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Highlights and Performance Data

Area/ Stakeholder	Highlights (FY2005)	
Performance and Corporate Governance	<ul style="list-style-type: none"> ● Nissan Value-Up, a new three-year plan aimed at achieving long-term, sustainable growth, was implemented in April 2005. In fiscal 2005, Nissan confronted a variety of issues to register its highest-ever earnings and claim the highest operating profit margin among global automakers. 	<ul style="list-style-type: none"> ● The Nissan Way, which describes the values and operational practices of the company, was implemented as a new asset for all employees. It calls for creating value by focusing on our customers and basing our activities on their concerns to achieve improved results. All Nissan employees will be guided by these principles from fiscal 2006.
For Our Customers	<ul style="list-style-type: none"> ● In October 2005 a department dedicated to promptly analyzing and resolving quality issues raised by customers was established in Japan, the United States and Europe. Issues are now addressed at meetings bringing together managers in charge of design, development and quality control as well as representatives of Nissan suppliers. 	<ul style="list-style-type: none"> ● The number of Nissan dealers in Japan designated as "lifecare vehicle shops" has been expanded. These stores have staff with specialist knowledge of cars for people with special mobility needs, displays of vehicles in their showrooms and barrier-free designs. There were 2,822 specialists at 356 LV shops at the end of fiscal 2005, a 1.5-fold increase over fiscal 2004.
With Our Shareholders and Investors	<ul style="list-style-type: none"> ● Investor-relations activities have been boosted and transparency enhanced. Additional time is now set aside for detailed explanations when announcing business results, and opportunities for dialogue with analysts around the world have been increased. 	<ul style="list-style-type: none"> ● The number of individual holders of Nissan shares rose to 218,000 in fiscal 2005, a 14% increase over the previous year and nearly double the 111,400 in fiscal 2001.
With Our Employees	<ul style="list-style-type: none"> ● The WIN (Workforce Integration @ Nissan) worldwide intranet network designed to enhance in-house communication, information sharing and project efficiency was fully launched in Japan, North America and Europe in 2005. 	<ul style="list-style-type: none"> ● Measures are being promoted to tap Nissan's diversity in ways appropriate to each region of the world. These efforts are being spearheaded by the Diversity Development Office in Japan, launched in October 2004, and Diversity Cross-Functional Teams in North America and Europe.
With Our Business Partners	<ul style="list-style-type: none"> ● A Project Partner System was launched to enable suppliers to participate in Nissan's product development activities from an early stage on the basis of long-term project agreements. 	<ul style="list-style-type: none"> ● A target has been established to be ranked, by 2008, among the top companies in independent customer-satisfaction surveys around the world. In fiscal 2005 Nissan made the top three in about half of the 25 countries surveyed, including Japan, North America, Europe, China and Southeast Asia.
With Society	<ul style="list-style-type: none"> ● Nissan provided emergency assistance in the wake of the December 2004 Indian Ocean earthquake and tsunami and also collected donations for the long-term reconstruction of the affected areas. Efforts were made to ascertain actual conditions soon after the quake and to undertake assistance addressing victims' real needs in partnership with local groups. 	<ul style="list-style-type: none"> ● Nissan North America provided donations and equipment in the wake of Hurricane Katrina in August 2005. In January 2006 it also donated 50 Titan trucks to an organization that is helping rebuild damaged homes. Employees at other Nissan Group companies also provided donations and took part in relief activities.
Protecting the Environment	<ul style="list-style-type: none"> ● Six wind-power generators were installed on the grounds of the Sunderland plant in the United Kingdom. Full-scale operations began in November 2005, and they now provide 5% of all electricity used by the plant. In Japan, a decision was made to become a partner of the city of Yokohama in a project to install wind-power generators there, where Nissan has several facilities. 	<ul style="list-style-type: none"> ● In response to the enforcement of the Automobile Recycling Law in Japan, in the January–March 2005 quarter Nissan recovered 64.0% of automobile shredder residue corresponding to an end-of-life vehicle recovery rate of 93.4%. This cleared the minimum 30% required under the law during fiscal 2005, and even exceeded the 2010 requirement of 50%. The recovery rate for airbags was 95%, also exceeding the legal requirement of 85%.
