

**NISSAN**  
MOTOR COMPANY

**Japan**

**Nissan Motor Co., Ltd.**  
Global Communications and CSR Division  
Communication and CSR Department  
17-1, Ginza 6-chome, Chuo-ku,  
Tokyo 104-8023, Japan  
Phone: +81(0)3-5565-2141  
Fax: +81(0)3-3546-2669

**North America**

**Nissan North America, Inc.**  
Corporate Communications  
333 Commerce Street, Nashville,  
TN 37201-3300, U.S.A.  
Phone: +1(615)725-1000  
Fax: +1(615)725-3343

**Europe**

**Nissan Europe S.A.S.**  
Communications Department  
Parc de Pissaloup  
13 Avenue Jean d'Alembert  
B.P. 123, 78194 Trappes Cedex, France  
Phone: +33(0)1 30 13 66 00  
Fax: +33(0)1 30 13 68 70

**Corporate Information Website**  
[www.nissan-global.com/EN/](http://www.nissan-global.com/EN/)



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**Nissan: Enriching People's Lives**

**NISSAN**  
MOTOR COMPANY

**MESSAGE FROM THE PRESIDENT AND CEO**



The global automotive industry has entered a new era – one that can be expected to change almost every facet of the car in the years ahead.

This is an exciting time. In pursuit of environmentally sustainable mobility, we are now engaged in a great race – one of the greatest engineering competitions in history. The outcome will deliver significant benefit to humanity. And within our industry it will distinguish the winners from the rest.

Where will the solutions be found? Will it be it fuel-cells, electric cars, bio-fuels, advanced diesels, hybrids – or something not yet invented? No one knows. As yet there is no “silver bullet” and no winner in sight.

Still, we are confident that effective solutions are within reach. But when a winner does emerge the decision will not be made by engineers.

Consumer demand is the most powerful force for global environmental progress. And it is very democratic: by exercising their right to choose, every new car buyer in every country gets a vote. So consumers will dictate both the pace of change and its direction.

This poses a significant challenge. Since no one knows which solution will prevail, we must invest massively in R&D in pursuit of every viable alternative.

Fortunately, Nissan is now ready to go the distance in this race.

In 1999, when its finances were in perilous shape, Nissan could not afford sustained investment in technological innovation – the historic core of its brand identity.

Today, with a much healthier balance sheet, our R&D budget is more than double the level of 1999. The impact is much more than double, however, because over the same period we have significantly increased the efficiency of our R&D activities.

This allows us to intensively pursue a broad range of technologies under “Nissan Green Program 2010,” our environmental blueprint. And thanks to our alliance with Renault we are able to focus on our specific promising technologies – such as advanced lithium-ion batteries – and let our partner take the lead in other areas, such as clean diesels.

Environmental progress is coming – and we are determined to be leaders.

Along with “greenness” will come significant technological advances in many other areas such safety and interior comforts. Last but not least, in line with our belief that motoring can be both green and fun, you can expect new technologies from Nissan that will enhance dynamic performance.

Carlos Ghosn  
President and Chief Executive Officer

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# Outline of Nissan

## Continuing Innovation as a Global Brand

Offering the very finest products and creating added value for customers - confirmation that Nissan is a world-class automobile manufacturer evolving on a global scale.

### NISSAN MOTOR COMPANY

**The Nissan Corporate Wordmark**  
Our corporate wordmark represents Nissan as a corporation managing and operating a global business.



### INFINITI

**The Nissan and Infiniti Brand Symbol\***  
A brand symbol is the primary visual representation used to promote a brand's products, sales activities and services. The Nissan and Infiniti symbol serve as the centerpieces of our brand communications to customers.

\* The word "symbol" used here refers to general logomarks and icons.

Nissan will continue to offer innovative products and services today and in the future. What drives us—and gives birth to new value—is the Nissan spirit, embodied in the phrase “The power comes from inside.” Nissan builds high-quality cars that are safe and have the bold design and innovative technology

to satisfy our customers' needs. As a responsible corporate citizen, Nissan is committed to contributing to the advancement of society and the preservation of our natural environment. Our corporate vision is “enriching people's lives.”



### Meeting the Diverse Needs of Customers Everywhere—Nissan Cars

Nissan is dedicated to building appealing cars that customers can delight in driving. Attractive bodylines and refined interiors—matched with dynamic driving characteristics—are key attributes that appeal to customers. At Nissan, we endeavor to build cars that offer better fuel consumption and environmental performance coupled

with advanced safety technology, built on the philosophy of “protecting people with our cars.” Nissan's R&D focuses on breakthrough technologies that give our products both a clear competitive edge and value-add to our customers. Exceeding customer expectations and gaining their trust and confidence are hallmarks of Nissan vehicles.

### Sustainable Mobility for Society—Investing in the Future

Nissan is investing in the future by aggressively pursuing advanced R&D. One of the most important areas of research is the environment. The Nissan Green Program 2010 midterm environmental action plan calls for better environmental performance from

our cars. Additionally, it requires all of Nissan's business operations to find ways to protect the environment, such as reducing plant emissions. The Nissan Group and its affiliates are committed to achieving sustainable mobility for future generations.

### Midterm Environmental Action Plan

Under the Nissan Green Program, the company has set clear objectives by 2010 for reduction of CO<sub>2</sub> and other automotive-related emissions, and to increase recycling. For more information on our environmental activities, please see page 10.

### For All Stakeholders—Nissan Corporate Social Responsibility

Nissan's vision of “Enriching people's lives” is reflected in our social development programs worldwide. Nissan believes that healthy and profitable growth can go hand-in-hand with the development of a sustainable society. By fully embracing the concept of corporate social

responsibility, we ensure that all stakeholders—customers, shareholders and investors, employees, business partners, and the regional companies—foster a strong relationship based on a foundation of mutual trust and respect.

#### 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.



## The Road to Becoming a World-Leading Power Brand



Nissan aims to create a fusion of unique, original design sensibility and cutting-edge technology based on our design heritage and the inherent traditions of Japanese culture. Design is essentially the visual message transmitted by a company. Therefore, Nissan Design goes beyond the design of the vehicle itself. We are committed to presenting a coherent “Nissan-ness” at every single touchpoint where we come into contact with our customers, be it from a sales promotion to the interior design of our vehicles. Nissan Design creates motifs and styles that go beyond the expectations of customers, explicitly presenting Nissan’s inherent value to enhance the company’s brand power.

### New Skyline Coupe (Infiniti G37 Coupe) on the Horizon

At the New York Auto Show in April 2007, Nissan announced the new Infiniti G37 Coupe would make its debut in North America in August. In Japan, the car will be introduced in October as the Skyline Coupe. The introduction of the Skyline Coupe this year commemorates the Skyline’s 50th anniversary. The Coupe is already garnering praise from automobile enthusiasts worldwide.



The new Skyline Coupe/Infiniti G37 Coupe

### Global Design Studio

Nissan opened its new global design studio, located at the Nissan Technical Center in Atsugi, Kanagawa Prefecture, in December 2006. Under the “Collaboration & Communication” theme, the design center fosters an environment that allows the designers to maximize their creative capabilities and encourages collaboration among Nissan designers worldwide. The studio will serve as Nissan’s central design and development facility, working closely with design studios in the U.S., England and Taiwan, to deliver more attractive and innovative products to our customers.



The new global design studio offers the expansive freedom that inspires creativity.

### Cultivating Next-Generation Designers

Nissan is exploring new ways to cultivate the next generation of car designers. In Japan, we initiated the Nissan Design Offsite Internship educational program for design students aspiring to become automotive designers. In 2006, we launched the Nissan Design Forum’s “Imagination Factory” to bring our designers into contact with design students across Asia, including Singapore, Thailand, Taiwan and other countries.



The Nissan Design Forum’s “Imagination Factory”

## Value Creation: Meeting the Needs of Customers Worldwide



The goal of research and development is to present true value to customers through preeminent technology. In pursuit of Nissan’s corporate vision, “Enriching people’s lives,” we are committed to promoting technologies leading to a brighter tomorrow. The Alliance with Renault has strengthened our R&D capabilities immeasurably. Building common platforms, powertrains, engines and transmissions has produced excellent synergy and developmental efficiency. Nissan will continue this method of innovation, formulating new technologies and providing greater value to our customers.

### Nissan Advanced Crash Laboratory

The Nissan Advanced Crash Laboratory, located in Oppama, Kanagawa Prefecture, performs highly advanced accident simulations. The objective of this facility is to improve driver safety in crashes and rollover accidents. Various types of crash situations are carefully re-created, helping us devise new accident countermeasures that enhance the safety of our vehicles and passenger-protection.



Site of crash experiment at the Nissan Advanced Crash Laboratory

### The Continuously Variable Transmission: Effectively Reducing CO<sub>2</sub> Emissions

The continuously variable transmission, or CVT, allows an engine to run at optimal levels, balancing out acceleration and changes in speed while enhancing fuel efficiency. Currently, Nissan is the only automaker in the world that provides CVT-equipped vehicles in all segments, ranging from compact cars to large sedans. The CVT efficiently reduces fuel consumption and CO<sub>2</sub> emissions. We are aiming to maximize this asset and expand the rollout of CVT-equipped vehicles worldwide.



The XTRONIC CVT

### Nissan’s Next-Generation V6 Engines

The next-generation VQ35HR and VQ25HR V6 engines are specifically developed for rear-wheel-drive vehicles. The VQ engines deliver “smooth transition” and effortless acceleration to top-in-class engine speeds of 7,500 revolutions per minute. The seamless acceleration and superb responsiveness give the driver greater control over the vehicle, resulting in an exhilarating driving experience. The new VQ engines also rank at the top of their class for fuel economy, while dramatically lowering CO<sub>2</sub> emissions, thus qualifying them as Super Ultra-Low Emission Vehicles (SU-LEVs).



The next-generation VQ35HR V6 engine

### New Driver Support Systems

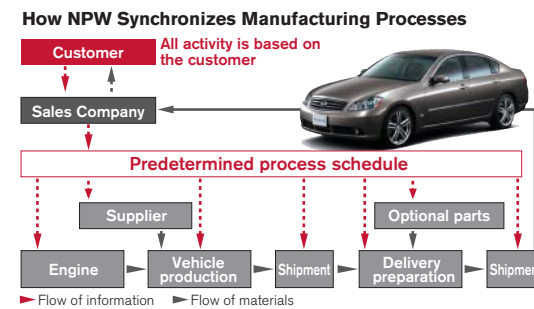
We developed the new “Around View Monitor” to give drivers a bird’s-eye view display of the area around the vehicle. The “Car Wings” service uses the latest Vehicle Information and Communication System data and traffic report data to help drivers anticipate traffic jams and identify the quickest route to their desired destination. We are looking to further enhance driver support systems in pursuit of our customer’s comfort, convenience and driving pleasure.



