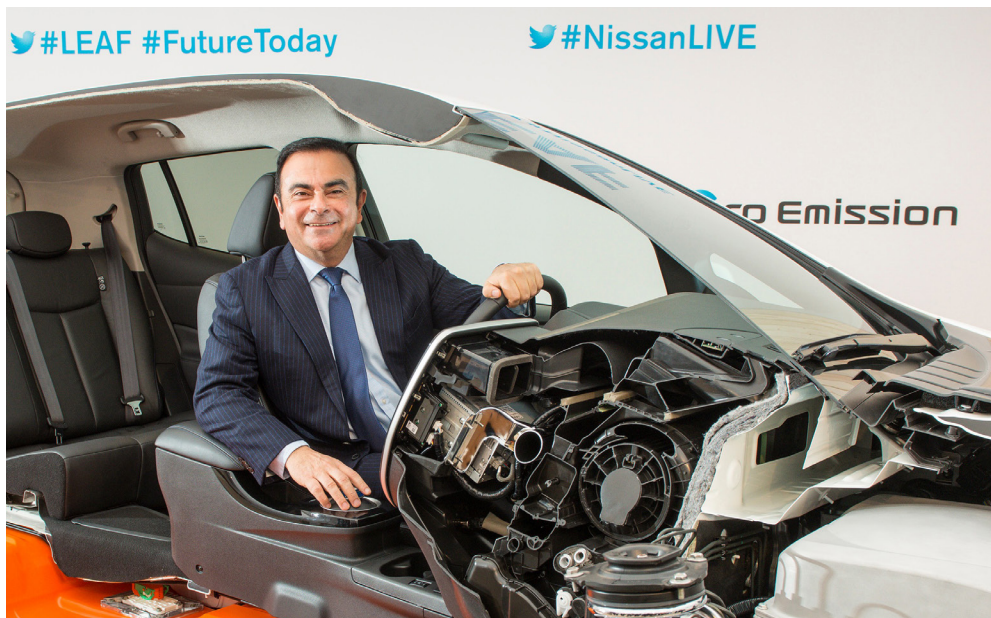


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**CEO MESSAGE**



**Carlos Ghosn**  
 President and Chief Executive Officer  
 Nissan Motor Co., Ltd.

As one of the world's leading automakers, Nissan has a responsibility to help build a sustainable society. We take this responsibility seriously. Enriching People's Lives is not just our corporate vision, it's an important part of our culture and daily business activities. Whether we're taking steps to conserve resources, enhance safety and fuel-efficiency or expand our philanthropic investments, we are working to create economic value and making a positive, lasting impact in every market we serve. To enhance these efforts, we established Blue Citizenship, Nissan's corporate social responsibility platform, which is allowing us to engage employees, shareholders, customers and entire communities in our ongoing work to contribute to a better world and to deliver sustainable mobility for all.

In addition to internal efforts, for nearly a decade, we have been committed to the core principles of the United Nations Global Compact. Nissan also has been a proud member of the World Business Council for Sustainable Development (WBCSD) since 2001.

Although we have further to go, we continue to make progress in meeting our sustainability goals. As this report details, one area of significant achievement is our environmental management efforts. By implementing Nissan Green Program 2016, our third environmental mid-term plan, we are taking both large and small steps—and harnessing the power of new technologies—to reduce the environmental impact of our operations. We remain as committed to these efforts today as we were at the start of the new millennium, when we set a goal to lower our new vehicles' CO<sub>2</sub> emissions by 90% between 2000 and 2050.

To reach this objective, we will continue to lead the industry in advancing zero-emission technology. We were early investors—and we remain profound believers—in this technology. We also recognize the importance and potential of zero-emission efforts, for the auto industry and the planet.

Improving the deployment of zero-emission vehicles has never been more critical. Today, there are approximately 1 billion vehicles on the road worldwide. With population and demand increases, the total could more than double by mid-century. This raises urgent questions about how we will address expected carbon emission threats and sustainability challenges. Nissan is determined to help find answers that will benefit society. And we will continue working to build on Nissan's pioneering efforts to bring zero-emission technology to consumers. This isn't simply a business objective. It's a responsibility that we have to today's customers—and future generations.

**Carlos Ghosn**  
 President and Chief Executive Officer  
 Nissan Motor Co., Ltd.