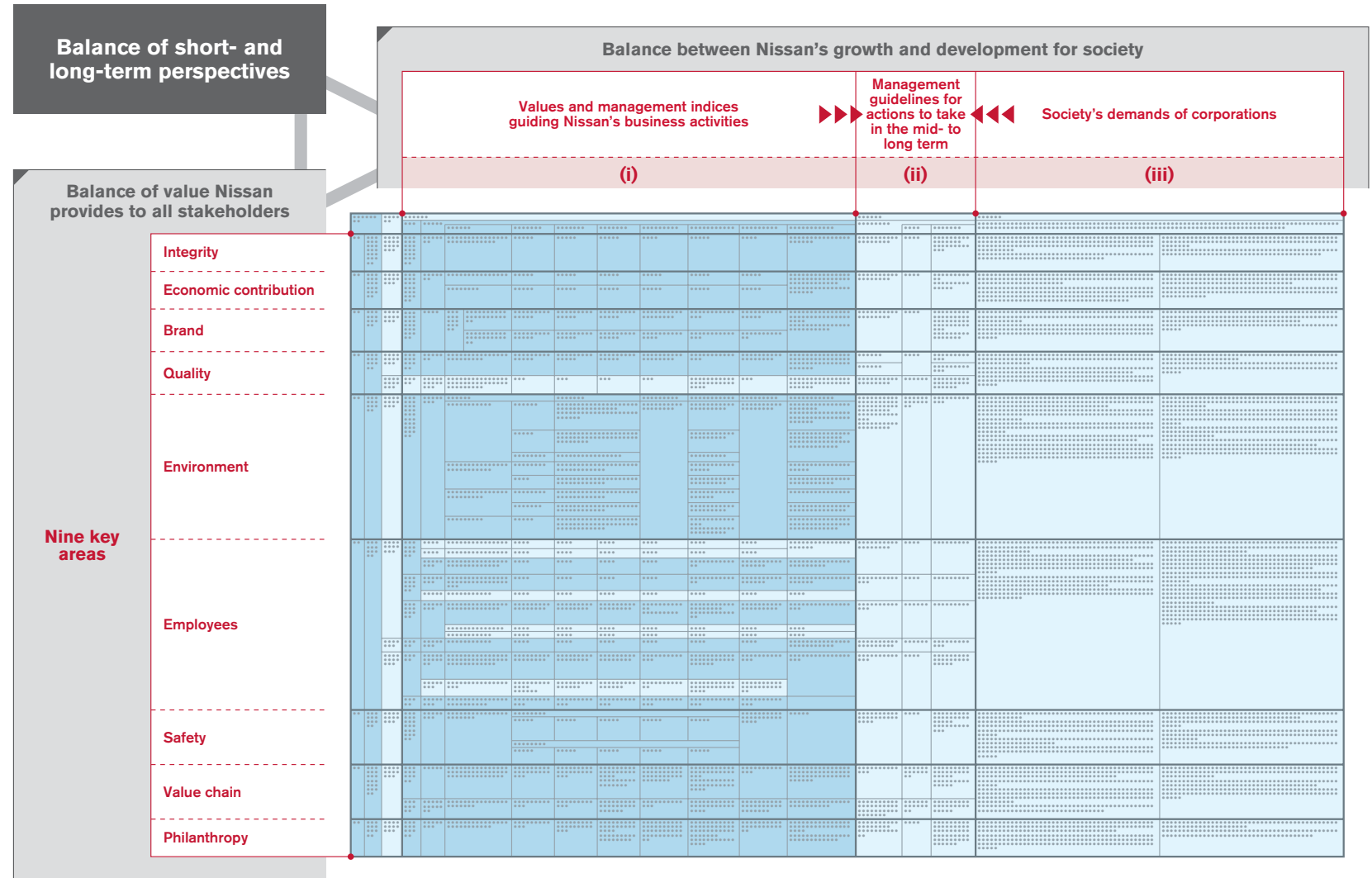
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**Nissan's CSR Scorecard**

Throughout the year Nissan makes use of the CSR scorecard as a fundamental tool for monitoring and reviewing our progress. The scorecard covers each of our nine key areas, presenting in column (i) the values and management indices that Nissan relies on in its ongoing business activities and in column (iii) the demands that society has of corporations. In column (ii), we list our values and management indices that may play a stronger role in our mid- to long-term efforts to keep our activities aligned with society's wishes. In this way the scorecard's horizontal axis represents the

**Nissan's CSR Scorecard**





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balance we pursue between growth for our company and healthy development for society, and the vertical axis the balance we hope to strike among the various stakeholders to whom we provide value. Nissan also pursues a third form of balance, between short-term and long-term perspectives, based on a comprehensive view of both the vertical and horizontal axes described above.