The new “Car Wings” driver support system

# Manufacturing

## What We Do to Meet Diversifying Customer Needs



We at Nissan continue to pass the test of making increasingly better products, and take real pride in our productivity and manufacturing efficiency, which ranks as the best in the global automotive industry. What helps make this possible is the Nissan Production Way (NPW). NPW is meant to ensure the efficient manufacture of high-quality automobiles and to deliver those vehicles to customers in the fast delivery times we have promised. Under NPW, we build vehicles not just in an ordinary production-line, but combine collections of components—such as engines and assemblies—with the manufacturing processes “in a synchronized” fashion to assemble all of the components into a completely built vehicle.

### Developing Global Production Bases

With rising demand for Nissan's products in new markets worldwide, our global growth strategy is focused on the expansion of our regional facilities and investing in greenfield facilities. In the Huadu district of Guangzhou, China, Dongfeng Nissan recently completed a new engine plant, and is in the process of upgrading its vehicle assembly factory to boost productivity. Nissan has established an auto parts export base in Bangkok, Thailand, to ship parts to its manufacturing plants worldwide. We are also constructing a new production facility in St. Petersburg, Russia. In India, Nissan is partnering with Renault and local manufacturer Mahindra & Mahindra to construct a new plant in Chennai, in the state of Tamil Nadu.

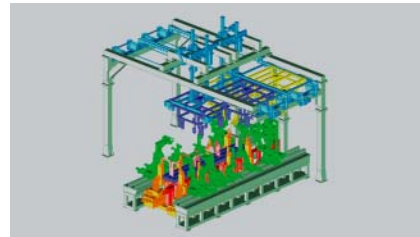


The Dongfeng Motor Co., Ltd. Guangzhou Huadu vehicle plant (China)

### Implementing NIMS, Nissan's Highly Efficient Production Technology

To respond smoothly to changes in consumer preferences and shorten the lead time needed to prepare a factory for a new vehicle launch, we have introduced Nissan's original standard production technology called the Nissan Integrated Manufacturing System (NIMS). NIMS allows the orderly expansion of factories both in and outside of Japan. One major NIMS feature enables us to make several types of vehicles on a single production line and yet dramatically reduce the costs associated with the start of a new model production. Nissan's expertise, developed over the years, is reflected in newly designed equipment that has been standardized globally for greater stability in quality and efficiency throughout the global manufacturing system.

#### NIMS (Nissan Integrated Manufacturing System)



An example of NIMS in body production: The manufacturing equipment automatically confirms the type of vehicle before doing the welding

### Ergonomic “Human-Friendly” Production Lines

Thanks to the adoption of ergonomic principles throughout the working environment, NPW enables the creation of production lines that are more “human-friendly” to our employees. Difficult working positions and postures are eliminated from the working process to create a more advanced approach to production. We have taken this approach to a global level, working to improve both efficiency and quality in the manufacture of Nissan automobiles worldwide.



Ergonomic concepts have been incorporated into the production line at the Nissan USA plant in Canton, Mississippi

# Quality

## Achieving Quality That Satisfies Every Customer



Nissan makes every effort to maintain universal standards of quality. Our internally developed Nissan Product Quality Policy (NPQP) sets forth three aims: 1) provide the highest-quality products to all customers; 2) pursue the same quality standards worldwide; and 3) establish quality assurance that people can depend on through the implementation of the Nissan Quality Assurance Way (NQAW).

### Ensuring Top Quality Throughout the Vehicle Lifecycle

From vehicle concept and manufacturing through to logistics, sales and after-sales service, Nissan aims to sustain a consummate level of quality throughout the service life of every vehicle. Quality assurance at each of these stages results in a better-built car, and ensures higher quality and durability. On the manufacturing side, every Nissan project quality director (PQD) had been trained to take into consideration the customer's point of view when investigating the quality of materials and construction. Our PQDs work to make sure that Nissan adheres to the highest standards in hundreds of areas in each vehicle. Their scrutiny helps to ensure that Nissan cars deliver optimum performance throughout their lifecycle.



The PQD testing seen here is performed to confirm quality

### Higher Quality Sales and Service

The Nissan Sales and Service Way (NSSW) is a set of global-standard guidelines aimed at making Nissan the top vehicle choice when customers step into a Nissan dealership. These guidelines cover all aspects of the sales experience to ensure that customers feel comfortable and at ease in Nissan showrooms, and confident in driving away in a new Nissan. Each year, the All-Nissan Service Technical Contest draws representatives from Nissan dealerships worldwide, all eager to show their sales, reception and telephone techniques and technical skills to fellow colleagues gathered from Nissan's sales and service force worldwide. There is intense competition for the best results, and these meetings regularly highlight new ways to improve our service.



The All-Nissan Service Technical Contest is held annually

### Supplier Cooperation Boosts Quality

With the intense competition in the global market, the close cooperation with our various suppliers of parts, materials and services is absolutely essential. Nissan works to strengthen these partnerships and to improve our communications with these suppliers. A formal awards program has been established to recognize the supplier that has achieved superior quality on a global scale. Through various quality assurance programs, Nissan works with suppliers to promote continual improvements in the quality of our Nissan vehicles.



The Global Supplier Awards ceremony

### Nissan Field Quality Centers

In 2006, Nissan established four Field Quality Centers (FQCs) in the major regions—one each in Japan and Europe, and two in the U.S.—to serve as dedicated proving grounds designed to enhance product quality. The FQCs are equipped with measuring devices that can perform quick and accurate field quality inspections and analysis. The engineers work in close collaboration with the design, development and quality divisions, as well as suppliers, to inspect and analyze components sourced locally. Beginning in 2007, Nissan expects to significantly improve product quality as well as reduce warranty costs by lowering the number of defects anticipated within the warranty period.



Nissan's Field Quality Center in Atsugi, Kanagawa Prefecture (Japan)

## Customer POV—The Nissan Approach to Service



The customer's perspective forms the foundation of Nissan's sales and service philosophy. Customers are always treated as individuals deserving of the most informative sales presentations and the fastest, most professional after-sales service. This is clearly outlined in detail in the Nissan Sales and Service Way (NSSW), a comprehensive approach to upgrading the quality of our sales and service operations. Through a variety of activities, we work to exceed customer expectations, create attractive showrooms, establish Nissan as a trusted brand, and improve customer satisfaction.

### Increasing Female Sales Staff

Having a sales staff that more closely reflects the diversity of our customer base is a top priority. In Nissan showrooms throughout Japan, for example, we are stepping up efforts to increase the ratio of female sales staffers. Technical advisors in our service department are also trained to carefully respond to customer comments and needs, and we are increasing the ratio of our female technical employees as well through training programs. We are working continuously to make our showrooms more inviting and responsive to the needs of our customers.



We plan to raise the ratio of female sales staff to 10 percent in our showrooms throughout Japan by the end of 2007

### Showrooms Designed for a Diverse Customer Base

Nissan showrooms increasingly reflect the growing diversity of our customer base. Special Nissan Life Care Vehicles designed for the disabled and elderly are now making their appearance, along with commercial vehicle Pro Shops offering a number of customizing options for light commercial trucks. These developments are making Nissan more responsive to the varied needs of our customers. All of Nissan's dealerships throughout Japan also operate under our original environmental management certification system, branded as the Nissan Green Shop. Based on ISO 14001, Nissan Green Shop is an annual audit that ensures we are in full compliance with all environmental laws, minimizing our environmental impact, and that we engage our customers to share in our green efforts.



Specially trained Life Care Vehicle sales staffers assist customers at a dealership in Japan

### Debuting Worldwide—The Infiniti Brand

Since its U.S. debut in 1989, Nissan's Infiniti luxury brand has been introduced in a growing number of countries worldwide. Currently, Infiniti models are available in Canada, the Middle East, Russia, South Korea and Taiwan, where they are recognized for their sophisticated design and high performance. The Infiniti brand is scheduled to make its first appearance in China, the Ukraine and Western Europe in the near future, where Infiniti is expected to become a strong competitor within the Tier 1 luxury brand segment.



One of several Infiniti showrooms in South Korea

## Our Environmental Theme: Achieving a Symbiosis of People, Vehicles and Nature



To realize our philosophy of "a symbiosis of people, vehicles and nature," we have adopted comprehensive initiatives to protect the global environment that encompass a car's lifecycle as well as the entire scope of our business activities. For the earth and for future generations, Nissan is proactively taking up environmental issues, seeking to be recognized as a "sincere eco-innovator." We are providing innovative products to reduce the load on the environment and develop a sustainable mobile society. Based on our "Nissan Green Program 2010" plan, we are pursuing three major initiatives: reducing CO<sub>2</sub> emissions, reducing exhaust emissions, and recycling resources.

### Reducing CO<sub>2</sub> Emissions

Nissan approaches the reduction in CO<sub>2</sub> emissions as an issue of high priority. At every stage of our production and business operations—from manufacturing, transport and distribution to customer test-drives—we are working to decrease the volume of CO<sub>2</sub> emissions. Improving fuel economy is one of our highest priorities. While we continue to develop advanced electric vehicle technologies, we are taking immediate steps to reduce CO<sub>2</sub> emissions via breakthroughs in powertrain technology to achieve the ultimate in engine efficiency. Such improvements in engine fuel consumption are widely and speedily incorporated in our vehicles.



The 2005 Nissan X-Trail FCV

### Reducing Exhaust Emissions to Protect the Air, Water and Soil

Nissan has established strict internal controls and targets to reduce the level of emissions from our vehicles, in addition to factory wastewater and chemical substances from the manufacturing process. These controls and targets are applied at both the product design and manufacturing stages. In Japan, more than 80 percent of Nissan's gasoline-powered cars are certified as SU-LEV\*. By Nissan's calculations, this roughly equals the reduction in emissions if 40 percent of the vehicles we sold were powered by fuel-cell batteries or electricity instead. Nissan's objective is to achieve emissions at a level lower than any applicable ambient air regulation or standard.



The March SU-LEV

\* SU-LEV: Super Ultra-Low Emission Vehicle. A vehicle that produces 75 percent less exhaust emissions of nitrogen oxide (NO<sub>x</sub>) and nonmethane hydrocarbon (NMHC) than the level prescribed in the 2005 exhaust emissions standards.

### Recycling Resources: Promoting Our "3R Campaign" of "Reduce, Reuse, Recycle"

Nissan cars are designed to be recyclable. We have continued to develop various initiatives to promote the most effective recycling of resources possible. Since the launch of the March model in 2001, followed by the Cube, Lafesta and all new models after 2005, we have achieved a recycling rate of 95 percent in Japan. We have undertaken steps on a worldwide scale to realize a 95 percent actual ratio of recycling—what is referred to as the effective recycling ratio\*—for cars at the end of their life cycle.

