

## Contents

|                                     |    |
|-------------------------------------|----|
| Financial Highlights                | 1  |
| Letter from the President and CEO   | 2  |
| Executives                          | 5  |
| Renault-Nissan Alliance             | 6  |
| The Nissan Way                      | 7  |
| <b>8 Performance</b>                |    |
| Fiscal 2006 Performance             | 10 |
| Fiscal 2007 Outlook                 | 12 |
| Status of Breakthroughs             | 14 |
| Fiscal 2006 Financial Review        | 16 |
| Fiscal 2006 Share Performance       | 19 |
| <b>20 Regional Action</b>           |    |
| Japan                               | 22 |
| North America                       | 24 |
| Europe                              | 26 |
| General Overseas Markets            | 28 |
| <b>32 Investment for the Future</b> |    |
| Technology                          | 34 |
| India                               | 38 |
| <b>40 Financial Section</b>         |    |
| <b>86 Corporate Data</b>            |    |

This annual report contains forward-looking statements on Nissan's future plans and targets, and related operating investment, product planning and production targets. Please note that there can be no assurance that these targets and plans will actually be achieved. Achieving them will depend on many factors, including not only Nissan's activities and development, but on the dynamics of the automobile industry worldwide and the global economy.

## Vision

**Nissan: Enriching People's Lives**

## Mission

**Nissan provides unique and innovative automotive products and services that deliver superior measurable values to all stakeholders\* in alliance with Renault.**

\*Our stakeholders include customers, shareholders, employees, dealers, suppliers, as well as the communities where we work and operate.

This annual report presents financial results for the fiscal period ending March 31, 2007. The report also provides shareholders with insights into Nissan's management team. Through one-on-one interviews, various members of executive management, including President and Chief Executive Officer, Carlos Ghosn, discuss the philosophy and direction of Nissan.

## Reports

### Sustainability Report

<http://www.nissan-global.com/EN/COMPANY/CSR/LIBRARY/SR/>

### Annual Report

<http://www.nissan-global.com/EN/IR/LIBRARY/AR/>

### Profile

<http://www.nissan-global.com/EN/IR/LIBRARY/PROFILE/>

## Our Websites

### Corporate Information

<http://www.nissan-global.com/EN/COMPANY/>

### IR Information

<http://www.nissan-global.com/EN/IR/>

### Product Information (by Country)

<http://www.nissan-global.com/EN/GLOBAL/>

### Product Information (Japan)

<http://www.nissan.co.jp/>

### Environmental Activities

<http://www.nissan-global.com/EN/ENVIRONMENT/>

### Corporate Citizenship Activities

<http://www.nissan-global.com/EN/CITIZENSHIP/>

### Quality Initiatives

<http://www.nissan-global.com/EN/QUALITY/>

### Safety Activities

<http://www.nissan-global.com/EN/SAFETY/>

### Latest Technologies

<http://www.nissan-global.com/EN/TECHNOLOGY/>

### Design Activities

<http://www.nissan-global.com/EN/DESIGN/>