

Introduction of NISSAN

2005

Corporate Profile



## 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.

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## Message from the President and CEO



Nissan is a company in full motion.

With the story of our revival now complete, Nissan is back at full strength and focused on achieving sustainable long-term growth. We are dedicated to fulfilling our responsibilities as a citizen of the global community while maintaining the highest levels of business performance.

Our goal is to create real value. To reach it we must innovate. We must shift expectations in every aspect of our business.

Everything we touch, we shift. Everything we shift we make better – and distinctively Nissan.

The reality of that should be evident in a new generation of products we will launch over the next three years. Each model is crafted to embody key attributes of the Nissan brand: innovative technology, interior quality and driving pleasure.

The investments we have been making in our products, in our operations, in our brand and in our people are positioning Nissan for greater performance in years to come. We are committed to satisfying our customers with reliable services, technological innovation, environmental protection and increased safety. Our alliance with Renault provides synergies to enhance our positive momentum.

In an intensely competitive industry and amid volatile and challenging market and economic conditions, Nissan is steadily moving forward in the right direction. We are determined to build the Nissan brand into one that is highly regarded and strongly positioned in global markets.

The best is yet to come.

A handwritten signature in black ink, which appears to read 'Carlos Ghosn'. The signature is fluid and cursive, with a horizontal line underneath it.

Carlos Ghosn  
President and Chief Executive Officer



## Business Overview

# Value Creation is What Nissan is All About

**SHIFT\_** A single word that captures the passion and commitment that have revived Nissan and that drive our future.

Our job is to create value, and we believe great products define a great carmaker.

Everything we touch, we shift. And everything we shift, we try to make better and uniquely Nissan.

**SHIFT\_** thinking changes the way we look at things, the way we do them, the way we react to life around us. It is more than kaizen. It's no longer about just doing, but doing for the purpose of driving better, faster, higher performance. And that deliberate shift in values touches everything at Nissan.

We are not afraid to take the lead at times or to stretch the boundaries in wider, better directions. When you change the way you look at reality, amazing things can happen.

That's the NISSAN spirit. The Nissan **SHIFT\_**.



### Increasing Product Attractiveness Through Design and Technology

By combining clever, distinctive design with advanced technology, Nissan is redefining how people interact with their vehicles. Nissan's use of IT is transforming the car from being a simple means of transportation into a vehicle capable of connecting the driver with outside information.

This unique application of Nissan design and technology embodies the company's efforts to achieve "Nissan-ness" in all 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, e-mail functions and many useful information for driving.

### Moving Toward Sustainable, Profitable Growth

By concentrating all its corporate strengths, Nissan is introducing attractive products and services at a rapid pace into the market. The results of FY04, operating profit rose by 4.4 percent over the previous year to a record 861 billion yen. Return on invested capital reached 20.1 percent. As Nissan successfully delivered the commitments of NISSAN 180 (To achieve: a million-unit increase in

sales; an 8 percent operating profit margin; and zero net automotive debt.), the company is firmly moving forward to sustained, profitable growth. Ahead lie new challenges, as the company embarks on its new three-year business plan NISSAN Value-Up, which calls for continued growth and significant expansion around the globe.

#### 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.



Renault Mégane and Nissan Serena: sharing the common C platform

#### NISSAN Value-Up Commitments

NISSAN Value-Up will be implemented in April 2005, with three commitments:

- Profit commitment
- Top level operating profit margin among global automakers in FY05-FY07
- Volume commitment
- 4.2 million sales in FY08
- Return on invested capital
- 20% average ROIC over the plan



## Environmental Activities

# Symbiosis of People, Vehicles and Nature

Nissan is moving forward with environmental efforts at every stage of the vehicle's life cycle: from the development stage, to the production, logistics, sales and service stages, and through the recycling of vehicles ending their lives.