\* The recycling ratio is based on the 1998 definition of the potential recycling ratio and guidelines for calculation methods from the Japan Automobile Manufacturers Association.



Major recyclable components in the Note model

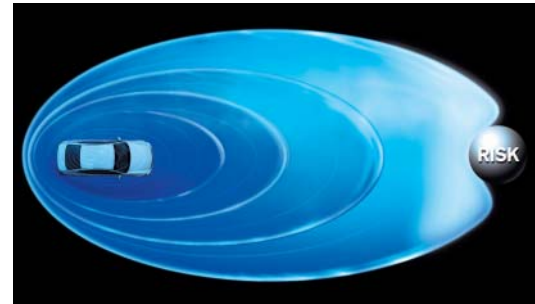
### The "Nissan Green Program 2010" Environmental Action Plan

"Nissan Green Program 2010" is Nissan's environmental action plan, incorporating concrete objectives for environmental challenges up to the year 2010. Based on this plan, Nissan will reduce CO<sub>2</sub> emissions in all fields related to its operations. Moreover, we have set our ultimate goal—"Reducing the negative environmental impact caused by our business operations and usage of Nissan's vehicles, to stay within the Earth's natural ability to absorb these impacts"—and we are implementing various initiatives to achieve it.



# Improving Safety

## Toward a Vehicle-Based Society Without Traffic Accidents



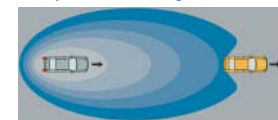
Nissan is working to halve the 1995 figure for car accidents involving death and serious injury in our vehicles by the year 2015. Under the banner “cars that protect people,” Nissan has developed the “Safety Shield” concept, which redefines the level of active safety features incorporated in a vehicle. This concept is the impetus for ongoing technical developments for Nissan’s future generation vehicles. We are designing cars with barrier functions that respond to various driving conditions, from everyday motoring to the critical moments after a crash. These barrier functions provide continuous support even in potentially dangerous situations. Nissan is addressing several car safety issues—including performance, driver education and driving techniques—that influence the overall driving environment.

### Reducing the Driver’s Burden: Distance Control Assist System

To keep drivers out of potentially dangerous situation, Nissan has developed a system that helps maintain a safe distance between cars. This system employs radar sensors mounted on the front of the car to sense the gap between it and other vehicles. The optimum distance is determined based on the car’s speed, which is in turn controlled to maintain a suitable distance. This reduces the need for frequent braking, thus lessening the demands on the driver.

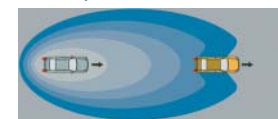
#### The Distance Control Assist System in operation:

Example of a car coming too close to a vehicle ahead in traffic



If the driver releases the gas pedal, the system automatically applies the brakes. (The system applies the brakes only when the driver is not stepping on the gas pedal.)

Example in which deceleration by a vehicle ahead in traffic requires the driver to brake



An indicator will appear on the instrument panel display and a buzzer will sound. The gas pedal will automatically be released.

### The Sky Project Employs Data Communications Technology

The Intelligent Transport System (ITS), which collates real-time data from on-the-road vehicles and traffic probes installed, is employed in the Sky Project to reduce traffic accidents and to help ease traffic jams. A pilot program has begun in Kanagawa Prefecture, just south of Tokyo, in which infrastructure such as data communications equipment installed on roadways is linked to the vehicles. This system can pinpoint vehicles and pedestrians hidden from view at intersections and help prevent such accidents from occurring. The data on vehicle speed is also used to prevent traffic jams.



Temporary stop information in the Sky Project, which uses ITS

### Nissan Holds Safe Driving Forums in China

Nissan holds its Safe Driving Forums in various regions of China to promote proper driver education and impart the skills necessary for safe driving. In Beijing, for example, we familiarize attendees with Nissan’s safety technology, accident analysis and the Safety Shield concept, in the hope that this will lead to an automobile-based society with minimal traffic injuries and fatalities.



A driver safety education session in China

# Corporate Citizenship

## Towards a Sustainable Global Society



Nissan is committed to being a sustainable enterprise and a socially responsible corporate citizen. We are engaged in various community programs that focus on education, the environment and humanitarian efforts. Nissan’s vision of “Enriching People’s Lives” is the foundation for our corporate social responsibility activities dedicated to creating a brighter and better future for the generations to come. Under this shared global vision, we actively support local communities wherever our operations are located.

### Investing in Today’s Young Generation

Children’s storybooks and picture books encourage the young to dream and be creative. Partnering with the International Institute for Children’s Literature in Osaka, Nissan has held the Nissan Children’s Storybook and Picture Book Grand Prix since 1984. In 1998, we established the Nissan-NPO Learning Scholarship Program in collaboration with nonprofit organizations to provide financial assistance to students seeking internships at NPOs. The scholarship enables college and graduate students to apply for programs designed to enhance their creativity and motivation.



The closing ceremony for the Ninth Nissan-NPO Learning Scholarship Program

### Environmental Education School Program

In March 2007, Nissan conducted a series of environmental education sessions at public elementary schools in Yokohama. Nissan used the fuel-cell vehicle to demonstrate its green technologies. The program, in collaboration with Honmachi Elementary School, is expected to run throughout the 2007 academic year and will emphasize comprehensive environmental instruction. Nissan also conducted a similar environmental education session with the fuel-cell vehicle at a middle school in Nikko City in Tochigi Prefecture.



Bringing environmental education to a Japanese elementary school

### Aid for Disaster Areas

When an earthquake devastated the coast of Java in May 2006, Nissan contributed 10 million yen in emergency aid through the Japan Platform, a nonprofit organization that provides humanitarian relief. Additionally, Nissan employees in Japan and Indonesia collected nearly 3.2 million yen to provide direct relief to victims of the tragedy. Nissan employees in Indonesia and members of the Nissan owner’s club teamed up to survey the disaster-struck areas, and aided in the rebuilding of a Yogyakarta elementary school. By the end of 2006, four classrooms had been rebuilt.



Nissan aided in the reconstruction of this elementary school in Indonesia

### Engaging in Social Development Worldwide

Nissan is engaged in a wide range of social development programs worldwide. In partnership with the World Wildlife Fund, Nissan North America held a program to increase environmental awareness among students. Nissan Europe S.A.S. discontinued its Christmas card mailing and will instead channel the funds to an NGO that supports Romanian orphans. In China, Nissan China Investment Co., Ltd. held the “Nissan Ten-Year International Silk Road Walk” to raise funds for elementary schools in poverty-stricken regions.



The Nissan Ten-Year International Silk Road Walk in China

# RENAULT-NISSAN Alliance

## Synergy for Success



March 27, 1999 marked the start of the Alliance between Nissan and Renault, a partnership based on mutual respect for each company's corporate culture and brand identity. Within the Alliance, both companies share in the design of car bodies and platforms as well as jointly developing powertrains and refining manufacturing processes. Each company also designs its own products, enabling both to strengthen their product lines independently. Nissan and Renault compete on growth and profitability, so there are continuing high expectations of this joining of forces.

### Alliance Partners Ranked Fourth in 2006 Global Sales

Nissan and Renault's combined global sales for the calendar year 2006 totaled 5,911,171 vehicles: 3,477,799 for Nissan, and 2,433,372 for Renault. That gave the Alliance a total market share of 9 percent, placing it fourth among the major automobile groups. Both companies are planning complementary operations in various regions worldwide to take further advantage of their partnership.



Renault Scenic

Nissan Dualis

### Joint Construction of India's Largest Factory

Together with local partner Mahindra & Mahindra, Nissan and Renault have announced they will construct India's largest automotive production facility. The new facility, to be based in the city of Chennai, is scheduled to go online in 2009 with an initial annual capacity of 400,000 vehicles. The three companies expect to achieve greater production efficiency and further reduce costs through joint procurement. Nissan first entered the Indian market in 2004, and established a sales company, Nissan India, the following year. With this new plant, the company intends to build Nissan-brand vehicles locally to embark on a full-scale entry into the Indian market.



The press conference announcing the joint production plant in India

### Nissan Mexico to Sell Aprio—New Compact Sedan Based on Logan

In keeping with the joint vehicle production agreement between Nissan and Renault forged in the year 2000, Nissan will begin selling the Aprio, a new compact sedan, in Mexico in July 2007. The Aprio, based on the Logan, will be built at Renault's Curitiba factory in Brazil. Both companies hope the program will complement their respective regional operations. The Logan was first produced in 2004 by Dacia, Renault's subsidiary in Romania, and is currently sold in some fifty countries worldwide. The car has already played a major role in expanding Renault's markets, and is now being built in Iran, India and Brazil.



A Nissan dealer in Mexico

### Alliance-Built Diesel Engine Makes Nissan Debut

The new M1D 2.0-liter turbo diesel engine jointly developed by Nissan and Renault has been introduced in a Nissan vehicle for the first time. The vehicle is the new Qashqai (known as the Dualis in Japan) released in Europe in February 2007. The M1D engine, which offers low fuel consumption and high power output, will also be featured in the new X-TRAIL to be launched in Europe this summer. Nissan and Renault will continue to apply their R&D expertise to deliver more advanced technologies and innovative products.



The M1D engine, which was jointly developed by Nissan and Renault

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# 1 Corporate Data

## Corporate Data

As of March 31, 2007

Company Name	NISSAN MOTOR CO., LTD.		
Registered Head Office	2, Takara-cho, Kanagawa-ku, Yokohama-shi, Kanagawa 220-8623, Japan		
Headquarters	17-1, Ginza 6-chome, Chuo-ku, Tokyo 104-8023, Japan Phone: 81(0)3-3543-5523		
Date of Establishment	December 26, 1933		
Business Outline	Manufacturing, sales and related business of automotive products, industrial machinery and marine equipment.		
Paid-in Capital	¥605,813 million		
Stock Information	Number of authorized shares:	6,000,000,000	
	Common stock (issued and outstanding):	4,520,715,112	
	Number of shareholders:	198,340	
Number of Employees	186,336* <sup>1</sup> (Consolidated) 32,746* <sup>2</sup> (Non-Consolidated)		

### Origin of the Nissan Name

The company was jointly established on December 26, 1933, as Jidosha Seizo Co., Ltd. (president: Yoshisuke Aikawa), by Nihon Sangyo Co., and Tobata Imono Co., to manufacture and sell Datsun cars and parts. On June 1, 1934, Nihon Sangyo (Nissan) became the company's sole owner and changed the company name to Nissan Motor Co., Ltd.

\*1 Includes 20,607 non - permanent workers.

\*2 Includes 257 non - permanent workers.

