

NISSAN CORPORATE PROFILE



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Message from the President and CEO

Global competition in the auto industry continues to grow ever more fierce.

At the same time, businesses bear increasingly heavier social and environmental responsibilities as well as regulatory pressures.

An 'excellent company' of the 21st century must fulfill its responsibilities as a citizen of the global community, while maintaining the highest levels of business performance.

Since it was founded in 1933, Nissan has a proud history of leading the Japanese auto industry in product development, technological innovations and globalization. More than ever, all of us at Nissan today are eager to meet the challenges as we see opportunities to apply our know-how and our long experience for the purpose of enriching people's lives.

The Nissan Revival Plan announced in 1999 has produced higher results than any observer anticipated.

In completing this plan, we have accumulated enough momentum to implement our new plan, NISSAN 180, as we strive toward our goal of lasting profitable growth. Our alliance with Renault will provide supplementary support for our continued advance forward.

We are set to realize Nissan's high potential by making attractive cars that embody cutting-edge user-friendly technologies - cars that only Nissan can offer.

We are also committed to satisfying our customers with reliable services, technological innovation, environmental protection and increased safety, while growing our profitability at the top level of our industry.

By doing so, we will also be building the Nissan brand into one that is powerful and highly positioned in the global markets.

You can expect the best from NISSAN.



A handwritten signature in black ink that reads "Carlos Ghosn". The signature is fluid and cursive.

Carlos Ghosn
President
Chief Executive Officer

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.