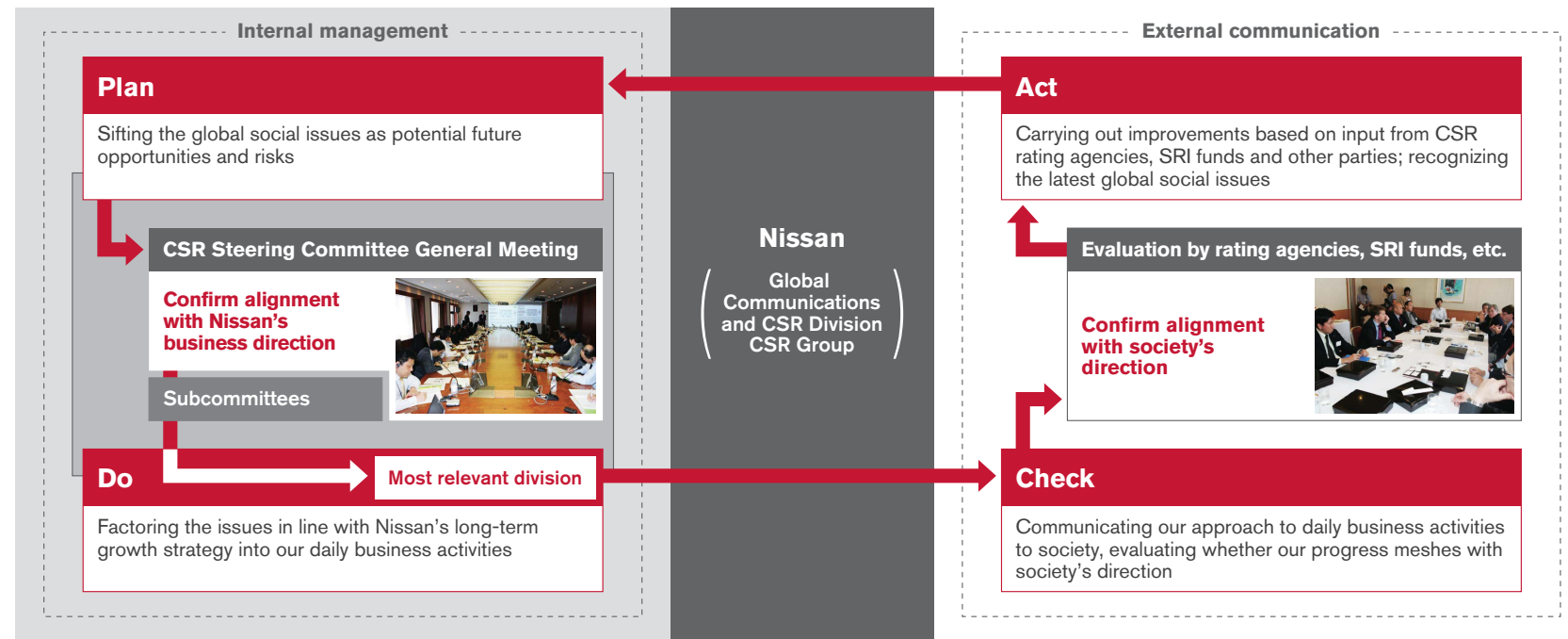
Each year we revise and publish the contents of the CSR scorecard, along with evaluations of our performance in attaining its goals.

### Communication with Stakeholders

In addition to publishing its CSR scorecard in the company's Sustainability Report, Nissan arranges activities for dialogue with as many stakeholders as possible. We have also established our own method of fostering socially responsible behavior, the Nissan CSR Management Way, through which we promote the synchronization of our activities with the demands of society.

### The Nissan CSR Management Way Framework

The essence of the Nissan CSR Management Way is listening to the voices of society and identifying the seeds of both opportunity and risk. The framework for this plan is built around the PDCA, or "plan, do, check and act," cycle shown below.



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**Recent Activities to Create Our Framework**

**Internal Management**

- July 2007 CSR Steering Committee meeting for first half of fiscal 2007
- Oct. 2007 CSR open forum held with the Nissan Technical Center's product development division
- Dec. 2007 Third Environmental Advisory Meeting convened by the Global Environmental Planning Office
- Jan. 2008 Suppliers meeting on CSR procurement convened with purchasing division
- March 2008 CSR Steering Committee meeting for second half of fiscal 2007
- March 2008 Suppliers meeting on the Nissan Green Procurement Guidelines
- Aug. 2008 Presentation of Nissan CSR Management Way to JATCO Ltd.
- Sept. 2008 CSR Steering Committee meeting for first half of fiscal 2008
- Nov. 2008 Fourth Environmental Advisory Meeting convened by the Global Environmental Planning Office
- March 2009 CSR Steering Committee meeting for second half of fiscal 2008

**External Communication**

- June 2007 Publication of 2007 Sustainability Report; first disclosure of CSR scorecard; CSR panel displays set up at annual shareholders meeting
- Aug. 2007 Media roundtable convened on Nissan CSR Management Way
- Oct. 2007—March 2008 Presentation of the Nissan CSR Management Way to the Japan Association of Corporate Executives CSR Committee
- March 2008 Nissan Chief Operating Officer Toshiyuki Shiga participates in a CSR panel discussion at a conference for individual investors
- June 2008 Publication of 2008 Sustainability Report; continued disclosure of CSR scorecard; CSR panel displays set up at annual shareholders meeting
- Aug. 2008 Presentation of Nissan CSR Management Way to the Shunko Konwa-Kai (an industrial group of more than 100 companies, mainly Shunko-Kai members and their subsidiaries)
- Sept. 2008 Presentation of Nissan CSR Management Way at a World Bank Group seminar
- Nov. 2008 Presentation of Nissan CSR Management Way at the U.N. Global Compact Japan Network symposium
- Dec. 2008 Panel discussion participation at a CSR symposium hosted by the Caux Round Table Japan
- Jan. 2009 Lectures on the Nissan CSR Management Way at Waseda University and the University of the Ryukyus