## Consolidated Financial Results

(¥Billion)

Item	For the years ended		2004		2005		2006	
			March 31, 2005		March 31, 2006		March 31, 2007	
Net Sales			8,576.3		9,428.3		10,468.6	
Operating Income			861.2		871.8		776.9	
Ordinary Income			855.7		845.9		761.1	
Net Income			512.3		518.1		460.8	
Total Assets			9,848.5		11,481.4		12,402.2	
Net Assets* <sup>1</sup>			2,465.8		3,088.0		3,877.0	

●According to each country/region's calendar or fiscal year result

\*1 The item name "Shareholders' Equity" has been changed to "Net Assets" from fiscal year 2006.

## Global Retail Sales

(Units, %)

Region	For the years ended		2004		2005		2006	
			March 31, 2005		March 31, 2006		March 31, 2007	
	Units	Percent Change	Units	Percent Change	Units	Percent Change		
Global	3,388,592	110.8	3,569,477	105.3	3,483,128	97.6		
Japan	848,267	101.4	842,063	99.3	739,925	87.9		
Overseas	2,540,325	114.4	2,727,414	107.4	2,743,203	100.6		

●According to each country/region's calendar or fiscal year result

## Global Production

(Units, %)

Region	For the years ended		2004		2005		2006	
			March 31, 2005		March 31, 2006		March 31, 2007	
	Units	Percent Change	Units	Percent Change	Units	Percent Change		
Global	3,378,578	110.4	3,509,595	103.9	3,267,001	93.1		
Japan	1,481,563	100.4	1,364,868	92.1	1,191,937	87.3		
Overseas	1,897,015	119.6	2,144,727	113.1	2,075,064	96.8		

●According to each country/region's calendar or fiscal year result

## Board of Directors and Auditors

As of September 1, 2008

Representative Board Members	Board Members	Auditors
<b>Carlos Ghosn</b> President and Chairman  <b>Toshiyuki Shiga</b>	<b>Hiroto Saikawa</b> <b>Mitsuhiko Yamashita</b> <b>Carlos Tavares</b> <b>Hidetoshi Imazu</b> <b>Tadao Takahashi</b> <b>Shemaya Lévy</b> <b>Patrick Pélata</b>	<b>Masahiko Aoki</b> <b>Takeo Otsubo</b> <b>Toshiyuki Nakamura</b> <b>Takemoto Ohto</b>

## Corporate Officers

Chief Executive Officer	Vice Chairman	Auditors
<b>Carlos Ghosn</b> Global Communications, CSR and IR Global Internal Audit Treasury	<b>Tadao Takahashi</b> External and Government Affairs Intellectual Asset Management	<b>Simon Sproule</b> <b>Celso Guiotoko</b> <b>Shigeaki Kato</b>
<b>Chief Operating Officer</b> <b>Toshiyuki Shiga</b> Japan Operations (MC-J) Domestic Network Management (MC-Dealer) Administration for AFLs (MC-AFL) Human Resources External and Government Affairs Intellectual Asset Management Industrial Machinery Marine Corporate Governance Global Internal Audit	<b>Senior Vice President</b> <b>Shiro Nakamura</b> <b>Kazuhiko Toida</b> <b>Junichi Endo</b> <b>Hitoshi Kawaguchi</b> <b>Minoru Shinohara</b> <b>Yo Usuba</b> <b>Yoshiaki Watanabe</b> <b>Colin Dodge</b> <b>Kazumasa Katoh</b> <b>Toshiharu Sakai</b> <b>Alain Dassas</b> <b>Atsushi Shizuta</b> <b>Yasushiro Yamauchi</b>	<b>Haruyoshi Kumura</b> <b>Akihiro Otomo</b> <b>Andy Palmer</b> <b>Emmanuel Delay</b> <b>Akihiro Ishiwatari</b> <b>Thomas Lane</b> <b>Gilles Normand</b> <b>Joji Tagawa</b> <b>Thierry Viadieu</b> <b>Toshifumi Hirai</b> <b>Atsushi Hirose</b> <b>Takao Katagiri</b> <b>Masaaki Nishizawa</b> <b>Shinya Hannya</b> <b>Greg Kelly</b> <b>Hideyuki Sakamoto</b> <b>Shunichi Toyomasu</b> <b>Tsuyoshi Yamaguchi</b> <b>Makoto Yoshimoto</b>
<b>Executive Vice President</b> <b>Hiroto Saikawa</b> American Operations (MC-America & MC-US) Purchasing <b>Mitsuhiko Yamashita</b> Research and Development TCSX (Total Customer Satisfaction Function) <b>Carlos Tavares</b> Corporate Planning Product Planning Market Intelligence Brand Management Design Program Management LCV Business Infiniti Business Control <b>Hidetoshi Imazu</b> European Operations (MC-E) Manufacturing SCM	<b>Corporate Vice President</b> <b>Asako Hoshino</b> <b>Akira Kaetsu</b> <b>Akira Sato</b> <b>Toshio Aoki</b> <b>Shoichi Miyatani</b> <b>Shuichi Otani</b>	<b>Fellow</b> <b>Kimio Tomita</b>

## Major Offices, Facilities and Sales Network < Japan >

### Major Offices and Facilities

As of March 31, 2007

Function	Company/Office/Facility	Address	Operations Commenced	Land Area (thousand sq. meters)	Vehicle Production 2006 *1	Number of Employees	Major Operations / Products	
Headquarters	① Nissan Motor Co., Ltd.	17-1, Ginza 6-chome, Chuo-ku, Tokyo 104-8023	Jan 1968	10		1,915	Management and strategic operations of Nissan's business activities	
R&D	② Research Center (Oppama)	1, Natsushima-cho, Yokosuka-shi, Kanagawa 237-8523	Apr 1961				Basic research and development	
	③ Advanced Technology Center	1-1, Morinosatoayama, Atsugi-shi, Kanagawa 243-0123	Jan 2004	204			Advanced technology development, Basic research and development	
	④ Technical Center	560-2, Okatsukoku, Atsugi-shi, Kanagawa 243-0192	Nov 1981	1,153			Technology and product development, Design, Procurement of components	
	⑤ Powertrain Engineering Division	6-1, Daikoku-cho, Tsurumi-ku, Yokohama-shi, Kanagawa 230-0053	Jul 1948	72			Powertrain development and testing	
	⑥ Tochigi Proving Ground	2500, Kamigamou, Kaminokawa-machi, Kawachi-gun, Tochigi 329-0692	Oct 1973	830			Vehicle testing and evaluation	
	⑦ Oppama Proving Ground	1, Natsushima-cho, Yokosuka-shi, Kanagawa 237-8523	Jun 1961				Vehicle testing and evaluation (Including crash tests)	
	⑧ Hokkaido Proving Ground	48-1, Aza-Rinnai, Rikubetsu-cho, Ashoro-gun, Hokkaido 089-4356	Jan 1992	7,050			Vehicle testing and evaluation	
Production	⑨ Kyushu Plant	1-3, Shinhama-cho, Kanda-machi, Miyako-gun, Fukuoka 800-0395	Apr 1975	2,362	349,205	4,540	Teana, Presage, X-TRAIL, Lafesta, Murano, Almera, AD (M/T, 4WD, CNG)	
	⑩ Kanda Wharf	8-3, Shinhama-cho, Kanda-machi, Miyako-gun, Fukuoka 800-0395	May 1991				Vehicle shipment for domestic and overseas markets	
	⑪ Oppama Plant	1, Natsushima-cho, Yokosuka-shi, Kanagawa 237-8523	Oct 1961	1,707 *2	309,725	4,425 *2	March, Cube, Cube Cubic, Tiida, Tiida Latio, Note, Bluebird Sylphy	
	⑫ Oppama Wharf	2-23, Natsushima-cho, Yokosuka-shi, Kanagawa 237-8523	May 1983				Vehicle shipment for domestic and overseas markets	
	⑬ Tochigi Plant	2500, Kamigamou, Kaminokawa-machi, Kawachi-gun, Tochigi 329-0692	Oct 1968	2,922 *3	167,395	5,909 *3	President, Cima, Fuga, Skyline, Fairlady Z, Stagea, Infiniti Q45, M, G, 350Z, Assembly of axles and machining, Casting	
	⑭ Nissan Shatai Co., Ltd.	10-1, Amanuma, Hiratsuka-shi, Kanagawa 254-8610	Apr 1949 *4	649 *5	338,984	4,626	Elgrand, Infiniti FX, Pickup, Wingroad, Safari, Caravan, AD (2WD)/AD Expert, Civilian, Cedric Sedan, Crew, Serena	
	⑮ Iwaki Plant	386, Shimokawa-aza-Otsurugi, Izumi-cho, Iwaki-shi, Fukushima 971-8183	Jan 1994	202		595	Assembly of engines and machining, Casting	
	⑯ Yokohama Plant	2, Takara-cho, Kanagawa-ku, Yokohama-shi, Kanagawa 220-8623	Apr 1935	572		3,882	Manufacturing of engines, axles, catalytic parts, forged parts, aluminum parts and stamping parts	
	⑰ Zama Operation Center	10-1, Hironodai 2-chome, Zama-shi, Kanagawa 228-8502	Dec 1964	666		1,389	Global Production Engineering Center, Development and manufacturing of tools, jigs and production facilities Development of industrial machinery	
	⑱ Honmoku Wharf	8, Nishiki-cho, Naka-ku, Yokohama-shi, Kanagawa 231-8589	Jun 1967	331		232	Vehicles and parts shipment for overseas markets, Packaging and shipping of KD units	
	⑲ JATCO Ltd	700-1, Imaizumi, Fuji-shi, Shizuoka 417-8585	Jun 1999 *4	1,080		7,684	Development, production and sales of transmissions / parts	
	⑳ Aichi Machine Industry Co., Ltd.	2-12, Kawanami-cho, Atsuta-ku, Nagoya-shi, Aichi 456-8601	May 1949 *4	526		2,260	Production and sales of engines and transmissions	
	㉑ Sagami Parts Center	4-1, Asamizodai 1-chome, Sagami-shi, Kanagawa 228-8523	Apr 1972	425		325	Procurement and shipment of service parts for domestic and overseas markets	
	㉒ Nissan Kohki Co., Ltd.	6-1, Okada 6-chome, Samukawa-machi, Koza-gun, Kanagawa 253-0105	Sep 1964 *4	193		843	Production and sales of engine, axles, engine service parts, automotive and industrial equipment	
	Others	㉓ Nissan Yokohama Office	6-32, Takashima 2-chome, Nishi-ku, Yokohama-shi, Kanagawa, 220-0011	May 2003	1.6		193	Customers' research, Domestic and overseas service business Quality assurance of Nissan vehicles
		㉔ Nissan Service Development Center *6	3-7, Fukuura, Kanazawa-ku, Yokohama-shi, Kanagawa 236-0004	Oct 1985	17		104	Global Service Engineering Development (Serviceability, Diagnostic Function Development, Diagnostic Tool Development, Service Manual for Domestic & Overseas)
㉕ Nissan Business College		910, Ichisawa-cho, Asahi-ku, Yokohama-shi, Kanagawa 241-0014	May 1962	63		121	Training and education programs for dealers, Service training for overseas Nissan group companies	
㉖ Nissan Technical School Yokohama *7		910, Ichisawa-cho, Asahi-ku, Yokohama-shi, Kanagawa 241-0014	Apr 1989				Training for service engineers	