### Nissan's environmental philosophy "Symbiosis of People, Vehicles and Nature"

Under Nissan's vision, "Enriching People's Lives", we have set the philosophy "Symbiosis of People, Vehicles and Nature" toward realizing its "Customer-Focused and Environmental Friendly" guideline. Nissan's mission in society is to foster the attainment of sustainable development and form a recycling-based society and economy by pursuing business based on these philosophies.

### Three Key Environmental Issues

We have set the following key environmental issues approach to creating what we call a "Symbiosis of people, vehicles and nature".

We have set three Key Issues

- Managing CO<sub>2</sub> Emissions
- Protecting the Air, Water and Soil
- Recycling of Resources

The question common to all of these issues is, "How can Nissan best leverage its position as a global automaker and contribute to society's need for sustainable mobility?"

Nissan is taking an integrated approach, covering both the lifecycle of our vehicles and corporate activities.

### Product and Technology Development

- Nissan is planning to expand the global sales of CVT (Continuously Variable Transmissions) fitted vehicles, which will contribute towards reducing CO<sub>2</sub> emissions, from 250 thousand units (fiscal year 2004) to 1 million units by fiscal year 2007.
- Nissan developed two new technologies for the fuel cell vehicle (FCV). One is its first in-house fuel cell stack and the other is 70 MPa high-pressure hydrogen storage cylinder.



X-TRAIL FCV 2005 model (planned)

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

- Nissan reduced VOCs (volatile organic compounds), believed to cause nose and throat irritation, below the guideline values set by the Ministry of Health, Labour, and Welfare, in the car cabin of Cube, Cube Cubic, March, and Serena.
- As of March 2005, more than 90% of Nissan's gasoline-powered passenger cars sold in Japan are certified as U-LEVs/ SU-LEVs.
- Recoverability rate\*, index of the structures and materials for ease of recycling over 95%, was achieved for March, Cube, Cube Cubic, Lafesta, Note and Serena as of June 2005.



\* Data is based on Nissan internal standard.



Major recyclable parts on Note

### Manufacturing and Logistics

- Nissan achieved an average recycling rate of 99.3% throughout the manufacturing process in Japanese plants and 100% at Yokohama Plant.
- Modal shift: Nissan have begun transporting finished cars and parts by sea and rail freight instead of by road.



Modal shift to rail freight



Modal shift to sea freight

### Sales and Service

- All of our sales companies and shops certified as "Nissan Green Shop", our own environmental management certification system to promote responsible environmental behavior for the dealers.



### Recycling End of Life Vehicles

- Nissan aims to achieve a sustainable automobile society with environmentally friendly recycling.



The amount of Automobile Shredder Residue (ASR) from a single vehicle of "March (previous model)".





## Improving Safety

# Aiming for a Society with No Traffic Accidents

Nissan's concept of "the vehicle helps protect people"



Nissan aims to halve the number of fatal and serious injuries from accidents involving Nissan vehicles in Japan by 2015 compared with 1995. Based on analysis of real-world accidents, Nissan has been working progressively to design and engineer safer vehicles.

Nissan incorporated its Safety Shield approach within its existing safety technologies in fiscal 2004. The vehicle activates various barriers according to the circumstances, from normal driving to post-accident, to provide continuous support against dangerous situations.



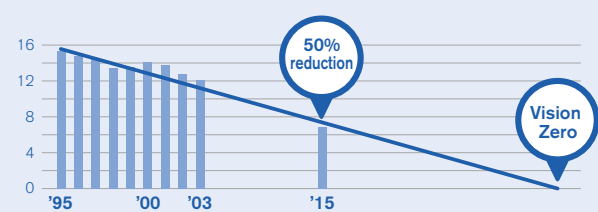
Testing at Nissan Advanced Crash Laboratory