**Future CSR Activities**

Nissan intends to continue promoting its CSR approach, both internally and externally, by building its track record in implementing the PDCA cycle described above. The automobile industry is not immune to severe economic conditions, but it is our belief that these challenging circumstances in fact provide an opportunity for people to get to know Nissan's CSR activities. Through positive promotion of these activities, we seek to further strengthen our relationships of trust with stakeholders and to create even greater value for us all.

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**Message from the Chairman of the CSR Steering Committee**



**Toshiyuki Shiga**  
Chief Operating Officer  
Nissan Motor Co., Ltd.

Three years have passed since Nissan launched the CSR Steering Committee and defined the CSR Policy and its nine key areas. Looking back, I am reminded of the importance of considering day-to-day business activities and management decisions through the prism of social responsibility. Since becoming chairman of the CSR Steering Committee in fiscal 2009, I have set up a more flexible arrangement to promote Nissan's corporate activities from the CSR point of view. I hope that building greater awareness will help to encourage better performance.

In this time of unprecedented economic uncertainty, we must prepare for our future by drawing up a growth strategy that looks beyond the current crisis. Moving forward, I aim to maintain an appropriate balance between the needs of society and Nissan's corporate strategy. As we accomplish the objectives of the nine key areas, we will provide greater value to all our stakeholders.

**Message from the Officer in Charge of CSR Activities**



**Alan Buddendeck**  
Corporate Vice President  
Nissan Motor Co., Ltd.

Throughout the past year, the massive challenges faced by the global automotive industry have been one of the top stories for media outlets worldwide.

Without question, the automotive industry will be forever changed by this crisis. But in the midst of the forces of change, some things remain constant—because they must. For example, at Nissan, our commitment to CSR remains as strong as ever. The reason is simple: We are committed to making life better for people. It's simply good business.

In the year ahead, I am confident that you will see headlines that are more positive for our industry. In fact, I anticipate that we may see a new top story for media outlets worldwide: the beginning of the zero-emissions automotive era. This is an era that Nissan is helping to define and deliver—and it is directly linked to our commitment to CSR.

We hope that you will join us as we work to transform the automotive experience for people everywhere. It's sure to be an exciting journey.





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## Our Nine Key Areas for CSR

The CSR Steering Committee uses our CSR scorecard as a tool to manage, confirm and review our progress in each of nine key areas we have defined for CSR activities. Below are messages from our "owners" of activities in each of these areas, touching on our progress in fiscal 2007 and challenges for fiscal 2008.

Nine Key Areas

Integrity	Quality	Safety
Economic Contribution	Environment	Value Chain
Brand	Employees	Philanthropy

### “Owner” Messages on the Nine Key Areas



#### Integrity



**Pierre Sevaistre**

Chief Internal Audit Officer  
Global Internal Audit  
and Corporate Risk Management  
Department

Every year, stakeholders have higher and higher expectations for stronger internal controls. Nissan is well aware of this, and in 2008 we have been working diligently on implementing Financial Instruments and Exchange Law (J-SOX) requirements. But beyond simply complying with regulations, we want our internal controls to actually contribute to the achievement of Nissan's business objectives by ensuring that processes are delivering as expected, that rules are being followed and that risks are being consciously managed. Occasionally it is difficult to express in writing what has previously existed only in people's minds, but when done successfully this is a very effective way of sharing and accumulating experience and knowledge.



#### Economic Contribution



**Takashi Sakagami**

General Manager  
Corporate Planning Department

Nissan is working to turn this once-in-a-century economic crisis into an opportunity. Our aim is to secure an even more competitive position in the automobile industry once the crisis has passed. We use free cash flow, the outcome of a broad range of corporate activities, as a managerial indicator in determining our targets as we make steady progress toward a more muscular business structure. As well as pursuing efficiency, we are diligently allocating resources to the development of electric vehicles and the market for small, low-cost vehicles. We also intend to expand our operations in Brazil, Russia, India and China, which are again anticipated to experience dramatic growth, with the aim of achieving growth over the longer term for Nissan worldwide.

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## Brand



**Kozue Nakayama**

General Manager  
Brand Management Office

Given the severe economic climate that has recently gripped the globe, many people may be wondering about the meaning of brands today. But in times like these in particular, it is increasingly vital to be able to confidently recommend the company's products or become a brand that is chosen by customers. In fiscal 2008, we made "SHIFT\_the way you move" the uniform international tagline for the Nissan brand, along with "Inspired Performance" for the Infiniti brand, and began brand training for company employees worldwide. In fiscal 2009 we embrace a higher goal: moving forward as one to lay the global foundation for becoming a top-grade brand that inspires customer trust. When it comes to brands, continuity is strength.