### Sales Network and Service Facilities

As of March 31, 2007

Models	Sales Channel	Number of Dealers	Outlets (incl. those for used vehicles)	Service Facilities	Number of Employees
President, Cima, Fuga, Skyline, Teana, Bluebird Sylphy, Tiida Latio, Stagea, Wingroad, Elgrand, Skyline Coupe, Fairlady Z, Fairlady Z Roadster, Safari, Murano, X-TRAIL, Dualis, Tiida, Note, Cube, AD/AD Expert, Caravan, Vanette, Clipper, Atlas, Civilian	Blue Stage	Nissan	57	1,238	1,110
		Motor	11	163	140
	Red Stage	Satio	33	492	451
		Prince/Cherry	36	952	845
<b>Total</b>		<b>137</b>	<b>2,845</b>	<b>2,546</b>	<b>45,661</b>

\*1 April 2006 through March 2007

\*2 Including Nissan Research Center, Oppama Proving Ground and Oppama Wharf

\*3 Including Tochigi Proving Ground

\*4 Date of establishment

\*5 Including Techno Center, Hadano Office, Kyoto Office

\*6 The facility name has been changed to Nissan Customer Service Center since May, 2007

\*7 The facility name has been changed to Nissan Automobile Technical College Yokohama since April, 2007

## Major Offices Facilities, and Sales Network < North America >

### Major Offices and Facilities

As of March 31, 2007

Function	Company/Office/Facility	Address	Operations Commenced	Land Area (thousand sq. meters)	Share by NML(%) *1	Vehicle Production 2006 *2	Number of Employees	Major Operations / Products
Regional Headquarters	① Nissan North America, Inc.	333 Commerce Street, Nashville, TN 37201-3300, U.S.A.	Sep 1960		100.0		2,222	Headquarters for management of North American operations, manufacturing
R&D	② Nissan Technical Center North America, Inc.	39001 Sunrise Dr. Farmington Hills, MI 48331-3487, U.S.A.	Jul 1983		100.0		886	Vehicle and unit development
	③ Nissan Technical Center North America, Inc. Arizona Testing Center	7815 North White and Parker Road, Stanfield, AZ 85272-9642, U.S.A.	Apr 1986				110	Vehicle testing and evaluation
Design	④ Nissan Design America, Inc.	9800 Campus Point Drive, San Diego, CA 92121, U.S.A.	Apr 1979				99	Vehicle design
	⑤ Nissan Design America, Inc. Farmington Hills Studio	39001 Sunrise Dr. Farmington Hills, MI 48331-3487, U.S.A.	Mar 2005				36	Vehicle design
Production	⑥ Nissan North America, Inc. Smyrna	Nissan Drive, Smyrna, TN 37167, U.S.A.	Jun 1983	501		444,390	6,015	Frontier, Xterra, Altima, Maxima, Pathfinder
	⑦ Nissan North America, Inc. Decherd	520 Warren Chapel Road, Decherd, TN 37324, U.S.A.	May 1997	100			1,182	Production of engines and transmissions
	⑧ Nissan North America, Inc. Canton	300 Nissan Drive, Canton, MS 39046, U.S.A.	May 2003	325		271,821	3,662	Quest, Armada, Titan (King Cab, Crew Cab), Infiniti QX56, Altima
Consumer finance	⑨ Nissan Motor Acceptance Corporation	333 Commerce Street, Nashville, TN 37201-3300, U.S.A.	Nov 1981		100.0		736	Financing and leasing services for Nissan products

### Sales Network

	Company (Sales Channel)	Address	Establishment	Unit Sales 2006 *2
<b>U.S.A.</b>	Nissan North America, Inc. · Nissan · Infiniti	333 Commerce Street, Nashville, TN 37201-3300, U.S.A.	Sep 1960	1,035,003
<b>Canada</b>	Nissan Canada, Inc. · Nissan · Infiniti	5290 Orbitor Drive, Mississauga, Ontario, L4W 4Z5, Canada	Jan 1965	71,096

Main Models
<b>Nissan 1,070 dealers</b> Maxima, Altima, Sentra, 350Z, 350Z Roadster, Armada, Pathfinder, Murano, Xterra, Titan, Frontier, Quest, Versa
<b>Infiniti 180 dealers</b> Infiniti M, Infiniti G SEDAN, Infiniti G COUPE, Infiniti QX56, Infiniti FX

\*1 Nissan and its consolidated subsidiaries' combined shareholdings.  
\*2 April 2006 through March 2007

## Major Offices, Facilities and Sales Network < Europe >

### Major Offices and Facilities

As of March 31, 2007

Function	Company/Office/Facility	Address	Operations Commenced	Land Area (thousand sq. meters)	Share by NML(%) *1	Vehicle Production 2006 *2	Number of Employees	Major Operations / Products
Regional Headquarters	① Nissan Europe S.A.S.(France)	Parc de Pissaloup, 13 Avenue Jean d'Alembert, B.P.123, 78194, Trappes Cedex, France	Nov 2002 *3		100.0		394	Headquarters for management of European operations
R&D	② Nissan Technical Center Europe (UK)	Cranfield Technology Park, Moulsoe Road, Cranfield, Bedfordshire, MK43 0DB, U.K.	May 1988		100.0		4,995	Vehicle development
Design	③ Nissan Design Europe (UK)	Rotunda, 181 Harrow Road, London, W2 6NB, U.K.	Jan 2003					Vehicle design
Production	④ Nissan Motor Manufacturing (UK) Ltd.	Washington Road, Sunderland, Tyne & Wear, SR5 3NS, U.K.	Jul 1986	2,976	100.0	301,210		Primera, Almera, Micra, Note, Qashqai
	⑤ Nissan Motor Ibérica, S.A. (Spain)	Sector B, Calle 3, no. 77-111, Zona Franca, 08040, Barcelona, Spain	Jan 1983	1,005	99.7	205,990	6,288	Terrano, Primastar, Pathfinder, Navara, Atleon, Cabstar

### Sales Network

Sales Area	Company	Address	Establishment	Unit Sales 2006 *2
Germany, Austria, Switzerland	Nissan Center Europe GmbH	Renault Straße 20 D-50321 Bruhl, Germany	Aug 2006	74,684
Spain, Portugal	Nissan Iberia S.A.	C/General Almirante 4-10, Torre Nissan-Plaza Cerda, 08014 Barcelona, Spain	Jul 1994	68,727
France	Nissan West Europe S.A.S.	Parc de Pissaloup, 13 Avenue Jean d'Alembert, B.P.123, 78194, Trappes Cedex, France	Feb 1969	44,809
Poland, Hungary, Czech Republic, Slovakia	Nissan Sales Central & Eastern Europe KFT	Neumann János utca 1/C 1117 Budapest, Hungary	Mar 2005	16,987
Finland, Denmark, Sweden, Norway, Estonia, Latvia, Lithuania	Nissan Nordic Europe OY	Keilasatama 5, P.O.Box 45 Fi-02151 Espoo, Finland	Jun 2005	32,552
Russia, Ukraine, Kazakhstan	Nissan Motor RUS Ltd	52/3, Kosmodamianskaya Emb., Moscow, 115054, Russia	Jul 2003	83,508
U.K.	Nissan Motor (GB) Ltd.	The Rivers Office Park, Denham Way, Maple Cross, Rickmansworth Hertfordshire, WD3 2YS, U.K.	Jun 1990	87,013
Italy	Nissan Italia S.r.l	Via Tiberina Km. 15,740, 00060 Capena, Roma, Italy	Mar 1978	50,015
Greece	Nic. J. Theocarakis S.A.	169 Leoforos Athinon, Athens 104-47, Greece	1961	18,054
Ireland	Nissan Ireland Ltd.	Nissan House, P.O. BOX 910, Naas Road, Dublin 12, Ireland	1977	18,658
Belgium	N.V. Nissan Belgium S.A.	Boomsesteenweg 42, Postbus 17, B-2630 Aartselaar, Belgium	Sep 1966	7,950 *4
Netherlands	Nissan Nederland B.V.	Boeing Avenue 275, Postbus 75784, 1119 PD, Schiphol-Rijk, Amsterdam, Netherlands	Apr 1989	14,421
Turkey	Nissan Otomotiv AS	Eski Ankara (E5) Maltepe Kavsaqi Istanbul Turkey	1993	9,140

Main Models
Micra, Micra C+C, Almera, Primera, Maxima QX, 350Z, 350Z Roadster, X-TRAIL, Terrano, Patrol, Navara, Pathfinder, Murano, Pickup, Kubistar, Primastar, Interstar, Cabstar, Atleon, Note, Qashqai

\*1 Nissan and its consolidated subsidiaries' combined shareholdings

\*2 According to each country/region's calendar or fiscal year result

\*3 Nissan Europe N.V. (Nissan Europe S.A.S.'s predecessor) began its operation in April 1989.