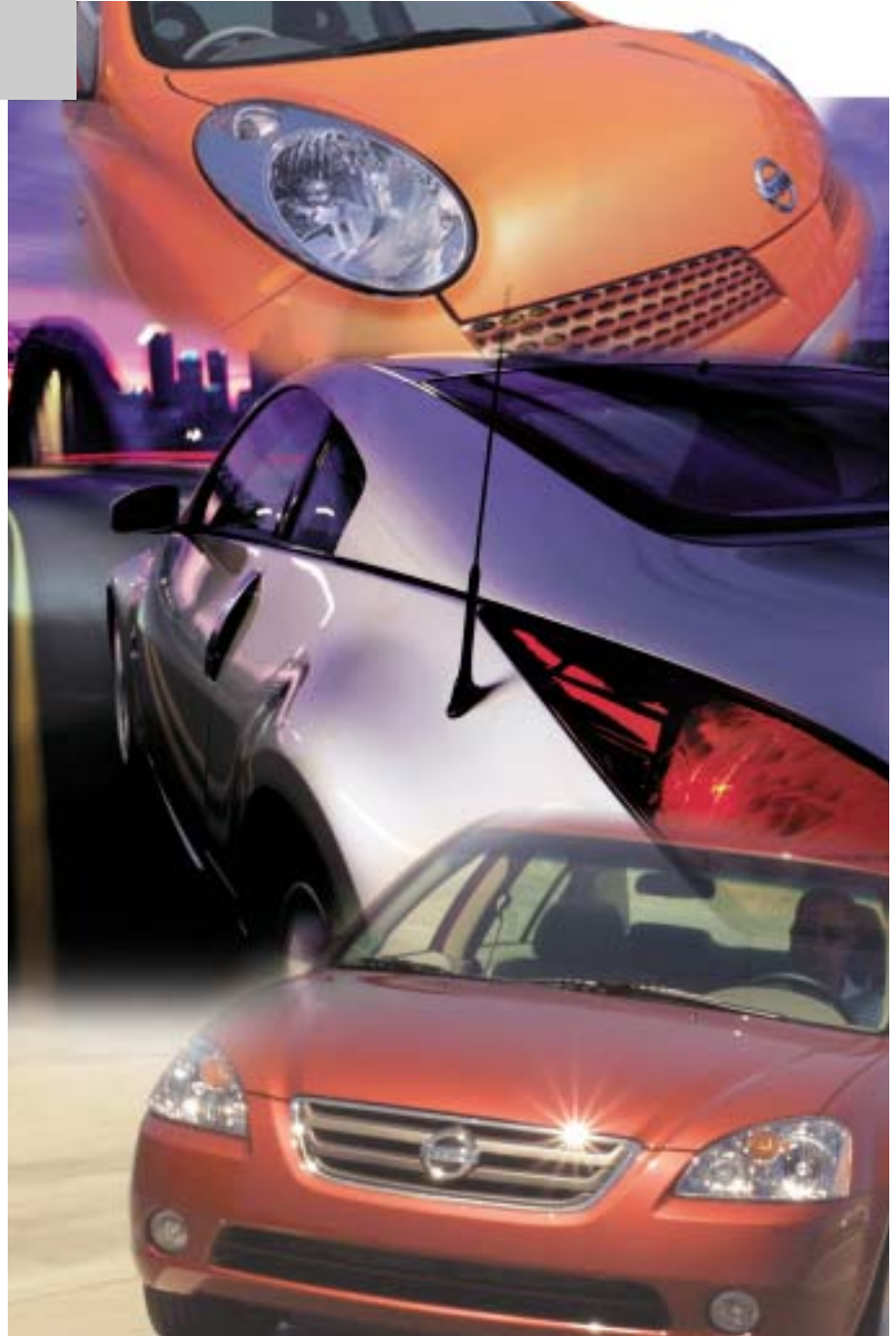
Cars That Only Nissan Can Offer

We will enrich people's lives by offering truly unique and innovative products.

March's sharp design and lively body colors created new value in the compact car market. Fairlady Z has continued to offer high performance and designs unimaginable for a sports car in its price range ever since its first generation debuted three decades ago.

Altima, which was recognized as the North American Car of the Year, was a result of Nissan's new insights into ideal midsize sedans in the United States. Altima's performance and design are unmatched by its competitors.

These examples illustrate Nissan's ongoing ability to meet or even exceed customers' expectations, presenting them with entirely new driving experiences. This thread of product successes runs through the history of Nissan as a sort of corporate DNA, which will continue to unfold in the 21st century.



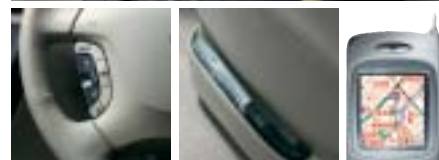
Designs and Cutting-edge Technologies Make Nissan Products More Attractive

With distinctive designs and advanced technologies, Nissan has continued to offer new and unique concepts about how humans can interact with cars. Our designs allow customers to intuitively recognize the characteristics of cars and the values they offer. Nissan's IT is transforming the car from a tool for transportation into a total space in which drivers are connected to outside information.

Nissan's designs and technologies embody the company's efforts to achieve "Nissan-ness" in its products.



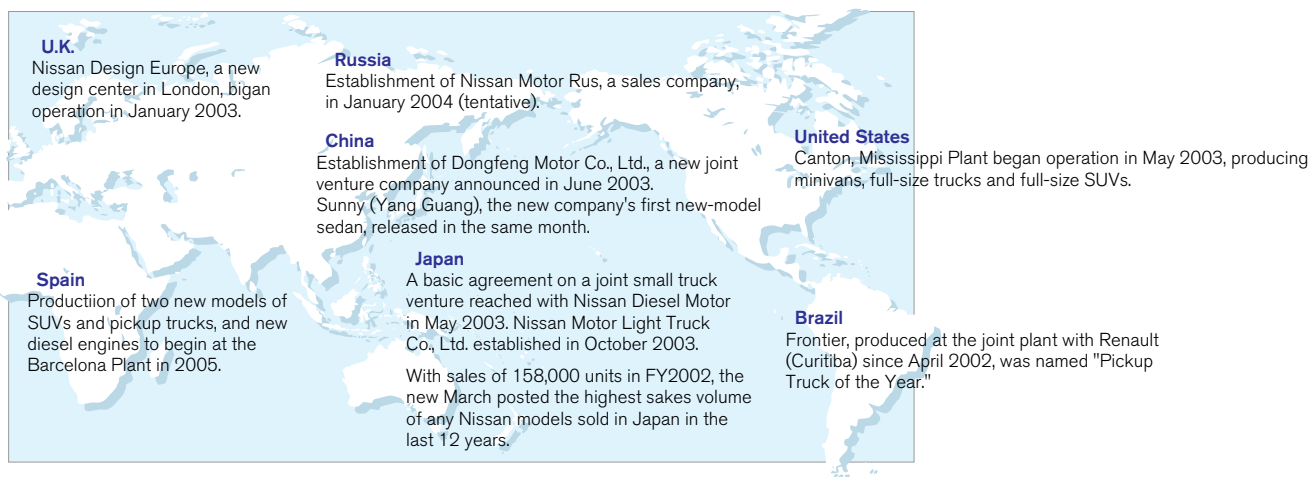
Fairlady Z's design reflects Nissan's traditional sports-car sensibilities down to the finest details.