## Quality



**Akira Wakabayashi**

General Manager  
Total Customer Satisfaction Function

Nissan is implementing the "Quality Leadership" medium-term quality improvement program to ensure that the Nissan brand remains one that customers can truly depend on. In fiscal 2008 we moved into the operational phase of our mission to receive top marks in the quality indicators deemed most important by consumers in every market by fiscal 2012. Already, we have achieved favorable results as measured by various quality indicators. We will continue these efforts in fiscal 2009 and work to make our goal a reality, while continuing to handle serious quality issues in a transparent manner by swiftly carrying out recalls when necessary and implementing service campaigns.



## Environment



**Hiromi Asahi**

Deputy General Manager  
Global Environmental Planning Office  
Corporate Planning Department

Nissan Green Program 2010 guides our work on three major issues: reducing CO<sub>2</sub> emissions; protecting the air, water and soil; and recycling resources. In fiscal 2008, our achievements included equipping the X-TRAIL 20GT with a clean diesel engine adapted to Japan's vehicle exhaust regulations, which are among the strictest in the world. We were also successful in outfitting the Nissan Cube with a catalyst that uses half the precious metals of conventional catalysts. Moreover, in our medium-term business plan Nissan GT 2012, we outlined our goal of becoming a leader in zero-emission vehicles. Through such efforts as investing in and popularizing electric vehicles, we are working both sincerely and innovatively toward realizing a sustainable mobile society.



## Employees



**Norio Oguma**

General Manager  
Safety and Health Office  
Safety and Health Administration  
Group  
Human Resources Department

At all levels within Nissan we are aware of the importance of ensuring the safety and health of company personnel, and each individual makes contributions toward this end. In fiscal 2008, we were able to hold our total accident frequency ratio to 0.19, well within our goal of 0.27 or lower. Ensuring safety and health is a never-ending process, and we intend to carry out our responsibilities based on the PDCA cycle, while improving our risk-management ability, such as by ensuring the safety of new manufacturing processes and new technologies for electric vehicles and by preparing for new strains of flu virus.

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## Safety



**Tetsuo Hasegawa**

General Manager  
Environmental and Safety Technologies  
Global Government Affairs Department

By addressing vehicle safety in a comprehensive manner encompassing people and society, in fiscal 2009 Nissan will continue working toward halving the number of fatal and serious traffic accidents involving Nissan vehicles by 2015 (based on 1995 statistics). In fiscal 2008, we developed vehicles equipped with vehicle-to-infrastructure Intelligent Transport Systems (ITS) and our cutting-edge "all around collision-free" technology. The eventual goal is to create collision-free cars. In addition, we are expanding Nissan's traffic-safety education programs by working with the central and local governments toward realizing a safer automobile society, with the aim of improving safety awareness among an even larger number of our customers.

## Value Chain



**Hideaki Takeshita**

Deputy General Manager  
Purchasing Administration Department

In fiscal 2008 we worked toward strengthening communication with our suppliers as part of our CSR activities. In May we held a meeting on our medium-term business plan, Nissan GT 2012, for our domestic and international suppliers, and over 1,200 individuals participated. From December 2008, we held monthly production-plan briefings with suppliers in order to share information reflecting the difficult market conditions in a timely manner. We believe that in this turbulent business environment, it is important to forge relationships with suppliers that are based on deep trust. Therefore, we will continue in fiscal 2009 to listen earnestly to suppliers' frank opinions and work to improve our two-way communication with them.

## Philanthropy



**Kyohei Noguchi**

General Manager  
Global Brand Communications  
and CSR Department

Based on Nissan's vision of Enriching People's Lives, we carry out global activities to support education, environmental awareness and humanitarian relief in our role as a good corporate citizen. We strive to maintain global consistency and to share best practices via the Corporate Citizenship Steering Committee that we established in fiscal 2006. Moreover, in April 2008 we began our first co-sponsorship of a global environmental program, the Science of Survival. This environmental exhibition is scheduled to go on tour in numerous countries around the world. At Nissan, we are making ongoing efforts to advance unique corporate citizenship activities that strike a balance between a global outlook and local needs.

### From the CSR Steering Committee Secretariat



**Yoshie Motohiro**

Senior Manager  
Global Brand Communications  
and CSR Department

Since 2003, Nissan has carried out its operations under the banner of corporate social responsibility. Through creation and promotion of the Nissan CSR Management Way, we have supported corporate activities geared toward future development. Additionally, by publishing the scorecard for our nine key CSR areas, we have informed stakeholders of our progress in these areas. The phase in which we established the fundamentals of our CSR promotion has drawn to a close. Now, amid worldwide focus on environmental sustainability, Nissan is welcoming the start of a new era. The CSR Steering Committee Secretariat will carry out its duties to ensure that Nissan remains committed to ever-higher standards of environmental consciousness, while working to adapt more nimbly to a changing society.