\*4 Including Luxembourg

## Major Offices, Facilities and Sales Network < Asia >

### Major Offices and Facilities

As of March 31, 2007

Function	Company/Office/Facility	Address	Operations Commenced	Share by NML(%) <sup>*1</sup>	Vehicle Production 2006 <sup>*2</sup>	Number of Employees	Major Operations / Products	
Regional Company	① Nissan (China) Investment Co., Ltd.	Rm. 1318, South Tower, Beijing Kerry Centre, Beijing, China.	Feb 2004	100.0		178	Negotiations with government organizations as well as business affiliates and partners, market information gathering, support for projects in China. CBU import, Sales and parts export, etc.	
	② Yulon Nissan Motor Co., Ltd.	39-2 Po Kung Keng Shi Hu Tsuen, San Yi Miao Li Hsien, Taiwan	Oct 2003	40.0		629	Technology and product development, Purchasing	
	③ NISSAN Asia Pacific Pte. Ltd.	77 Robinson Road #22-01 SIA Building Singapore 068896	Apr 2005	100.0		23	Regional marketing & sales, Frachies Management (Training, CS Improvement, VI Compliance), Public Relations, Order Processing Center (Production Orders)	
	④ Nissan International Finance Singapore Pte. Ltd.		Apr 2005	100.0		8	Settlement service, Risk Management Treasury consulting service, Group finance, Payment factory	
	⑤ Nissan South East Asia Co., Ltd.	15th Floor, Nantawan Building, 161 Lumpini, Pathumwan Bangkok, 10330 Thailand	Oct 2003	100.0		125	Promote parts localization in ASEAN region Promote ASEAN production units and parts to overseas	
Production	⑥ Dongfeng Motor Co., Ltd.	No. 29 Baiye Road, Wuhan Economic Development Zone, Wuhan, Hubei, PRC	Jul 2003	50.0	200,936	40,015	Passenger vehicles (Teana, Tiida Hatchback, Tiida Sedan, Sunny, Livna <sup>*4</sup> , Livina Geniss, Bluebird, Sylphy), Commercial vehicles (Trucks, Buses, etc.)	
	⑦ Zhengzhou Nissan Automobile Co., Ltd.	No. 62 East Long Hai Road, Zhengzhou, Henan 450004, PRC	Mar 1993		19,294	2,000	Pickup, Paladin	
	⑧ Yulon Motor Co., Ltd.	39-2 Po Kung Keng Shi Hu Tsuen, San Yi Miao Li Hsien, Taiwan	Mar 1959		36,513	1,550	Sylphy, Teana, Tiida (Sedan and Hatchback), X-TRAIL, March, Cabstar, Serena	
	⑨ Siam Nissan Automobile Co., Ltd.	74 Moo 2, Bagna-Trad Road, KM21, Bangsaothong, Samutprakarn 10540, Thailand	Sep 1977	75.0	34,824	1,222	Frontier, Navara	
	⑩ Siam Motors & Nissan Co., Ltd.		Aug 1962	75.0		273	Tiida (Sedan and Hatchback), Teana	
	⑪ PT. Nissan Motor Indonesia	Kawasan Industri Kota Bukit Indah, Purwakarta 41181, Jawa Barat, Indonesia	Blok A III Lot 1-14, Indonesia	Oct 1996	75.0	3,693	624	Grand Livina <sup>*4</sup> , X-TRAIL, Serena
	⑫ Tan Chong Motor Assemblies Sdn. Bhd.	249 Jalan Segambut, 51200 Kuala Lumpur, Malaysia	Malaysia	Aug 1976		15,578	1,569	Vanette, Sentra, X-TRAIL, Frontier
	⑬ Nissan Motor Philippines, Inc.	Barangay Pulong Sta. Cruz, Sta. Rosa, 4026 Laguna, Philippines	Laguna, Philippines	Jun 1983	5.36	2,720	325	Sentra, X-TRAIL
	⑭ Universal Motors Corporation <sup>*3</sup>	2232 Don Chino Roces Avenue Makati Manila, Philippines	City 1200, Metro Manila, Philippines	Jan 1972		3,055	131	Urvan, Frontier, Patrol

### Sales Network

	Company/Office/Facility	Address	Establishment	Unit Sales 2006 <sup>*2</sup>	Number of Employees	Main Models	
China	Nissan (China) Investment Co., Ltd.	Rm. 1318, South Tower, Beijing Kerry Centre, Beijing, China.	Feb 2004	363,252	178	Cima, Fuga, Skyline, Teana/Cefiro, Sylphy, Bluebird, Sunny VIP, Sunny/Sentra, Tiida, March, Verita, Elgrand, Serena, Presage, Wingroad, Quest, Lafesta, Livina Geniss/Grand Livina, Livina, 350Z, Murano, Patrol, Terrano, Paladin, X-TRAIL, Cabstar, Pickup/Frontier, Civilian, Urvan, Vanette, Cedric Taxi, Infiniti Q45, Infiniti M, Infiniti G	
	Dongfeng Motor Co., Ltd.	No. 29 Baiye Road, Wuhan Economic and Technological Development Zone, Wuhan, Hubei, PRC	Jul 2003		40,015		
	Zhengzhou Nissan Automobile Co., Ltd.	No.62 East Long Hai Rd, Zhengzhou, Henan, PRC	Mar 1993		2,000		
Taiwan	Yulon Nissan Motor Co., Ltd.	39-2 Po Kung Keng Shi Hu Tsuen, San Yi Miao Li Hsien, Taiwan	Oct 2003	40,119	629		
Korea	Nissan Korea Co., Ltd.	Dacom Building 20th Floor, 706-1 Yeoksam-dong, Gangnam-gu, Seoul 135-987, Korea	Feb 2004	1,714	28		
Thailand	Siam Nissan Automobile Co., Ltd.	74 Moo 2, Bagna-Trad Road, KM21, Bangsaothong, Samutprakarn 10540, Thailand	Nov 1973	30,625	1,222		
Indonesia	PT. Nissan Motor Distributor Indonesia	Nissan MT. Haryono, 3rd & 3M Floor, Jl. M.T. Jakarta Timur 13330, Indonesia	Haryono Kav. 10, Indonesia	Aug 2001	4,006	48	
India	Nissan Motor India Private Limited	Maker Chambers III, 3rd Floor, Unit No.36 Nariman Point, Mumbai 400021, India	Jamnalal Road, India	Feb 2005	199	16	

\*1 Nissan and its consolidated subsidiaries' combined shareholdings  
 \*2 According to each country/region's calendar or fiscal year result  
 \*3 Consignment production at Star Motor Manufacturing Industries Inc.  
 \*4 Sales began April 2007

## Major Offices, Facilities and Sales Network < Oceania >

### Major Offices and Facilities

As of March 31, 2007

Function	Company/Office/Facility	Address	Operations Commenced	Share by NML(%)*1	Number of Employees	Major Operations / Products
Regional Company	① Nissan Motor Co. (Australia) Pty. Ltd.	260-284 Frankston-Dandenong Road, Dandenong, Victoria 3175, Australia	May 1966	100.0	257	Promotion of vehicle sales and management in Australia
	② Nissan New Zealand Ltd.	261 Roscommon Road, Wiri, Auckland, New Zealand	Dec 1975	100.0	43	Promotion of vehicle sales and management in New Zealand
Production	③ Nissan Casting Australia Pty. Ltd.	209-235 Frankston-Dandenong Road, Dandenong, Victoria 3175, Australia	Oct 1982	100.0	208	Production and sales of cast aluminum parts

### Sales Network

	Company	Address	Establishment	Unit Sales 2006*2
Australia	Nissan Motor Co. (Australia) Pty. Ltd.	260-284 Frankston-Dandenong Road, Dandenong, Victoria 3175, Australia	May 1966	58,233
New Zealand	Nissan New Zealand Ltd.	261 Roscommon Road, Wiri, Auckland, New Zealand	Dec 1975	6,538

Main Models
Maxima, Primera, Tiida, Micra, 350Z, Murano, Patrol, Pathfinder, X-TRAIL, Patrol Pickup/Navara

\*1 Nissan and its consolidated subsidiaries' combined shareholdings

\*2 According to each country/region's calendar or fiscal year result

## Major Offices, Facilities and Sales Network < Mexico, Latin America & Caribbean >

### Major Offices and Facilities

As of March 31, 2007

Function	Company/Office/Facility	Address	Operations Commenced	Land Area (thousand sq. meters)*3	Share by NML(%)*1	Vehicle Production 2006*2	Number of Employees	Major Operations / Products
Regional Company	① Nissan Mexicana, S.A. de C.V.	Av. Insurgentes Sur No.1958 Col. Florida, C.P. 01030, Mexico, D.F.	Sep 1961	20	100.0		10,894	Production and sales of vehicles and parts
	② Nissan do Brasil Automóveis Ltda.	Av. Renault, 1300 - Parte, Borda do Campo São José dos Pinhais - Paraná - Brazil CEP 83070-900,	Oct 2000	2,500	100.0		149	Production (consigned to Renault) and sales of vehicles and parts
Production	③ Nissan Mexicana, S.A. de C.V. Aguascalientes	Km. 75, Carretera Federal Lagos de Aguascalientes, Ags., México Moreno C.P. 20290,	Nov 1982	1,600		407,309		Sentra, Platina, Renault Clio and Versa/Tiida
	④ Nissan Mexicana, S.A. de C.V. Cuernavaca	Paseo Cuahunahuac Km. 4.5, C.P. 65550, Jiutepec, Morelos, México	May 1966	400			Pickup, Tsuru and Tiida	
	⑤ Renault Curitiba Plant (LCV)	Av. Renault, 1300 - Parte, Borda do Campo São José dos Pinhais - Paraná - Brazil CEP 83070-900,	Dec 1998	785		8,470	366	Xterra, Frontier

### Sales Network

	Company	Address	Establishment	Unit Sales 2006*2
Mexico	Nissan Mexicana, S.A. de C.V.	Av. Insurgentes Sur No.1958 Col. Florida, C.P. 01030, Mexico, D.F.	Sep 1961	228,315
Brazil	Nissan do Brasil Automóveis Ltda.	Av. Renault, 1300 - Parte, Borda do Campo São José dos Pinhais - Paraná - Brazil CEP 83070-900,	Oct 2000	5,719

Main Models
Altima, Maxima, Cefiro, Sylphy, Sentra, Almera, Platina, Tiida/Versa, Tsuru, March/Micra, 350Z, Murano, Patrol, Pathfinder, Xterra, X-TRAIL, Wingroad, Quest, Titan, Armada, Frontier/Pickup/Terrano, Civilian, Urvan, Infiniti FX, Infiniti M, Infiniti G

\*1 Nissan and its consolidated subsidiaries' combined shareholdings

\*2 According to each country/region's calendar or fiscal year result

\*3 Including all the land area of Renault Curitiba LCV Plant

## Major Offices, Facilities and Sales Network < Middle East, Gulf States >

### Major Offices and Facilities

As of March 31, 2007

Function	Company/Office/Facility	Address	Operations Commenced	Land Area (thousand sq. meters)	Share by NML(%) *1	Vehicle Production 2006 *2	Number of Employees	Major Operations / Products
Regional Headquarters	① Nissan Middle East FZE	P.O. BOX 61111, Jebel Ali, Dubai, U.A.E.	Oct 1994		100.0		90	Promotion of vehicle sales and regional management in the Middle East
Production	② Pars Khodro Co.	Karaj Special Road KM7 Teheran, Iran	Feb 1987	589		5,396	6,000	Pickup, Maxima, Paladin

### Sales Network

	Company	Address	Establishment	Unit Sales 2006 *2
Saudi Arabia	Alhamrani United Co.	P.O.BOX 6543 Jeedah 21452, Saudi Arabia	1953	40,309
UAE	Arabian Automobiles Co.	P.O.BOX 2128 Dubai, U.A.E.	1968	35,606
	Al Masood Automobiles	P.O.BOX 322 Abu Dhabi, U.A.E.	1929	
Kuwait	Abdulmohsen Abdulaziz Al-Babtain Co.	P.O.BOX 2198 Safat, Kuwait	1948	9,743
Qatar	Saleh Alhamad Almana Co.	P.O.BOX 91 Doha, Qatar	1950	10,931
Oman	Suhail Bahwan Automobiles LLC	P.O.BOX 156, Ruwi-112, Sultanate of Oman	2003	8,069
Bahrain	Y.K. Almoayyed & Sons B.S.C.(C)	P.O.BOX 143 Manama, Bahrain	1941	3,588
Lebanon	Rasamny Younis Motor Co., S.A.L.	P.O.BOX 11-2737 Beirut, Lebanon	1968	2,322