Improving Safety	<ul style="list-style-type: none"> ● Nissan is developing new technologies as part of its "Safety Shield" approach to safety issues, based on the idea that cars should protect people. Safety Shield classifies the conditions surrounding a car in areas ranging from "risk has not yet appeared" to "post-crash," and provides the measures needed to reduce the risks present in each of those areas. Ten new safety technologies will be introduced through fiscal 2007. 	<ul style="list-style-type: none"> ● The Nissan Advanced Crash Laboratory in Japan was completed in July 2005 to achieve more accurate simulations of real accidents. The goal of the testing facility is to reinforce car safety in collisions involving other vehicles and to enhance the protection of occupants in rollover accidents.

Key Value	Major Activity or Index	FY2004			FY2005			Target or Principle
Sustained profitable growth; ensuring transparency and compliance	ROIC (automotive business)	20.1%			19.4%			Average 20% or higher between FY2005 and FY2007
	Consolidated operating profit margin	10.0%			9.2%			Top-level operating profit margin
	Enhancement of compliance structure and application of region-based codes of conduct	Completion of task in Japan, North America and Europe in FY2004			70% completion of task in General Overseas Markets			Continued implementation throughout the Nissan Group, accompanied by regular employee training programs
Improving the quality of products and services; meeting diversifying customer needs	Countries with Infiniti channels	10 countries			11 countries			Study feasibility of introducing Infiniti channels in China, Russia, Europe, Japan and other countries
	Female salespeople at dealerships (% in Japan)	3%			5%			10% by FY2007
	Female technical advisors at dealerships (% in Japan)	7%			13%			20% by FY2007
Enhancing shareholder value; increasing long-term shareholders and investors	Annual dividend per share	¥24			¥29			¥34 in FY2006, ¥40 or higher in FY2007
	Number of individual investors	190,770			218,620			Efforts to further increase individual investors
	PER	9.7			12.2			Maintain levels comparable to other automakers
	Volatility	20.0%			16.5%			Contain volatility as much as possible
Making full use of the capabilities of a diverse staff; raising employee morale; improving occupational safety and health systems	Female managers	Japan	North America	Europe	Japan	North America	Europe	5% by FY2007 (Japan)
		2.3%	20.0%	5.1%	3.0%	20.9%	6.2%	
	Employment of disabled people (% in Japan)	About 1.9%			About 1.9%			Maintain shares higher than Japan's legal requirement (1.8% or higher)
Total occupational accident ratio (% in Japan)	0.18%			0.26%			Maintain top levels (0.30%) among automakers (see page 39)	
Building partnerships for mutual growth	R&D expenditures (% of sales)	¥398.1 billion (4.6%)			¥447.6 billion (4.7%)			Sustain levels of between 4.5% and 5% of sales
	Capital investment	¥477.5 billion (5.6%)			¥475.0 billion (5.0%)			5.5% of sales projected for FY2006
	Acquisition of ISO 14001 or Environment Ministry's Eco Action 21 among suppliers (% in Japan)	Over 95%			Over 95%			Ask suppliers (in Japan) to acquire ISO 14001 certification
Supporting education; caring about the environment; providing humanitarian assistance	Monetary donations following disaster	¥120.7 million (by Nissan Motor Co., Ltd.) for Sumatra earthquake and tsunami relief, spent from FY2004 to FY2005			¥10.0 million (by Nissan Motor Co., Ltd.) ¥62.4 million (for Hurricane Katrina by Nissan North America)			Focus on prompt post-disaster relief and activities with long-term reconstruction benefits
	Corporate tax	¥192.3 billion			¥229.1 billion			Contribute to community development through the proper payment of taxes
Managing CO ₂ emissions	Improving fuel economy	Gasoline trucks and diesel vehicles: achieved in all target weight classes Gasoline passenger vehicles: achieved in 4 out of 7 target weight classes			Almost all targets achieved: gasoline passenger vehicles in 7 of 8 target weight classes, gasoline trucks in 9 of 13 classes, diesel vehicles in all classes			Early attainment of Japan's 2010 fuel economy standards for gasoline vehicles and 2005 standards for diesel vehicles Objective: attainment of new standards by 2005 (targets set in Nissan Green Program 2005)
	Promotion of energy saving	2.44 million tons CO ₂			2.31 million tons CO ₂			Reduction of CO ₂ emissions at major global production sites (see page 62 for data)
Toward a society without traffic accidents	Persons fatally or seriously injured in Nissan vehicles (per 10,000 vehicles in Japan)	27% reduction compared to 1995 (January–December 2004)			Calculations to be made pending release of traffic statistics (January–December 2005)			50% reduction compared to 1995 by 2015; the ultimate technological goal is zero injuries