## Nissan CSR Scorecard

The CSR Steering Committee uses our CSR scorecard as a tool to manage, confirm and review our progress in each of nine key areas we have defined for CSR activities. The table below shows some of the values behind Nissan's present activities in these areas and the indices used in the scorecard to gauge our performance.

### Nine Key Areas

Integrity	Quality	Safety
Economic Contribution	Environment	Value Chain
Brand	Employees	Philanthropy

FY2008 target achievement rate: Achieved Mostly Achieved Not Achieved Not Calculated

Nine Key Areas	Major Activity or Value	Scope of Application	Indicators of Progress	FY2006 (Result)	FY2007 (Result)	FY2008 (Target)	FY2008 (Result)	FY2009 (Target)	Long-Term Vision	
<b>Integrity</b> Nissan aims to be fair and impartial in pursuing its business activities by adhering to the law and corporate rules.	Establishment /effective management of internal control system	Compliance/ Code of Conduct	Consolidated companies	Establishment/ global development of compliance promoting organizations and codes of conduct	97.8% completed	100.0% completed	Introduce a global framework for the prevention of conduct violations and establish quantitative targets for future activities	Established a global evaluation system for prevention of non-compliance and a medium- to long-term action plan	Introduce a global internal reporting system	A fully functioning framework (process) for the prevention of conduct violations
		Risk Management		Establishment/ global development of an effective risk management system	—	—	1. Continued implementation of hazard risk measures and establishment of business continuity plan (BCP) 2. Addressing new influenza issues 3. Raising awareness among employees	1. Implemented quakeproof construction/ earthquake drills; established BCP for primary products/ manufacturing processes 2. To prepare for new flu pandemic, created/distributed pamphlets and manuals for employees including at overseas facilities; stockpiled emergency equipment 3. Established a risk management website on the intranet	Enforce countermeasures for emerging risks of FY2008	Contribute to raising corporate value with a global risk management system; obtain better external understanding through appropriate information disclosure
		Information Security		Addressing personal data protection issues and establishment of stable information security	—	—	1. Enforce measures on personal data protection 2. Global deployment of information security policy	1. Completed principal reinforcement measures on personal data protection from Nissan to dealers respectively 2. Deployed information security policy and reinforced management at primary affiliates	Establish stable information security management	Contribute to pursuing stable corporate activities and social responsibility by globally implementing PDCA cycles on information security

FY2008 target achievement rate: Achieved Mostly Achieved Not Achieved Not Calculated

Nine Key Areas	Major Activity or Value	Scope of Application	Indicators of Progress	FY2006 (Result)	FY2007 (Result)	FY2008 (Target)	FY2008 (Result)	FY2009 (Target)	Long-Term Vision	
<b>Economic Contribution</b> Nissan aims for sustainable, profitable growth, contributing to economic development for all of society.	Suspension of "Nissan GT 2012," Nissan's medium-term business plan, to concentrate on ameliorating performance	Consolidated companies	Consolidated Net Sales	¥10.4686 trillion	¥10.8242 trillion	Increase revenue by 5% on average over 5 years of "Nissan GT 2012" (Suspension of "Nissan GT 2012" from February 2009)	¥8.4370 trillion	Focus our efforts on obtaining positive free cash flow in the automotive business and continue activities to maintain competitiveness after the current crisis	Achieve growth with sustained profitability; continue providing long-term value to all stakeholders, including customers, shareholders, employees, business partners and regional communities	
			Dividend	¥34/share	¥40/share	¥42/share	¥11/share			
<b>Brand</b> Nissan works to create a trusted brand known for its attention to people, the environment and the communities where we do business.	Raising the value of the Nissan brand among stakeholders	Customers worldwide (indicators at right apply to conditions in Japan)	CSR index in Nikkei Corporate Image Survey of individuals (used for reference purposes as part of in-house brand management index)	Score for "reliability"	36.1 (29th among approx. 1,000 companies)	28.6 (86th among approx. 1,000 companies)	Aim for a higher score by enhancing reliability	31.9 (58th among approx. 1,000 companies)	Upgrade trust and respective survey scores by communicating small-to large-scale activities like EVs under "Blue Citizenship," a communication platform founded at the end of 2008	Aim for ongoing, steady improvement in scores by positioning the Nikkei index as one measure of how well our corporate activities reflect the values sought by society
				Score for "adaptability to social change"	14.5 (7th among approx. 1,000 companies)	10.2 (39th among approx. 1,000 companies)	Aim for a higher score by swiftly reflecting values the market is seeking	Not in top 100 of approx. 1,000 companies		
			Fortune's "World's Most Admired Companies Top 50"	Nissan: below 50th, score 5.31 (Toyota 2nd, Honda 23rd, Toyota Auto Body 28th, Sony 41st, Canon 46th)	Nissan: below 50th, score 6.12 (Toyota 3rd, Honda 18th, Toyota Auto Body 31st, Sony 39th)	Aim to be acknowledged as a global company in line with our competitors	Nissan: not in top 100, score 0.12 (Toyota 3rd, Honda 32nd, Sony 39th, Toyota Auto Body 46th)			
<b>Quality</b> Nissan creates products and services recognized as being of world-class quality.	Score of external indicator that is most influential to customers	Global	[North America] Consumer Report	—	—	Improve rankings of respective KPIs	Target achieved for FY2008	Improve rankings of respective KPIs	Quality leadership	
			[Europe] U.K.: <i>What Car?</i> Germany: <i>ADAC</i> Italy: <i>Quattroruote</i>	—	—		Italy: <i>Quattroruote</i> gave Qashqai high marks, placed it in top three picks			
			[GOM] China: J.D. Power Initial Quality Study South Africa: Pied Piper Prospect Satisfaction Index Brazil: <i>Quatro Rodas</i>	—	—		China JDP IQS: Teana No.1 in 2007 and 2008 (Upper Premium Midsize Segment), Tiida 2nd, Livina 3rd			
	Achievement of Sales and Service Quality objectives, resulting in the highest levels of customer loyalty and service retention	Global	Customer satisfaction survey results relating to Sales and Service Quality in focus countries (Nissan and Infiniti)	—	—	Steadily improve Sales and Service Quality by pursuing Top-Level Quality objectives in focus countries	Top-level achievements maintained in countries where Nissan was leading; new achievement of Top-Level Quality in Canada (sales quality, vs. major competitors)	Continue Sales and Service Quality improvement through achievement of Top-Level Quality objectives in focus countries		