\*1 Nissan and its consolidated subsidiaries' combined shareholdings  
 \*2 According to each country/region's calendar or fiscal year result

### Main Models

Altima, Maxima/Teana, Sunny, Tiida, Micra, 350Z, Murano, Armada, Patrol, Pathfinder, X-TRAIL, Patrol Pickup, Pickup/ Navara, Civilian, Urvan, Infiniti QX56, Infiniti FX, Infiniti M, Infiniti G

## Major Offices, Facilities and Sales Network < Africa >

### Major Offices and Facilities

As of March 31, 2007

Function	Company/Office/Facility	Address	Operations Commenced	Land Area (thousand sq. meters)	Share by NML(%) *1	Vehicle Production 2006 *2	Number of Employees	Major Operations / Products
Production	① Nissan Motor Company South Africa (Proprietary) Ltd.	Ernest Oppenheimer Street, Rosslyn, Pretoria 0200, Republic of South Africa	1963		99.4	45,728	2,319	1400 Pickup, Hardbody
	② Nissan Motor Egypt S.A.E	Industrial Area No.3, sp687, Giza, Egypt	Mar 2005	104	99.5	9,172	566	X-TRAIL, Pickup, Sunny
	③ Kenya Vehicle Manufacturers Ltd.	P.O. BOX 1436, Thika, Kenya	Jan 1978		0	220	286	Urvan (E24)

### Sales Network

	Company	Address	Establishment	Unit Sales 2006 *2
South Africa	Nissan Motor Company South Africa (Proprietary) Ltd.	Ernest Oppenheimer Street, Rosslyn, Pretoria 0200, Republic of South Africa	1963	51,785
Egypt	Nissan Marketing & Distribution Egypt S.A.E	AL-Mehaur AL-Markazi, AL-Fairoze Commercial Center office No.A2B2, Giza, Egypt	2005	8,684
Kenya	D.T. Dobbie & Co.(K) LTD.	Industrial Area Lusaka/Enterprize Road Nairobi	1949	1,497
Algeria	Nissan Algeria S.A.R.L.	6 Boulevard Colonel Amirouche, Alger, Algeria	1991	4,813
Mauritius	ABC Motors Co., LTD.	Military Road, Port Louis, Rep. of Mauritius	1985	1,096

\*1 Nissan and its consolidated subsidiaries' combined shareholdings

\*2 According to each country/region's calendar or fiscal year result

### Main Models

Maxima, Primera, Sylphy, Sunny, Tiida, March/Micra, 350Z, Murano, Patrol, Pathfinder, X-TRAIL, Cabstar, Urvan, Navara/Hardbody/Pickup, 1400 Pickup, Civilian, Interstar, Primastar

## 2 | Business Overview <2004~2006>

### Consolidated Financial Information

(¥Billion)

Item	For the years ended	2004		2005		2006	
		March 31, 2005		March 31, 2006		March 31, 2007	
Net Sales*1		8,576.3( 15.4%)	9,428.3( 9.9%)	10,468.6( 11.0%)			
Japan		4,537.8( 5.9%)	4,868.9( 7.3%)	4,684.1( ▲ 3.8%)			
North America		3,505.2( 15.2%)	3,877.4( 10.6%)	4,046.8( 4.4%)			
Europe		1,305.1( 9.1%)	1,497.3( 14.7%)	2,166.4( 44.7%)			
General Overseas Market		1,562.0( 72.0%)	1,869.0( 19.7%)	2,477.9( 32.6%)			
Subtotal		10,910.1( 15.7%)	12,112.6( 11.0%)	13,375.2( 10.4%)			
Adjustment		▲ 2,333.8( - )	▲ 2,684.3( - )	▲ 2,906.6( - )			
Operating Income*1		861.2( 4.4%)	871.8( 1.2%)	776.9( ▲ 10.9%)			
Japan		341.1( ▲ 3.2%)	390.4( 14.5%)	272.2( ▲ 30.3%)			
North America		379.7( 7.9%)	345.4( ▲ 9.0%)	286.6( ▲ 17.0%)			
Europe		56.0( 13.9%)	67.2( 19.9%)	82.3( 22.5%)			
General Overseas Market		84.8( 28.5%)	101.2( 19.4%)	130.6( 29.1%)			
Subtotal		861.6( 5.1%)	904.2( 4.9%)	771.7( ▲ 14.6%)			
Adjustment		▲ 0.4( - )	▲ 32.4( - )	5.2( - )			
Ordinary Income		855.7( 5.7%)	845.9( ▲ 1.1%)	761.1( ▲ 10.0%)			
Net Income		512.3( 1.7%)	518.1( 1.1%)	460.8( ▲ 11.1%)			
Capital Expenditure*2		477.5	475.0	509.0			
Depreciation*2		257.4	307.1	356.1			
Research & Development		398.1	447.6	464.8			
Debt Outstanding (Automotive Business)		74.4	19.6	205.3			
Cash & Repo (Automotive Business)		▲ 280.2	▲ 392.5	▲ 460.0			
Net Debt (Automotive Business)*3		(▲ 453.5) ▲ 205.8	(▲ 600.9) ▲ 372.9	(▲ 458.6) ▲ 254.7			
Debt Outstanding (Retail Finance Business)		3,872.7	4,798.3	4,899.2			
Cash & Repo (Retail Finance Business)		▲ 9.6	▲ 11.7	▲ 9.4			
Net Debt (Retail Finance Business)		3,863.1	4,786.6	4,889.8			
Total Net Debt		3,657.3	4,413.7	4,635.1			
Total Assets		9,848.5	11,481.4	12,402.2			
Net Assets*4		2,465.8	3,088.0	3,877.0			
Equity Ratio		25.0%	26.9%	28.6%			
Shareholders' Equity Per Share		¥604.49	¥753.40	¥862.29			
Foreign Exchange Rate		¥107.6/US\$	¥113.3/US\$	¥117.0/US\$			
		¥134.4/EUR	¥136.9/EUR	¥148.2/EUR			

Notes:

\*The % figures, unless otherwise described, show the changes over the same period of the previous fiscal year.

\*1 In geographical segment information: Segmentation of countries and regions are different from what is applied in preparation of statutory disclosed financial statements.

(Figures for current result and previous results have been restated in compliance with the above segmentation.)

Major countries and regions included in each segment are:

North America: U.S.A., Canada

Europe: France, U.K., Spain and other European countries

General Overseas Market: Asia, Oceania, Middle East, Mexico, Middle & South American countries, South Africa

\*2 Excluding finance leases related amount.

\*3 Italic figures are the debt amount excluding Canton Plant and Finance lease related debt.

\*4 The item name "Shareholder's Equity" has been changed to "Net Assets" from fiscal year 2006.

●We have harmonized results for all overseas subsidiaries except China and Taiwan. Therefore, this year we will align calendar with fiscal by including five quarters of results for subsidiaries previously consolidated on a calendar-year basis.

### Global Production

(Units, %)

Region	For the years ended	2004		2005		2006	
		March 31, 2005		March 31, 2006		March 31, 2007	
		Units	Percent Change	Units	Percent Change	Units	Percent Change
Global		3,378,578	110.4	3,509,595	103.9	3,267,001	93.1
Japan		1,481,563	100.4	1,364,868	92.1	1,191,937	87.3
Overseas		1,897,015	119.6	2,144,727	113.1	2,075,064	96.8
U.S.		803,556	129.7	808,586	100.6	716,211	88.6
Mexico		325,319	105.5	362,591	111.5	407,222	112.3
U.K.		319,652	96.3	315,297	98.6	301,210	95.5
Spain		142,889	122.6	193,604	135.5	205,990	106.4
Others*1		305,599	146.0	464,649	152.0	444,431	95.6

●According to each country/region's calendar or fiscal year result

\*1 Others include production in Taiwan, Thailand, Philippines, South Africa, Indonesia and China excluding CKD production

### Production by Division

(Units, %)

Region	For the years ended	2004		2005		2006	
		March 31, 2005		March 31, 2006		March 31, 2007	
		Units	Percent Change	Units	Percent Change	Units	Percent Change
Global	Passenger Cars	2,391,685	101.9	2,482,251	103.8	2,274,981	91.6
	Commercial Vehicle	986,893	138.6	1,027,344	104.1	992,020	96.6
Japan	Passenger Cars	1,239,109	99.9	1,149,985	92.8	976,908	84.9
	Commercial Vehicle	242,454	103.5	214,883	88.6	215,029	100.1
Overseas	Passenger Cars	1,152,576	104.1	1,332,266	115.6	1,298,073	97.4
	Commercial Vehicle	744,439	155.7	812,461	109.1	776,991	95.6

●According to each country/region's calendar or fiscal year result

### Global Retail Sales

(Units, %)

Region	For the years ended	2004		2005		2006	
		March 31, 2005		March 31, 2006		March 31, 2007	
		Units	Percent Change	Units	Percent Change	Units	Percent Change
Global		3,388,592	110.8	3,569,477	105.3	3,483,128	97.6
Japan		848,267	101.4	842,063	99.3	739,925	87.9
U.S./Canada/Mexico		1,318,192	115.6	1,379,569	104.7	1,334,414	96.7
Europe		543,948	100.3	540,945	99.4	539,773	99.8
Others		678,185	125.9	806,900	119.0	869,016	107.7

●According to each country/region's calendar or fiscal year result

## Domestic Sales and Market Share

(Units, %)

Item	For the years ended	2004 March 31, 2005		2005 March 31, 2006		2006 March 31, 2007	
		Units	Percent Change	Units	Percent Change	Units	Percent Change
Domestic Registration	Passenger Cars	651,174	99.1	616,201	94.6	<b>505,398</b>	<b>82.0</b>
	Commercial Vehicle	108,586	87.8	102,334	94.2	<b>90,721</b>	<b>88.7</b>
	Total	759,760	97.3	718,535	94.6	<b>596,119</b>	<b>83.0</b>
Domestic Sales (Including Mini Vehicles)		848,267	101.4	842,062	99.3	<b>739,925</b>	<b>87.9</b>
Market Share (Excluding Mini Vehicles)		19.3		18.4		<b>16.6</b>	
Total Demand (Excluding Mini Vehicles)		3,939,983		3,913,406		<b>3,588,144</b>	<b>91.7</b>
Market Share (Including Mini Vehicles)		14.6		14.4		<b>13.2</b>	
Total Demand (Including Mini Vehicles)		5,821,166		5,861,670		<b>5,618,678</b>	<b>95.9</b>