With a simple voice command, CARWINGS provides the latest traffic information and the Internet and e-mail functions.

Business Activities Make Nissan a More Powerful Brand

By concentrating all its corporate strengths, Nissan provides attractive products and services quickly into the market. To this end, the company continues to improve its products' attractiveness, fueled by the successful achievements of the Nissan Revival Plan. Under the new business plan, "NISSAN 180," The company will introduce 28 new models worldwide by the end of FY 04. FY2002 proved to be the strongest product year ever as Nissan introduced 12 new models worldwide. The company achieved two of the three goals of NISSAN 180 in its first year by achieving an operating margin of 10.8% and eliminating net automotive debt.



"NISSAN 180"

The goals of Nissan's new management plan are to achieve, by the end of FY2004, a million-unit increase in sales; an 8 percent operating profit margin; and zero net automotive debt.

Synergy through alliance with Renault

Nissan signed an alliance with Renault on March 27, 1999. Through this powerful business tie-up, the two partners share one another's strengths and effectively use them to produce more attractive products.

Symbiosis of people, vehicles and nature

Throughout a car's entire life cycle, Nissan works to make every aspect of its automaking environment-friendly, from development and production to recycling.

Under the environment philosophy, Symbiosis of people, vehicles and nature, Nissan makes vehicles that are environment-friendly while delivering driving pleasure. Toward the goal of zero emissions, the company is making efforts to achieve cleaner emissions and higher fuel efficiency (reduced CO₂ emission), while developing new vehicles that run on clean energy. Nissan's viable new technologies, such as the ultra-low emission vehicle (U-LEV) technology, are applied to many of its products at affordable prices.

With the new March, for instance, all models employ U-LEV technology and their recyclability is 95-percent. In the area of alternative energy, Nissan is working with Renault to develop fuel cell vehicles, slated for commercialization in 2003. Furthermore, the company continues to help drive the commercial spread of hybrid vehicles through technical cooperation with Toyota Motor Corp.

Nissan aims to contribute to sustainable development by responding to society's needs, not only meeting environmental regulations. Moreover, the company is also engaged in efforts to achieve zero emissions in production and recycling.



Sentra CA
The first vehicle eligible earn zero emission vehicle credits in the State of California.



X-TRAIL FCV
Nissan is actively developing fuel cell vehicles (FCVs) that have low environmental impact and save energy. Commercialization is scheduled for 2003.



Development

Nissan will achieve cleaner emissions by applying the ultra-low emission vehicle (U-LEV) technology to more of its products.

Nissan will vigorously develop clean energy vehicles by, for example, striving to commercialize fuel cell vehicles (FCV) at the earliest date possible.

Nissan aims to achieve even higher fuel efficiency by using continuously variable transmissions (CVT) in more of its vehicles.



The new March achieves a 95 percent recyclability rate. (This mass-based figure is calculated with Nissan's in-house standard)



More than 85% of the passenger vehicles sold in Japan are ultra-low emission vehicles (U-LEVs). (As of the end of March 2003)

Expanded emphasis on U-LEV

U-LEVs are environmentally friendly vehicles with drastically cleaner emissions. They have reduced NO_x and HC emissions to as much as 25 percent of the 2000 emissions standard. Applying U-LEV to 80 percent of passenger vehicles sold in Japan will be equivalent, in terms of NO_x and HC reduction, to replacing some 60 percent of those vehicles, or 400,000 of them, with zero emission vehicles such as fuel cell and electric types.