FY2008 target achievement rate: Achieved Mostly Achieved Not Achieved Not Calculated

Nine Key Areas	Major Activity or Value	Scope of Application	Indicators of Progress	FY2008 (Result)	FY2009 (Target)	2010 goals (NGP2010)								
<b>Environment</b>  Nissan seeks to reduce the environmental burden over the lifecycle of a vehicle and to contribute to the creation of a sustainable mobility society.	Implementation and promotion of Nissan Green Program 2010 (NGP2010)	Global operations	Reduction of CO <sub>2</sub> emissions	Products, technologies	<ul style="list-style-type: none"> <li>Released the clean diesel X-TRAIL 20GT in Japan</li> <li>The X-TRAIL 20GT won the Minister's Prize in the Japanese Transport Ministry's Eco-Products Awards and the Agency for Natural Resources and Energy Director-General's award in the Energy Conservation Grand Prizes</li> <li>Livina capable of running on E100 fuel marketed in Brazil</li> <li>Developed the world-first "Eco Pedal" system to support eco-driving</li> <li>Launched new "Eco-Drive and You" service as part of Carwings navigation system</li> <li>The "Eco-Drive and You" service received the Steering Committee Chairperson's Award in the Eco-Products Awards</li> </ul>	Steadily implement NGP2010 (as detailed at right) and achieve targets	<ul style="list-style-type: none"> <li>Steadily attain each country's fuel efficiency standards and further fuel economy progress</li> <li>Market vehicles with Nissan's proprietary hybrid technologies in North America and Japan by fiscal 2010</li> <li>Introduce all-electric vehicles in Japan, U.S. by FY2010; mass-market globally by FY2012</li> </ul>							
				Production	<ul style="list-style-type: none"> <li>Achieved 10% reduction from FY2005 levels in global per vehicle CO<sub>2</sub> emissions</li> </ul>			<ul style="list-style-type: none"> <li>Reduce CO<sub>2</sub> emissions from factories worldwide by 7% from 2005 levels by fiscal 2010 (global per vehicle CO<sub>2</sub> emissions)</li> </ul>						
				Dealers, offices	<ul style="list-style-type: none"> <li>Began CO<sub>2</sub> management at offices/dealers in Japan, offices/sales companies in U.S. and Europe from FY2008</li> <li>Acquired CASBEE S rank for new Yokohama headquarters, Nissan Advanced Technical Development Center</li> </ul>				<ul style="list-style-type: none"> <li>Begin measurement of emission levels by fiscal 2007 and launch emission management in fiscal 2008</li> </ul>					
			Achievement of clean emissions (to preserve air, water and soil quality)	Products, technologies	<ul style="list-style-type: none"> <li>Introduced ultralow precious metal catalyst in the Cube</li> </ul>					<ul style="list-style-type: none"> <li>Introduce vehicles complying with each country's future emission standards ahead of requirements</li> <li>Develop technologies to reduce emissions to near-atmospheric levels</li> </ul>				
				Production	<ul style="list-style-type: none"> <li>1.0% increase in volume of VOC emissions in Japan (from FY2005 levels; for bodies and bumpers)</li> </ul>						[Global] Achieve VOC reductions exceeding each country's standards [Japan] Achieve 10% reduction in volume of VOC emissions (from fiscal 2005 levels)			
			Recycling of resources (promotion of the 3Rs)	Production	<ul style="list-style-type: none"> <li>Achieved 100% recycling rate (at five Nissan plants and one business office) and at three affiliate factories (Japan)</li> </ul>							[Global] Achieve top factory recycling rates in each country [Japan] Achieve 100% recycling rate (at Nissan and affiliate factories, according to Nissan calculations)		
				Among dealers, in the market	<ul style="list-style-type: none"> <li>Achieved 95.7% recovery rate (Japan)</li> </ul>								[Global] Aim for 95% recovery rate in 4 major markets [Japan] Achieve 95% recovery rate in FY2010 (5 years ahead of legal requirement)	
			Management	Joint efforts with society	<ul style="list-style-type: none"> <li>Partnered with Portugal, Yokohama City, Tennessee, other governments to promote electric vehicles</li> <li>Selected for Climate Disclosure Leadership Index for second straight year</li> <li>Recognized by Japanese Ministry of the Environment as "Eco-First" company</li> <li>Started "Nissan Waku-Waku Eco School" with NPO Weather Caster Network</li> <li>Carried out environmental e-learning for Nissan Motor employees</li> </ul>									<ul style="list-style-type: none"> <li>Strengthen environmental management at business partners</li> <li>Strengthen environmental management in all facets of operations</li> <li>Enhance environmental awareness among employees</li> <li>Promote comprehensive measures in conjunction with other sectors</li> <li>Disclose environment-related information and enhance communication with stakeholders</li> </ul>