### Nissan's safety goal Vision Zero

To reduce fatal/serious injuries involving Nissan vehicles

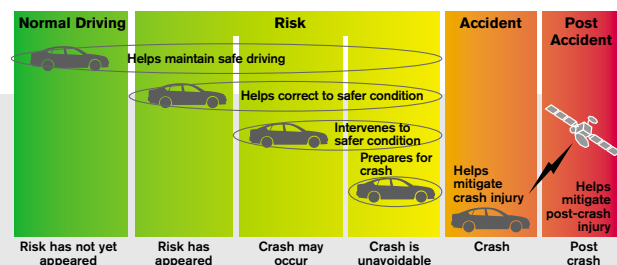
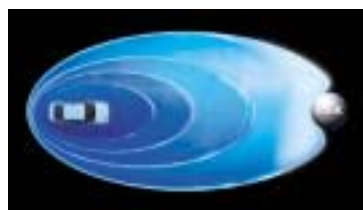
50% reduction from 1995's level by 2015. Substantially zero as technical goal.

Number of fatal/serious injuries per 10,000 Nissan vehicles



Source: ITRADA, "Institute for Traffic Accident Research and Data Analysis" (Involvement of Nissan Vehicles in Traffic Accidents)

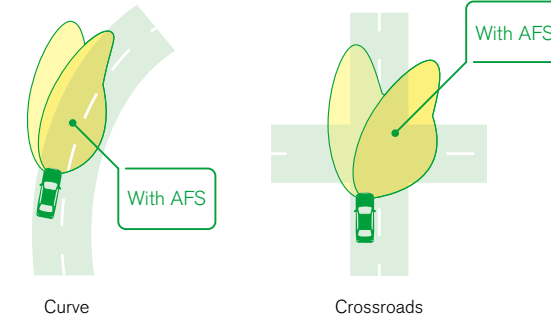
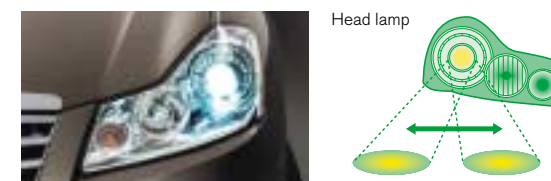
### Safety Shield—concept image



### Helping the Driver to Maintain Comfortable Driving

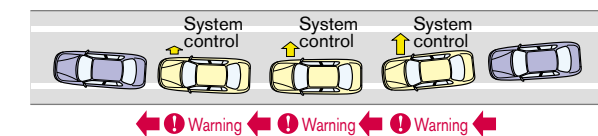
Adaptive Front-lighting System (AFS) automatically turns on low beams according to vehicles speed and steer to provide better visibility. The Intelligent Cruise Control System enables to maintain a preset headway distance to a preceding vehicle in the same lane according to the driving speed. Helps the driver to maintain comfortable driving.

#### Adaptive Front-lighting System



### Helping the Driver to Recover from Dangerous Condition to Safe Driving

The LDP system recognizes visible lane markings through the use of a small camera mounted behind the rearview mirror. The camera's signal and the vehicle's speed are sent to the system's advanced microprocessing unit, which combines the information to calculate both the distance between the vehicle and the lane marking and the lateral velocity to the lane marking. If it is determined that the vehicle is leaving the lane, warnings are given. At the same time, the car's braking systems are activated, to help return the vehicle to its original lane.



### Helping to Minimize the Damage When a Collision is Unavoidable

When a rear-end collision cannot be avoided by the driver's action, the Intelligent Brake Assist activates the brakes to slow the vehicle. The Brake Operated Pre-crash Seatbelt System retracts seatbelts using a motor, and early seatbelt restraint helps reduce occupant motion.

The Crash-compatible Zone Body construction helps improve both self-protection and reduces damage to the other vehicle in a collision. Helps minimize the damage when a collision is unavoidable.



Crash-compatible Zone Body construction (Note)



**R & D**

# 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.



**Attractive cars are the product of teamwork**

The new FUGA luxury sports sedan has exceptional attention to detail. Features such as the solar eclipse gauge, and the multi-functional dial switch reflect the creativity and professionalism of our designers and engineers.



**Global research and development organization**

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



**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.



Technical Center (Japan)



Nissan Technical Center North America (U.S.)



Nissan Technical Centre Europe (U.K.)



