

FISCAL 2007 OUTLOOK

Taking Action to Boost Performance

At our third-quarter financial announcement, we acknowledged our performance was unsatisfactory and pledged to take immediate action.

We now have a new leadership team; with an Executive Committee expanded from seven to nine members to better cover our business priorities.

We have also taken a number of business initiatives to improve profitability:

- In Japan, we are restructuring our dealer network to focus more on the customer with better-trained resources.
- In the first quarter, our Oppama and Tochigi plants transitioned to single-shift operations to be in line with actual demand in Japan.
- Nissan Shatai will close its #1 plant and shift production to the #2 plant, and to the Kyushu plant, which is being expanded.
- We have initiated voluntary-retirement programs across all operations in Japan.
- In the U.S., we have implemented voluntary-transition programs.
- In Europe, we're transforming national sales companies into leaner regional business units.
- In South Africa, we have announced headcount reductions to boost productivity and competitiveness.

We are fine-tuning our operations in order to boost our performance. As we address short-term issues, we remain focused on our long-term goals, while keeping a close eye on the motivation and engagement of our people.

Sales objective

- Global sales at 3.7 million units, a 6.2 percent increase
- Japan sales at 700,000 units, which is based on the expectation of a further decline in total industry volume and a very competitive market
- U.S. sales at 1.1 million units
- European sales at 600,000 units
- General Overseas Markets, including Mexico and Canada, sales at 1.3 million units

Financial outlook

Throughout fiscal 2007, we will again face a challenging environment due to high raw-material and energy prices, rising interest rates, volatile foreign-exchange rates, high incentive levels and a growing number of distressed suppliers and competitors.

The only way to overcome all these obstacles is to remain focused on delivering Nissan Value-Up effectively and completely.

Taking all of the above into account, our forecast for fiscal 2007 is as follows. This is based on a foreign-exchange-rate of ¥117 per dollar and ¥148 per euro, which were the average rates during fiscal 2006:

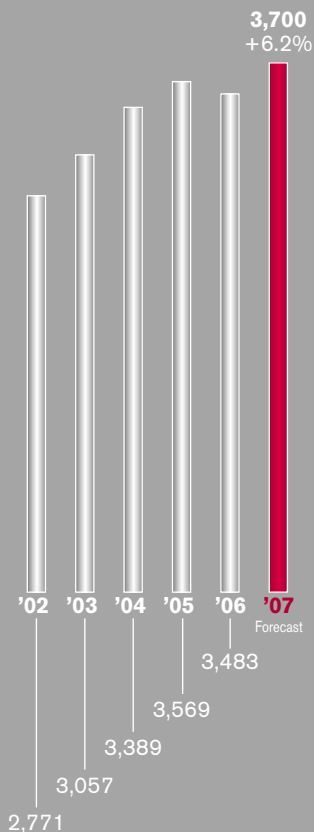
- Net revenue of ¥10 trillion 300 billion
- Operating profit of ¥800 billion
- Ordinary profit totaling ¥773 billion
- Net income at ¥480 billion
- Capital expenditures of approximately ¥515 billion
- R&D expenses totaling ¥490 billion

New Models for Fiscal 2007



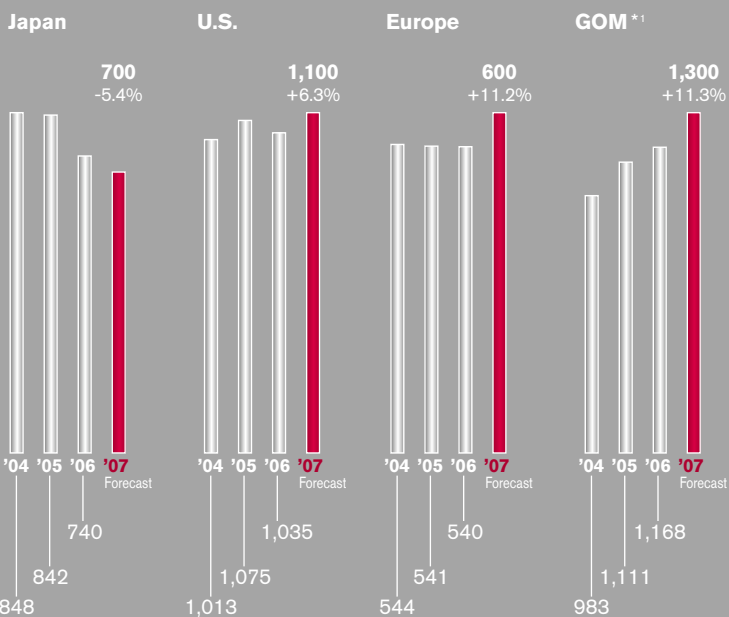
Global Retail Sales Volume

(Units: 1000s)



Retail Sales by Region

(Units: 1000s)



*1 Including Mexico and Canada