FY2008 target achievement rate: Achieved Mostly Achieved Not Achieved Not Calculated

Nine Key Areas	Major Activity or Value	Scope of Application	Indicators of Progress	FY2006 (Result)	FY2007 (Result)	FY2008 (Target)	FY2008 (Result)	FY2009 (Target)	Long-Term Vision
<b>Employees</b>  Nissan aims to be an attractive organization where diverse human resources can achieve personal growth.	Build a learning-oriented corporate culture	Nissan Motor Co., Ltd.	Trainee satisfaction: Based on surveys of employees undergoing annual training courses. Scores (on a scale of 1 to 5) are the lowest of the averages for each course	4.0 or higher	4.3 or higher	Implement training programs that raise the skills of individual employees; maintain and enhance trainee satisfaction	4.2 or higher	Implement education programs to enhance competency. Maintain/upgrade satisfaction degree of attendees	Create a learning-oriented corporate culture and a setup allowing individual employees to achieve personal growth
	Enhance management quality, employee motivation based on employee attitude surveys	Global	Improved scores for management quality, employee motivation; share of positive responses to questions in employee attitude surveys	Quality of management: 54% Employee motivation: 55%	Surveys not implemented in FY2007	Promote activities to enhance quality of management and revise corporate culture based on employee attitude surveys. Raise scores on quality of management/employee motivation	Quality of Management: 46% Employee Motivation: 54%	Promote activities to enhance quality of management and revise corporate culture based on employee attitude surveys. Raise scores on quality of management/employee motivation	Improve quality of management and create an organization that inspires and enhances employee engagement
	Support for self-initiated career development	Nissan Motor Co., Ltd.	Number of successful applicants under Open Entry (employees can apply for advertised position openings) and Shift Career (employees can apply to the department or occupation of their choice, regardless of availability) Systems	111 (Open Entry and Shift Career Systems)	125 (Open Entry and Shift Career Systems)	Carry out further promotion of optimum human-resource placement through Open Entry and Shift Career Systems	83 (Open Entry and Shift Career Systems)	Further advance assignment of employees to relevant positions based on Open Entry/Shift Career Systems	Provide support for career development that emphasizes employees' self-initiative
	Creating safe and worry-free workplaces	Nissan Motor Co., Ltd.	Frequency of labor accidents (injuries or deaths per 1 million worker-hours)	0.24	0.27	0.27 and no serious accidents	0.19 and no serious accidents	0.20	Build and maintain safe, worry-free workplaces
			Intensity of labor accidents (Intensity=total working hours lost/total working hours x 1,000)	0.002	0.105	No serious accidents	0.003	No serious accidents	
	Promotion of diversity through active utilization of women's abilities	Global	Share of women in middle management and management positions	Japan (Nissan Motor): 4% Americas: 14% Europe: 10%	Japan (Nissan Motor): 5% North America (U.S.): 13% Europe: 11%	Maintain/increase share of women in middle management and management positions	Japan (Nissan Motor): 5% North America: 10% Europe: 12%	Maintain/increase share of women in middle management and management positions	Provide greater value to customers through diversity
			Employee survey score on diversity	Global 47%	Surveys not implemented in FY2007	Maintain/increase employee survey scores on diversity	Global 46%	Maintain/upgrade scores	
Promotion of diversity through cross-cultural recruitment	Nissan Motor Co., Ltd.	Share of non-Japanese employees	1%	1%	1%	1%	Maintain/increase share of non-Japanese employees		

FY2008 target achievement rate: Achieved Mostly Achieved Not Achieved Not Calculated

