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## Impressions from Nissan's People

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



**Junichi Endo**  
Senior Vice President  
Nissan Motor Co., Ltd. (Japan)

To increase value for our stakeholders, we are now promoting Nissan's lifecare vehicles (LVs) with the aim of "bringing the joy of mobility to as many people as possible." This phrase is similar to our previous slogan, "aiming to provide freedom of mobility to all people," but there is an important difference. We made this change when the father of a child with a severe mental disability noted that the concept of providing freedom "to all people" did not have his child in mind specifically, but was a sign to him of the manufacturer's arrogance. This changed our way of thinking. I believe our updated slogan is more honest and more feasible. We hope to introduce our LVs to foreign markets with our affiliate Autech Japan, Inc.



**Shunichi Toyomasu**  
Corporate Vice President  
Electronics Engineering  
Development Div.;  
EV Technology  
Development Div.  
Nissan Motor Co., Ltd. (Japan)

Nissan is seriously pursuing development of technologies for electric vehicles (EVs) with the aim of commercializing them. Our engineers are undertaking a number of important tasks in the creation of these vehicles, such as the development of an efficient electric motor to run that extra mile and a brake system that can generate every possible watt of electric energy from the motional energy when the car slows down. Nissan aims to produce zero-emission vehicles that are the most energy-efficient vehicles of any type. EVs have tremendous potential and offer hints for new avenues of social contribution. For example, the batteries they use may one day be able to store solar, wind and other types of natural energy, making it available for use anywhere.

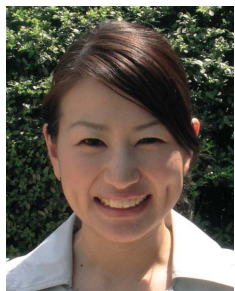
We are working enthusiastically on EV development. Our motivation is the opportunity to find new ways to contribute to society through technology and to meet the challenges that such cutting-edge technology presents. Through the formation of dynamic relationships with governmental institutions, various industries, companies and universities, enabling the exchange and accumulation of know-how, we aim to make the creation of a sustainable mobility society an even more certain reality.

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**Brett Rasmussen**  
Utilities Engineer  
Facilities, Utilities and  
Environmental Engineering  
Section  
Nissan North America, Inc.  
(USA)

At the Canton Plant we are aggressively working to lower our energy usage per vehicle. The Canton team is pursuing two types of energy-saving projects. One approach is *yose-tome*, which means to consolidate and shut down. For example, in the painting area we have been able to shut down one of our drying ovens during this time of lower production volume. Secondly, we are boosting efficiency, such as by installing variable frequency drives on all air supply houses. This project will save over 5 million kilowatt-hours per year and reduce CO<sub>2</sub> emissions by over 2,000 metric tons. These strategies have significantly reduced our overall energy cost and helped Canton to be the only industrial Energy Star-labeled plant in Mississippi.



**Maiko Kurosaka**  
Alliance CEO Office  
Nissan Motor Co., Ltd. (Japan)

March 2009 marked the tenth anniversary of the Renault-Nissan Alliance. I am constantly struck by the importance to our companies of listening to one another's opinions and understanding our respective positions. Our approach is one of building trust through close communication while remaining conscious of our win-win objectives. When opinions collide, we consider our different cultural backgrounds and mindsets and work to find an acceptable solution. This approach shapes a robust partnership that will produce synergy into the future. I feel that the efforts to date of everyone involved in the Alliance are what maintain our current positive relationship with Renault. It is our responsibility to both perpetuate this strong connection and cultivate it with an eye to the future.



**Venkateswaran T.R.**  
Head  
Finance/Administration  
Nissan Motor India Pvt. Ltd.

Nissan Motor India faces great challenges in launching its new, mammoth manufacturing project in Chennai, India—challenges that have multiplied with the rough conditions in today's global economy. In this volatile scenario, we need to intelligently seek for all possible ways to make our business sustainable and maintain cash flow for smooth functioning. Each of us needs first to trim costs internally by adopting frugal measures. The second part is managing external costs; as we are still in the project stage in India, getting our operations up and running requires diligent investment and thorough cost comparisons. These steps will go a long way toward letting us sustain the business, survive difficult times and launch our India-produced "dream car" in 2010.



**Kazuo Kiuchi**  
Foreman  
Manufacturing and Engineering  
Section  
Iwaki Plant  
Nissan Motor Co., Ltd. (Japan)

We manufacture VQ engines for Nissan's flagship luxury vehicles at our Iwaki Plant. In fiscal 2008 total production reached 5 million units, and we are all now working with sights set on the 6 million mark. In order to deliver high-quality engines to our customers, we maintain strict quality standards at every stage of production, checking each individual part with the determination not to accept faulty parts from suppliers, not to manufacture faulty parts ourselves, and not to send faulty products to market. We are proud of making Ward's "10 Best Engines" list for 14 consecutive years, and as a group of dedicated professionals, we would like to produce more advanced VQ engines in the future.

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**Xiaoying Yao**

Deputy Manager  
Beijing R&D Department  
Nissan (China) Investment  
Co., Ltd.

As China becomes more important to Nissan's global strategy, all of us in the R&D department feel not only encouragement, but also deeper awareness of the responsibility we bear. Ultimately the sales success of Nissan in China is primarily driven by the high quality of our products. Two main factors are Nissan's leading environmental and safety technologies, which are essential to the sustainability of both the environment and Nissan as a responsible corporate citizen. With Nissan's commitment to global zero-emission leadership and its relentless effort to make driving a more pleasant and safer experience, we have no doubt that in the future we will continue to provide category-leading products to our customers.