NISSAN GREEN PROGRAM

Nissan as an Environment-friendly Company

Nissan works to minimize burdens on the environment while finding new ways to promote sustainable resources on a corporate level. The company's goal is to make ecological protection and economic growth compatible.

- Environment management system (ISO14001)
- Promotion of environmental communication
- Green procurement
- Environmental education
- Green-office campaign



Recycling

Nissan will raise the recyclability of new models to at least 95 percent by 2005.

Nissan will proceed the development of appropriate treatment technologies for ELV (End-of-Life Vehicles).

Nissan works to increase the application of the Nissan Green Parts program of reuse and rebuilt parts and components.

Manufacturing



Through energy saving and more efficient logistics, among other related efforts, Nissan will cut CO₂ emissions by 10 percent by FY2005 as compared to FY1999.



Nissan will completely eliminate wastes for reclamation.



To achieve zero emissions in its disposal activities, Nissan exhaustively sorts and recycles all waste.

Sales and service



Nissan promotes environmental protection at its dealerships through programs such as the Nissan Green Shop Certification System.

Nissan actively promotes the recycling of used bumpers.

Nissan promotes the collection and destruction of Freon Gas.



Nissan recovers used bumpers and recycles them into plastic parts for new products.



Nissan Green Program 2005

Under the Nissan Green Program 2005, the company's environmental activity plan up to 2005, Nissan will use U-LEV technology in at least 80 percent of its vehicles sold in Japan by the end of March 2003.^{(*)1} The company also aims to meet the 2010 fuel efficiency standards for gasoline cars well ahead of the deadline and achieve a 95 percent recyclability rate^{(*)2}, among other goals, in a proactive effort to protect the environment.

^{(*)1}: Already achieved at the end of January 2003
^{(*)2}: Already achieved with March and Cube

Development of clean energy vehicles for the future

Anticipating future energy issues, the company promotes intensive research and development in the four technologies of fuel cell, electric, hybrid, and natural gas. For the fastest possible implementation, the company is also working with members from other industries to establish refueling stations for such alternative fuels.

Plants, dealerships becoming environmentally friendlier

Nissan plans to achieve zero emission factories in their waste and cut their CO₂ emissions. Meanwhile, all of the company's dealerships are now Nissan Green Shop-certified, meeting stringent environmental standards equivalent to ISO14001. Nissan now has an integrated environmental protection system in place, covering all stages of a vehicles lifecycle from manufacturing to sales, service and recycling.

Quest for "Real World Safety"

Looking at real world crashes carefully, we make the first step in safety development. Our quest to develop a safer vehicle is based on the analysis of accident data with a goal of reducing fatal and severe injury accidents by half.

Quest for "Real World Safety" is Nissan's policy toward safety. Nissan has worked to create safe vehicles, and since 1995, we have been analyzing accident data on Nissan vehicles in Japan, and promoting development of safety technology with a goal of reducing fatal and severe injury accidents by half.

In reality, however, the number of accidents unfortunately continues to increase. In actual accidents that are occurring, there are still issues yet to be solved. As such, Nissan will work further for "Real World Safety." Nissan will accurately grasp the actual states and causes of accidents, and develop and adopt effective technologies for newly discovered problems as soon as possible.



A collision test for Skyline (Top), a Nissan model that was given the highest, six-star rating for overall collision safety performance in the FY2001 New Car Assessment Japan*.

*Evaluation of automotive safety performance by Japan's Ministry of Land, Infrastructure and Transport.

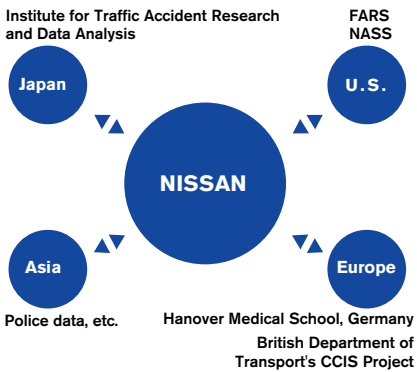
The structure for engine fall at collision impact (Bottom) prevents the engine from entering the cabin in a frontal collision impact, minimizing the chance of occupant injuries.