Nine Key Areas	Major Activity or Value	Scope of Application	Indicators of Progress	FY2006 (Result)	FY2007 (Result)	FY2008 (Target)	FY2008 (Result)	FY2009 (Target)	Long-Term Vision
<b>Safety</b> Nissan develops innovative technology and plays an active role in safety promotion, making the automobile society safer for all.	Establishment of quantitative reduction targets for Nissan-related traffic deaths, etc., real-world analysis of accidents to build safer cars and implementation of driver-education programs	Japan	Reduction from 1995 levels in Nissan-related traffic deaths and injuries (figures unavailable for 2 years due to the use of official statistics)	Japan (Nissan Motor): 41% (Figures for calendar 2006)	Japan (Nissan Motor): 45% (Figures for calendar 2007)	Make efforts to halve deaths and injuries by 2015 through the development of safety-related technologies based on Nissan Safety Shield approach	Figures for calendar 2008 to be calculated after data is published	Make efforts to halve deaths and injuries by 2015 through the development of safety-related technologies based on Nissan Safety Shield approach	Halve deaths and injuries involving Nissan vehicles by 2015
<b>Value Chain</b> Nissan promotes ethical, environmentally sound actions in all stages of the supply chain.	Reduce the environmental impact of products through green procurement activities	All primary suppliers to Renault-Nissan Purchasing Organization (RNPO; responsible for 100% of total Renault-Nissan procurement by value, April 2009)	Extent to which values and codes of conduct are shared with suppliers	Introduced a framework basing the selection of suppliers for RNPO on their commitment to CSR perspectives	Began promotion of integrated CSR management with business partners (policy set forth at January 2008 suppliers' meeting)	Ensure that CSR policies and concepts are shared more fully by our suppliers	<ul style="list-style-type: none"> <li>Held suppliers' meeting on Nissan GT 2012 (May 2008)</li> <li>Held suppliers' meetings on sales, production plans for FY2009 (March, May 2009)</li> <li>Held monthly meetings to explain production plans, share information on rapidly changing environment with suppliers in a timely way</li> </ul>	Extend CSR to suppliers by sharing best practices on CSR activities	Support reinforcement of suppliers' CSR structure with regard to extent of CSR permeation
	Reduce the environmental impact of products through green procurement activities	All primary suppliers around the world	Ascertaining compliance with Japan's green procurement guideline for environment-impacting substances in purchased parts, and promotion of such activities with regard to global guideline	Preparations completed for launch of green procurement activities on a global basis	Global "Nissan Green Procurement Guidelines" launched (suppliers' meeting held in Japan in March 2008)	Initiate global deployment of "Nissan Green Procurement Guidelines" (starting from Europe)	Began deployment of "Nissan Green Procurement Guidelines" in Europe	Initiate deployment of "Nissan Green Procurement Guidelines" in Asia	Reduce Nissan's environmental impact throughout the lifecycle by establishing structures for suppliers; enhance management scope by extending activities to the whole value chain
	Promotion of CSR activities at sales companies	Sales Companies (Japan)	Share values and support voluntary activities	Shared examples of compliance infractions and prevention strategies	Dealers Executive Meeting (December 2007) and General Affairs & HR department managers meeting (February 2008)	Reinforce internal control and self assessment	General Affairs and HR department managers meeting (November 2008)	Establish a compliance self-assessment program	Encourage voluntary activities and provide support to strengthen CSR system
<b>Philanthropy</b> Nissan contributes to the prosperity of people and communities (e.g. through partnerships with NGOs).	Clarification of Nissan's philanthropy policy, reinforcement of in-house organization and enhancement of philanthropic activities	Global	Clarification of Nissan's philanthropy policy and establishment of an in-house promotion organization	Established in-house, cross-functional Corporate Citizenship Steering Committee and enhanced linkage among related groups	Launched Nissan Monozukuri Caravan program for elementary school students (Japan)	Perceive social needs going beyond single countries or regions; plan and implement coordinated programs to address them	Launched "The Science of Survival," Nissan's first global environmental program; started exhibitions in London (April 2008) and New Jersey (October 2008); succeeded in communicating a consistent message globally	Continue implementation of global programs. Consider a humanitarian program that supports potential social needs on a global level	Continually implement an original philanthropy program centered on "support for education," "environmental awareness" and "humanitarian relief," balancing global perspectives with the most appropriate activities for each region

## Stakeholder Engagement 2008

During fiscal 2008 Nissan created a number of opportunities for dialogue with its stakeholders, putting their opinions to use in its corporate activities.

### Environmental Advisory Meeting



Every year we invite scholars and businesspeople who are globally active on the front lines of the environmental field. (See p. 29.)  
Nissan headquarters, November 2008

### Informal reception with shareholders



Since 2002 the entire Board of Directors has met with shareholders after the annual general meeting. These receptions give our shareholders the chance to freely exchange views with Nissan executives. (See p. 84.)  
Pacifico Yokohama, June 25, 2008

### Test-Driving Lifecare Vehicles



We gave people a chance to test-drive our lifecare vehicles (LVs) on our Grandrive test course, gaining detailed customer opinions on the vehicles' handling afterward. (See p. 80.)

### Management-employee meetings



Nissan forums allow employees to hold direct dialogue with executives. Similar meetings with local workers are part of the itinerary when executives travel domestically and overseas. (See p. 89.)

### Executive meeting with dealer employees



CEO Carlos Ghosn and COO Toshiyuki Shiga visit Nissan dealerships and discuss products, services and customer satisfaction with the car-life advisors and technical staff.

### Nissan Suppliers Meeting



We hold suppliers meetings throughout the year focused on particular topics. We also hold a ceremony in July to announce the recipient of our Global Supplier Awards. (See p. 98.)  
Tokyo, July 10, 2008

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