Nissan Design Europe (U.K.)



Nissan Design America Farmington Hills Studio (U.S.)

## Manufacturing

# Efficiently Building Quality

Nissan responds flexibly to increasingly diversifying and demanding needs. Through its production facilities in 16 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 16 countries, including Japan, the United States, the United Kingdom, Spain and Mexico. Globally, the company produces some 3.3 million cars annually 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.



Guangzhou Huadu Plant, Dongfeng Motor Co., Ltd. (China)



Smyrna Plant, Nissan North America, Inc. (U.S.)



The Harbour Report 2005 named the Sunderland Plant in the U.K. the most productive car plant in Europe.



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



Tochigi Plant



Cockpit module being installed.

### 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 method is already fully employed at many Nissan plants.

## Sales & Marketing

# The Importance of Communicating 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, the United States and Europe, and is being applied to dealerships worldwide.

Nissan continues to offer attractive products and quality service worldwide through around 10,000 dealers in 160 countries, always placing importance on communication with customers.

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.



Oman dealership



U.S. dealership



U.K. dealership



### "LV", Life-care Vehicles

In the Nissan Group, welfare vehicles supporting customers in a variety of situations in life are called "Life-care Vehicles"



Blog site for Tiida (Japan)

## Corporate Citizenship

# A Company in Tune with the Community

Nissan is working on various corporate citizenship activities mainly to support education, to take care of our environment, or to provide humanitarian relief when necessary.

Nissan is working to be a true member of the global community, striving to create value for society, as it becomes a trusted and needed company. As a good corporate citizen, Nissan is engaged in many activities to contribute to the global as a whole, as well as the local communities, which it operates.

In Japan, for example, Nissan has been organizing numerous programs such as "Nissan Children's Storybook and Picture Book Grand-Prix" and "Nissan NPO Learning Scholarship Program" with particular focuses on fostering young people's creativity. Nissan is also engaged in wide range of activities that contribute to the community both in Japan and around the world. Examples include programs that enhance the relation with local community, the arts, and international exchange.

When big earthquake and hurricane hit the communities, Nissan supports disaster relief efforts by various measures such as cash donation, in-kind donation and the involvement of the employees.

Nissan Science Foundation has been providing grants for basic scientific research, with special focus on environmental issues. In addition, grants are provided to promote science education at elementary schools and junior high schools in Japan to foster younger people's greater interest in scientific fields.



Story and picture books published (Japan)



Special classes at elementary schools (Japan)



Donating a part of 4WD car sales amount for vaccination program (France)



Providing cars to a welfare program delivering meals to the aged (Canada)



Supporting a project delivering food, clothes and other items to those living in poor regions (Brazil)



Supporting technical research for making groundwater drinkable in Bangladesh



**Nissan NPO Learning Scholarship Program**  
This internship program involves students who wish to experience working with an NPO and gives scholarships to selected students based on their achievements. The objective is to provide an experience with NPOs to foster their ability to think and take actions. Every year, some twenty students join 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: +81 (0) 3-3543-5523

#### 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, 2005)

605,813 million yen

#### Number of Employees (As of March 31, 2005)

32,755 (Non-consolidated)  
183,607 (Consolidated)



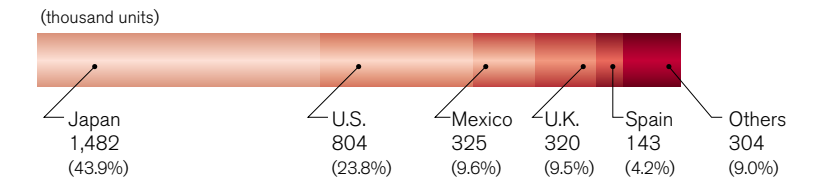
Nissan Motor Co., Ltd. Headquarters

### Business Results in FY2004 (Consolidated)

<b>Net Sales</b>	8,576,277 million yen
<b>Operating Income</b>	861,160 million yen
<b>Operating Margin</b>	10.0%
<b>Ordinary Income</b>	855,700 million yen
<b>Net Income</b>	512,281 million yen