Quest for 'Real World Safety' based on 'real world' situations

To reduce the fatalities and severely injured persons by half, Nissan quests for "Real World Safety," which involves first an accurate, detailed understanding of actual accidents and then developing and applying effective technologies to prevent similar accidents.

Nissan analyzes accident data gathered from major regions of the world to help develop more effective safety technologies

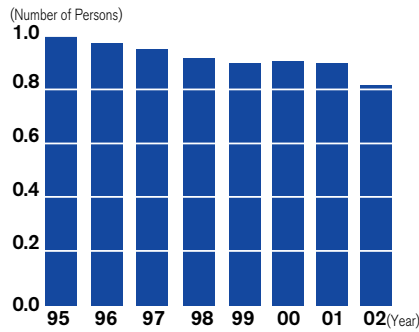
Nissan regularly analyzes car accident data gathered from major regions of the world. Besides head and chest injuries that often prove fatal, in its analyses Nissan pays special attention to leg and cervical injuries that frequently occur in serious accidents. Analysis results play an important role in Nissan's development of more effective safety technologies.



Optimum safety technologies effective in the real world

From the many safety technologies developed, Nissan applies the optimum ones to suit each model. As the safety of its overall product lineup improves, Nissan has seen a definite reduction in the number of casualties involving its products.

Changes in Number of Fatalities and Severely injured Persons per 10,000 Nissan Cars



Source: Institute for Traffic Accident Research and Data Analysis

Safety Technologies Supporting the Concept of "Real World safety"

Nissan Promotes the development of safety technologies to foresee coming danger (information safety), to avoid danger (control safety) and to minimize damage (impact safety).



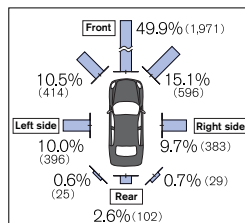
Active head restraints will be installed on all Nissan passenger cars and RVs as standard equipment by FY2004.



The SRS curtain airbag safety restraint system will be installed on virtually all Nissan passenger cars and RVs by FY2005.

Number of Fatalities by Type of Collision (2000)

Though car accidents can be caused by collisions from any direction, the percentage of fatal accidents is particularly high in frontal collisions. Based on the "Real World Safety" concept, Nissan has exhaustively studied collisions from all directions, applying thorough safety measures. The highest ratings awarded by the authoritative New Car Assessment Japan are clear proof of Nissan's superior safety in collisions.



(Number of Persons)
Data Reference: Traffic Green Paper

From Automobiles to Total Personal Mobility

To provide its customers with the best in personal mobility, Nissan develops and offers products that are designed with passion, creativity and advanced technologies.

Nissan's vision is to enrich people's lives through attractive, high-value products and technologies. The important elements of this mission are designs born of passion and creativity, advanced and user-friendly technologies and telematics, and an emphasis on driving pleasure brought about by a well-balanced combination of all these important elements.

Nissan's unique, innovative cars are developed through active collaboration among the company's design, engineering, production and other divisions.

Utmost attention is also paid to interior finish and other details. All these assure customers' confidence in Nissan quality as they enjoy personal mobility.



Personal mobility

Nissan defines the car, not as a means for persons to move from one place to another, but as something that provides people with true "personal mobility," personal freedom to go anywhere they like to enrich their lives. Nissan emphasizes all of the requisite elements needed to realize total personal mobility, including design, driving pleasure, IT and safety and environmental technologies.

Attractive cars are the product of teamwork

The new ELGRAND, which features door-mounted rear-view mirrors integrated with the fender and a movable monitor, reflects the commitment and efforts of our designers and engineers.



Global research and development organization

Through close collaboration among development teams in Japan, North America and Europe, Nissan has the ability to precisely meet customer needs anywhere in the world. Intensive debate and cooperation among Japanese, American and European designers led to the creation of the "Z-ness" of the new Fairlady Z (350Z in the U.S.), making it a truly global sports car.



Nissan Technical Center (Japan)



Nissan Technical Center North America (U.S.)