**René Erik Castro Herrera**

Supervisor  
Environmental Control Office  
Aguascalientes Plant  
Nissan Mexicana, S.A. de C.V.

I have been working at Nissan Mexicana for over 18 years, and have been part of the Environmental Control Office at the Aguascalientes Plant for the past nine. My experience with the company has shown me that each of us must work toward protecting and improving the environment throughout the course of our daily activities. The pine tree nursery program we established at the Aguascalientes Plant as part of these activities distributes seedlings to employees and members of the community in an effort to improve the quality of the air we breathe. Protecting the environment is no simple task, but it is one that we at Nissan Mexicana embrace with a great deal of satisfaction.



**Ekaterina Kravchuk**

Product Coordinator  
Marketing Department  
Nissan Motor Rus (Russia)

During the last several years Russia has been one of Nissan's fastest-growing markets, as well as a fiercely competitive environment. Nissan's sales in Russia grew from 28,500 in 2004 to 146,500 in 2008, but now we are experiencing the negative influence of the global economic and financial crisis. To maintain momentum in these challenging conditions, we are concentrating our efforts on keeping and improving our market position. A fresh, competitive product line is a key factor for our success. We are working to ensure that every car launched meets customer expectations and delivers Nissan's high standards throughout Russia. We have the potential to enter the revival era with both feet on the floor; the difficulties to be overcome are just triggers for further development.



**Kentaro Hatta**

Battery Engineering Group  
EV Energy Development  
Department  
Technology Development  
Division  
Nissan Motor Co., Ltd. (Japan)

Most cars are powered by gasoline; these vehicles' CO<sub>2</sub> emissions have an impact on the environment. My interest is in alternative fuels, and since joining Nissan I have participated in the development of fuel-cell vehicles. Now I am designing a battery pack in the division responsible for developing an electric vehicle (EV) scheduled to go on sale next year. The switch from gasoline to electric vehicles will enable huge reductions in CO<sub>2</sub> emissions. But there is still a large gap in the usability of EVs when compared with technologically mature gasoline vehicles. Our development goal is to create EVs that are on par with their gasoline counterparts in terms of eliminating any sense of inconvenience for users.

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**Ian Kelly**  
Section Manager  
Vehicle Recycling Department  
Nissan Europe S.A.S. (France)

The main role of the Vehicle Recycling Department is to ensure that Nissan complies with the European Union's End-of-Life Vehicles (ELV) Directive that came into effect in 2000. This requires us to publish dismantling and recycling information for all vehicles sold in Europe. In 2008 this applied to Infiniti vehicles for the first time. We are also involved in many other environmental projects. In 2008 we launched the Switch Off and Turn Down energy reduction campaign, a three-year plan to reduce CO<sub>2</sub> emissions from Nissan offices in Europe. In the current financial crisis, we are relying heavily on staff participation to save energy whenever possible, and in the first year we achieved savings of 17%.



**Masanori Ishido**  
Powertrain Performance  
Planning and Development  
Group  
Powertrain Performance  
Engineering Department  
Powertrain Engineering Division  
Nissan Motor Co., Ltd. (Japan)

Emissions from transport machinery account for roughly 20% of the world's CO<sub>2</sub> emissions. While it is difficult to produce an exact number, an improvement of even 0.1% would result in a significant reduction on a global scale. This is one reason we work so hard in pursuit of even the tiniest improvements. Last year, using our CVT (continuously variable transmission) technology, we developed a way for average drivers to bring their fuel efficiency close to that of veteran drivers, with internal tests showing a 5% improvement on average. We are planning to bring this technology to market during this fiscal year. Imagining the day when we put it in all of our CVT vehicles worldwide, sales of which surpassed 1 million in fiscal 2007, is a source of great motivation.



**Eri Kobayashi**  
Life Care Vehicles  
Product Planning and  
Sales Promotion Group  
Life Care Vehicles  
Product Planning and  
Sales Promotion Department  
Autech Japan, Inc.

I used to think of Nissan lifecare vehicles (LVs) simply as "special" cars for the elderly or disabled. But now that I have had a chance to work on LVs, I can see that they form an essential component of everybody's lives. Many customers say their LV has "made it possible to leave the house," and "made me smile more and become optimistic." I feel that this embodies the LV's fundamental goal of bringing the joy of mobility to as many people as possible. The fact that a single car has the power to change a customer's lifestyle and outlook both fulfills our responsibility to society as a corporation and boosts the motivation of each individual employee, which in turn works to improve the sustainability of the entire LV project.



**Alfred Gloddeck**  
Planner  
Technical Compliance/  
Product Safety & Environmental  
Department  
Nissan North America Inc. (USA)

Almost 40 years have passed since the first Earth Day, which marked the beginning of the environmental movement in the United States and throughout the world. Since that day we have become increasingly aware of the need to protect our environment in order to sustain our quality of life and that of future generations. Nissan strives to introduce new low-emission and zero-emission technologies to sustain our business now and in years to come. As a member of NNA's department working with government environmental agencies, I find it rewarding to develop strategies to assure that our emission technologies will continue to perform over the lifetime of the vehicle and meet the quality expectations of our customers.