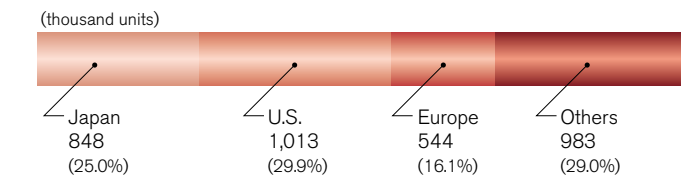
### Global Vehicle Production\*

Total 3,379 thousand units Figures in parentheses are by-region component ratios.



### Global Vehicle Sales\*

Total 3,388 thousand units Figures in parentheses are by-region component ratios.



\* According to each country/region's fiscal year

## Offices and Facilities

### Japan

#### [Headquarters]

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

#### [Production]

Oppama Plant  
1, Natsushima-cho, Yokosuka-shi,  
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  
2 Takara-cho, Kanagawa-ku,  
Yokohama-shi, Kanagawa 220-8623,  
Japan  
Phone: 045-461-7304

Iwaki Plant  
386, Shimokawa-aza-Otsurugi, Izumi-cho,  
Iwaki-shi, Fukushima 971-8183, Japan  
Phone: 0246-75-1123

#### [R&D]

Research Center  
1, Natsushima-cho, Yokosuka-shi,  
Kanagawa 237-8523, Japan  
Phone: 046-867-5142

Technical Center  
560-2, Okatsukoku, Atsugi-shi,  
Kanagawa 243-0192, Japan  
Phone: 046-270-1220

#### [Logistics, Others]

Sagamihara Parts Center  
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  
10-1, Hironodai 2-chome, Zama-shi,  
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 (U.K.) Ltd.  
Nissan Motor Ibérica, S.A. (Spain)

### Asia

#### [Regional Company]

Nissan (China) Investment Co., Ltd. (China)

#### [Production]

Dongfeng Motor Co., Ltd. (China)  
Siam Nissan Automobile Co., Ltd. (Thailand)  
Zhengzhou Nissan Automobile Co., Ltd.  
(China)  
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 Co. (Australia) Pty. Ltd.

#### [Production]

Nissan Casting Australia Pty. Ltd.

### Mexico, Latin America & Caribbean

#### [Regional Company]

Nissan Mexicana, S.A. de C.V.  
Nissan do Brasil Automóveis Ltda.

#### [Production]

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

### Middle East, Gulf States

#### [Regional Headquarters]

Nissan Middle East FZE  
(United Arab Emirates)

### Africa

#### [Production]

Nissan Motor Company South Africa  
(Proprietary) Ltd.

As of September 30, 2005

## Product Lineup

### Japan



MURANO



NOTE



FAIRLADY Z



ELGRAND



TIIDA



LAFESTA



CUBE CUBIC



SERENA



FUGA

North America



QUEST



XTERRA



PLATINA



PATHFINDER



INFINITI QX56



INFINITI FX45



TITAN KING CAB



INFINITI GX35 COUPE



ALTIMA

Europe



MICRA C+C



X-TRAIL



PRIMERA



MURANO



NABARA



KUBISTAR

Asia, Middle East & Others



PATROL (for the Middle East)



TIIDA (for China)



CEFIRO (for Singapore)

# NISSAN

MOTOR COMPANY

## Japan

### Nissan Motor Co., Ltd.

Global Communications, CSR and IR Division  
17-1, Ginza 6-chome, Chuo-ku,  
Tokyo 104-8023, Japan  
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## North America

### Nissan North America, Inc.

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18501 South Figueroa Street,  
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Fax: +1(310)516-7967

## Europe

### Nissan Europe S.A.S.

Communications Department  
Parc de Pissaloup  
13, Avenue Jean d'Alembert  
B.P. 123, 78194 Trappes Cedex, France  
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Fax: +33(0)1 30 13 68 70

## Corporate Information Website

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

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