Nissan Technical Centre Europe (U.K.)

Efficiently Building Quality

Nissan responds flexibly to increasingly diversifying and demanding needs.

Through its production facilities in 18 countries worldwide, the company manufactures its products to meet varied customer demands based on the famed Nissan Production Way.

Nissan has vehicle production facilities in 18 countries, including Japan, the United States, the United Kingdom, Spain and Mexico. Globally, the company produces some 2.8 million cars close to the markets in which they are sold.

Under the Nissan Production Way (NPW), manufacturing processes in facilities are connected with orders from customers, ensuring efficient production and short lead-time for delivering high quality cars to customers. Another characteristic of the NPW is its flexible manufacturing system, which allows multiple models to be produced on the same line.

In a work environment designed for workers' maximum safety and efficiency, Nissan cars' high quality is maintained by dedicated employees and outstanding production technologies.



The Canton, Mississippi Plant in the United States started production in May 2003.



The Harbour Report 2003 named the Nissan the most productive nameplate in North America.



The Sunderland Plant, U.K., was named the most productive automotive plant in Europe for the seventh year in a row.



Adoption of water-based paints has reduced volatile organic compounds (VOC) at the Kyushu Plant, Japan.



Celemony for the establishment of Dongfeng Motor Co., Ltd., and launch even for Sunny (Yang Guang), the first model produced in the new company in June 2003.

Modularization for higher production efficiency and lower costs

To reduce costs while improving production efficiency, productivity and quality, Nissan has vigorously instituted the modular approach to car building. The installation of such packaged units as cockpit modules into car bodies on assembly lines also increases recyclability. This production technology is already fully employed at many Nissan plants.



Cockpit module being installed.

The Importance of Communicating with Customers

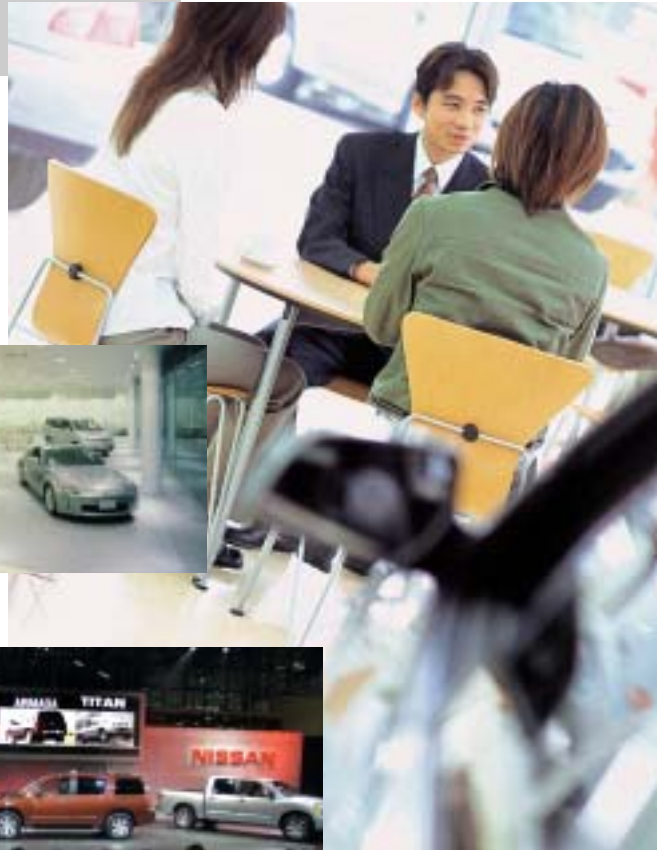
Nissan continues to offer attractive products and quality service worldwide through around 7,900 distributors in 190 countries, always placing importance on communication with customers.

Nissan dealerships are being revamped to create a unified image of the new Nissan. Nissan dealers worldwide are engaged in truly Nissan-like sales activities, offering "service with a heart" and placing core importance on maintaining meaningful dialogues with customers.

The design of dealerships - the places of customers' direct contact with Nissan - is being improved to create a unified image of the new Nissan. Besides the redesign of their exteriors, their interior layouts and other elements are being changed to generate a more comfortable atmosphere where customers can truly experience what Nissan is all about. This work has already begun in Japan and the United States and is being applied to dealerships worldwide.

Nissan websites worldwide are also being redesigned for a unified Nissan image. Through these sites, Nissan offers the very latest information on its products, the location of the dealership closest to a particular customer, and much more.

A dealer showroom (Japan), offering customers a firsthand experience of the unique and consistent Nissan brand.



Nissan booth at the New York International Auto Show, 2003.



A Nissan dealer in the U.S.



A Nissan dealer in Europe.



Nissan North America's website
<http://www.nissanusa.com/>



A TV commercial for Fairlady Z (Japan)

A Company in Tune with the Community

Nissan is engaged in a wide range of activities that contribute to the local communities in which it operates.

Examples include programs that foster culture, the arts, sports and international exchange and activities that nurture the creativity of children and young persons.

Nissan is proudly aware that it is a member of the global community. As a good corporate citizen, Nissan is engaged in many activities to contribute to the global community as a whole, as well as the local communities in which it operates.

In Japan, for example, Nissan established in 1991 a section solely dedicated to making social contributions. Since that time, working with various non-profit organizations, the company has been sponsoring numerous programs with a particular focus on fostering young people's creativity and promotion of public knowledge of the importance of environmental protection.

As a social contribution possible only by an automaker, Nissan also continues to develop vehicles for the aged and for handicapped persons, defining such cars as variations of its standard products.



Nissan NPO Learning Scholarship Program.



Nissan Cup Oppama Championship, a national, wheelchair half-marathon tournament.



Nissan is a main sponsor for the Hans Christian Andersen Awards.



Nissan develops and sells various types of vehicles for the aged and for handicapped persons. The photo shows ELGRAND Enchante.



Nissan donates winning entries of the Nissan Children's Storybook and Picture Book Grand Prix to kindergartens.



The Nissan Institute of Japanese Studies at Oxford University, U.K., established with Nissan's sponsorship.



The Nissan Foundation provides support to create communities that respect diversified cultures in the U.S. and to nurture careers of young people in the automobile industry.

Nissan NPO Learning Scholarship Program

The program involves students who wish to experience working with an NPO and gives scholarships to selected students based on their achievements. Their experience with NPOs fosters their creativity and ability to think. Every year, some twenty students begin their careers with NPOs specialized in various areas through this program.

Corporate Data

Nissan Motor Co., Ltd.

Headquarters
17-1, Ginza 6-chome, Chuo-ku, Tokyo 104-8023, Japan
Phone: (03) 3543-5523

Registered Head Office
2, Takara-cho, Kanagawa-ku, Yokohama-shi, Kanagawa 220-8623, Japan

Date of Establishment
December 26, 1933

Paid-In Capital (As of March 31, 2003)
605,813 million yen

Number of Employees (As of March 31, 2003)
31,128 (Non-consolidated)
127,625 (Consolidated)

Business Results in FY2002

Net Sales	6,828,588 million yen
Operating Income	737,230 million yen
Operating Margin	10.8%
Ordinary Income	710,069 million yen
Net Income	495,165 million yen

Global Vehicle Production

Total 2,761,375 units

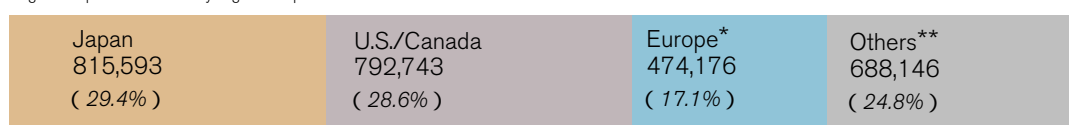
Figures in parentheses are by-region component ratios.



Global Vehicle Sales

Total 2,770,658 units

Figures in parentheses are by-region component ratios.



* Calendar year.

**Calendar year (some countries)



Nissan Motor Co., Ltd. Headquarters

Offices and Facilities

Japan

[Headquarters]

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104-8023, Japan
Phone: 03-3543-5523

[Production]

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Kanagawa 237-8523, Japan
Phone: 046-867-5000

Tochigi Plant
2500, Kamigamou, Kaminokawa-machi,
Kawachi-gun, Tochigi 329-0692, Japan
Phone: 0285-56-1204

Kyushu Plant
1-3, Shinhama-cho, Kanda-machi,
Miyako-gun, Fukuoka 800-0395, Japan
Phone: 093-435-1111

Yokohama Plant
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Kanagawa 220-8623, Japan
Phone: 045-461-7304

Iwaki Plant
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Phone: 0246-75-1123

[R&D]

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Phone: 0468-67-5148

Nissan Technical Center
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Kanagawa 243-0192, Japan
Phone: 046-270-1220

[Logistics, Others]

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4-1, Asamizodai 1-chome, Sagamihara-shi,
Kanagawa 228-8523, Japan
Phone: 042-745-5523

Honmoku Wharf
8, Nishiki-cho, Naka-ku, Yokohama-shi,
Kanagawa 231-0812, Japan
Phone: 045-621-2901

Zama Operations Center
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Kanagawa 228-8502, Japan
Phone: 046-252-3211

U.S.A

[Regional Headquarters]

Nissan North America, Inc. (California)

[R&D]

Nissan Technical Center
North America, Inc. (Michigan)

[Design]

Nissan Design America Inc. (California)

[Production]

Nissan North America, Inc. Smyrna (Tennessee)
Nissan North America, Inc. Decherd (Tennessee)
Nissan North America, Inc. Canton (Mississippi)

Europe

[Regional Headquarters]

Nissan Europe S.A.S (France)

[R&D]

Nissan Technical Centre Europe, Ltd. (U.K.)

[Design]

Nissan Design Europe, Ltd. (U.K.)

[Production]

Nissan Motor Manufacturing (UK) Ltd.
Nissan Motor Iberica, S.A. (Spain)



Nissan Design Europe, Ltd.

Asia

[Regional Company]

DongFeng motor Corporation (China)

[Production]

Siam Nissan Automobile Co., Ltd. (Thailand)
Siam Motors & Nissan Co., Ltd. (Thailand)
Aeolus Automobile Co., Ltd. (PRC)
Zhengzhou Nissan Automobile Co., Ltd. (PRC)
Yulon Motor Co., Ltd. (Taiwan R.O.C.)
Nissan Motor Philippines, Inc.
Tan Chong Motor Assemblies Sdn. Bhd. (Malaysia)
PT. Nissan Motor Indonesia

Oceania

[Regional Company]

Nissan Motor Company (Australia) Pty. Ltd.

[Production]

Nissan Casting Australia Pty. Ltd.

Mexico, Latin America & Caribbean

[Regional Company]

Nissan Mexicana, S.A. de C.V.

[Production]

Nissan Mexicana, S.A. de C.V. Aguascalientes
Nissan Mexicana, S.A. de C.V. Cuernavaca
Renault Curitiba Plant (Brasil)

[Others]

Nissan do Brasil Automoveis Ltda.

Middle East, Gulf States

[Regional Headquarters]

Nissan Middle East FZE (United Arab Emirates)

Africa

[Production]

Nissan Motor Company South Africa (Proprietary) Ltd.

Product Lineup



PRESIDENT



ELGRAND

JAPAN

FAIRLADY Z
ROADSTER



SKYLINE COUPE



STAGEA

MARCH

TEANA



PRESAGE



cube³ (cube cubic)



MARCH



X-TRAIL

Product Lineup



TITAN KING CAB
(To be released in December 2003)



PATHFINDER ARMADA

NORTH AMERICA



MAXIMA



QUEST



ALTIMA



**INFINITI G35
SPORT COUPE**



MURANO

INFINITI FX45



PLATINA



PRIMERA



X-TRAIL



ALMERA

EUROPE



ALMERA TINO



MICRA

SUNNY
(for China)



**ASIA
MIDDLE EAST
& OTHERS**



PICKUP
(for Southeast Asia)



PATROL
(for the Middle East)



Japan

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2003-10-7000
Printed in Japan

Nissan Corporate Profile is printed on recycled paper