## Export from Japan

(Units, %)

Item	For the years ended	2004 March 31, 2005		2005 March 31, 2006		2006 March 31, 2007	
		Units	Percent Change	Units	Percent Change	Units	Percent Change
Exports	Passenger Cars	572,295	96.9	540,548	94.5	<b>476,650</b>	<b>88.2</b>
	Commercial Vehicle	149,544	116.4	133,132	89.0	<b>140,734</b>	<b>105.7</b>
	Total	721,839	99.6	673,680	93.3	<b>617,384</b>	<b>91.6</b>
Ratio to total production		48.7		49.4		<b>51.3</b>	

## Export from Japan by Region

(Units, %)

Region	For the years ended	2004 March 31, 2005		2005 March 31, 2006		2006 March 31, 2007	
		Units	% of Total	Units	% of Total	Units	% of Total
North America		256,509	35.5	256,147	99.9	<b>238,034</b>	<b>92.9</b>
Europe		131,250	18.2	92,290	70.3	<b>76,978</b>	<b>83.4</b>
Asia		92,792	12.9	67,496	72.7	<b>45,134</b>	<b>66.9</b>
Latin America and Caribbean		67,539	9.4	73,249	108.5	<b>80,222</b>	<b>109.5</b>
Middle East		83,999	11.6	99,498	118.5	<b>92,572</b>	<b>93.0</b>
Oceania		69,136	9.6	54,349	78.6	<b>49,804</b>	<b>91.6</b>
Africa		18,102	2.5	28,166	155.6	<b>32,472</b>	<b>115.3</b>
Others		2,512	0.3	2,485	98.9	<b>2,168</b>	<b>87.2</b>
Total		721,839	100.0	673,680	93.3	<b>617,384</b>	<b>91.6</b>

## Cumulative Production, Export and Domestic Sales Totals

As of March 31, 2007

	Total (Units)
Global Total Production	102,586,893
Domestic Production	77,554,494
Overseas Production	25,032,399
Export from Japan	35,092,789
Domestic Sales (Including Mini Vehicles)	42,308,320

## Domestic Sales by Model

### Japan <Top 10>

Model	FY 2006 (Apr '06—Mar '07)
Serena	78,979
Moco*	67,122
Tiida (includes Tiida Latio)	66,585
Note	65,199
Cube	55,523
March	47,267
Otti*	43,611
AD	36,166
Wingroad	31,369
Bluebird Sylphy	26,529

\*Mini vehicles

### International Sales by Model

### U.S. <Top 5>

Model	CY 2006 (Jan '06—Dec '06)
Altima	232,457
Sentra	117,922
Murano	81,362
Frontier	77,510
Pathfinder	73,124

### Europe <Top 5>

Model	CY 2006 (Jan '06—Dec '06)
Micra (includes C+C)	133,539
Note	85,250
X-TRAIL	53,200
Navara	50,291
Almera	43,756

# 3 | Products

## Model Lineup < Japan >

As of March 31, 2007

Models	Powertrain Configuration			Transmission			Engine	Passenger Capacity	Production Plant	Model Type
	F R	F F	4 W D	C V T	A T	M T				
PRESIDENT	○					○	VK45DE	4,5	Tochigi	PF50
CIMA	○		○			○	VK45DE, VQ30DET	5	Tochigi	F50
FUGA	○		○			○	VK45DE, VQ35DE, VQ25DE	5	Tochigi	Y50
TEANA		○	○	○		○	VQ35DE, VQ23DE, QR25DE	5	Kyushu	J31
SKYLINE	○		○			○	VQ35HR, VQ25HR	5	Tochigi	V36
SKYLINE COUPE	○					○	VQ35DE	4	Tochigi	V35
BLUEBIRD SYLPHY		○	○	○		○	HR15DE, MR20DE	5	Oppama	G11
TIIDA LATIO		○	○	○		○	MR18DE, HR15DE	5	Oppama	SC11
TIIDA		○	○	○		○	MR18DE, HR15DE	5	Oppama	C11
NOTE		○	○	○		○	HR15DE	5	Oppama	E11
CUBE CUBIC		○	○	○		○	HR15DE, CR14DE	7	Oppama	GZ11
CUBE		○	○	○		○	HR15DE, CR14DE	5	Oppama	Z11
MARCH		○	○	○		○	HR15DE, CR14DE, CR12DE	5	Oppama	K12
MOCO*1		○	○			○	K6A, K6A (inter-cooler turbo)	4	Suzuki	MG22S
PINO*1		○	○			○	K6A	4	Suzuki	HC24S
OTTI*2		○	○			○	3G83, 3G83 (inter-cooler turbo)	4	Mitsubishi	H91W
STAGEA	○		○			○	VQ35DE, VQ25DD	5	Tochigi	M35
WINGROAD		○	○	○		○	HR15DE, MR18DE	5	Nissan Shatai	Y12
ELGRAND	○		○			○	VQ35DE, VQ25DE	7,8	Nissan Shatai	E51
PRESAGE		○	○	○		○	VQ35DE, QR25DE	8	Kyushu	U31
CARAVAN SILKROAD	○					○	KA24DE	8	Nissan Shatai	E25
SERENA		○	○	○			MR20DE	8	Nissan Shatai	C25
LAFESTA		○	○	○			MR20DE	7	Kyushu	B30
FAIRLADY Z	○					○	VQ35HR	2	Tochigi	Z33
MURANO		○	○	○		○	VQ35DE, QR25DE	5	Kyushu	Z50
SAFARI			○			○	TB48DE	7	Nissan Shatai	Y61
DUALIS*5		○	○	○			MR20DE	5	Sunderland/UK	J10
X-TRAIL		○	○			○	SR20VET, QR20DE	5	Kyushu	T30
CEDRIC SEDAN	○					○	VG20P, NA20P	5,6	Nissan Shatai	Y31
CREW	○					○	NA20P	5	Nissan Shatai	K30
AD EXPERT		○				○	MR18DE, HR15DE	2,5	Nissan Shatai	VY12
AD		○				○	HR15DE, CR12DE	2,5	Nissan Shatai	VY12
AD		○	○			○	QG18DE, QG15DE	2,5	Kyushu	VY11
CARAVAN	○		○			○	KA24DE, KA20DE, ZD30DDTi	2~12	Nissan Shatai	E25
VANETTE (Van/Truck)*3	○		○			○	F8, RF	2~6	Mazda	S21
CLIPPER (Van/Truck)*2	○		○			○	3G83	2,4	Mitsubishi	2WDU71, 4WDU72
ATLAS (1-1.5t)	○		○			○	KA20DE, QD32	3,6	Nissan Diesel	F23
ATLAS (2-4t)*4	○		○			○	4JJ1-TCS, 4HK1-TCN	2~7	Isuzu	H43
CIVILIAN	○					○	TB45E, 4M50T	19~54	Nissan Shatai	W41

\*1 Supplied from Suzuki Motor Corp. under an OEM (Original Equipment Manufacturing) agreement  
 \*2 Supplied from Mitsubishi Motors Corp. under an OEM agreement  
 \*3 Supplied from Mazda Motor Corp. under an OEM agreement  
 \*4 Supplied from Isuzu Motors Ltd. under an OEM agreement  
 \*5 Sales began in May, 2007

## Model Lineup < North America, Europe >

As of March 31, 2007

Models	Powertrain Configuration			Transmission			Engine	Passenger Capacity	Production Plant	Model Type
	F R	F F	4 W D	C V T	A T	M T				
MAXIMA		○				○	VQ35DE	5	Smyrna/USA	A34
ALTIMA		○				○	VQ35DE, QR25DE, Hybrid	5	Smyrna/Canton/USA	L32
SENTRA		○				○	MR20DE	5	Aguascalientes/Mexico	B16
350Z	○					○	VQ35HR	2	Tochigi	Z33
ARMADA	○		○			○	VK56DE	8	Canton/USA	W32
PATHFINDER	○		○			○	VQ40DE	7	Smyrna/USA	R51
MURANO		○	○	○			VQ35DE	5	Kyushu	Z50
XTERRA	○		○			○	VQ40DE	5	Smyrna/USA	N50
TITAN	○		○			○	VK56DE	6	Canton/USA	P32
FRONTIER	○		○			○	VQ40DE, QR25DE	4, 5	Smyrna/USA	D40
QUEST		○				○	VQ35DE	7	Canton/USA	V42
VERSA HATCHBACK		○		○	○	○	MR18DE	5	Aguascalientes/Mexico	C11
VERSA SEDAN		○		○	○	○	MR18DE	5	Aguascalientes/Mexico	C11
INFINITI M	○		○			○	VK45DE, VQ35DE	5	Tochigi	Y50
INFINITI G SEDAN	○		○			○	VQ35HR	5	Tochigi	V36
INFINITI G COUPE	○					○	VQ35DE	4	Tochigi	V35
INFINITI QX56	○		○			○	VK56DE	7	Canton/USA	I32
INFINITI FX	○		○			○	VK45DE, VQ35DE	5	Nissan Shatai	S50
PLATINA		○				○	K4M	5	Aguascalientes/Mexico	H10
TSURU		○				○	GA16DNE	5	Cuernavaca/Mexico	B13
PICKUP	○					○	KA24DE	3, 6	Cuernavaca/Mexico	D21
MICRA		○				○	CR12DE, CR14DE, HR16DE, K9K*7	5	Sunderland/UK	K12
MICRA C+C		○				○	CR14DE, HR16DE	4	Sunderland/UK	K12
ALMERA		○				○	QG18DE, QG15DE	5	Sunderland/UK	N16
PRIMERA		○		○	○	○	QR20DE, QG18DE, QG16DE	5	Sunderland/UK	P12
350Z	○					○	VQ35DE	2	Tochigi	Z33
X-TRAIL		○	○			○	QR25DE, QR20DE, YD22DDTi	5	Kyushu	T30
TERRANO	○		○			○	ZD30Ti, TD27T	5	Barcelona/Spain	R20
MURANO		○	○	○			VQ35DE	5	Kyushu	Z50
PATHFINDER	○		○			○	VQ40DE, YD25DDTi	7	Barcelona/Spain	R51
PATROL	○		○			○	ZD30DDTi, TB48DE	5, 7	Nissan Shatai	Y61
PICKUP	○		○			○	KA24E, YD25DDTi	2, 3, 5	Nissan Shatai	D22
NAVARA	○		○			○	YD25DDTi	4, 5	Barcelona/Spain	D40
KUBISTAR		○				○	D7F, D4F, K4M, K9K, F8Q	5	Renault	X76
PRIMASTAR		○				○	F4R, F9Q82, F9Q100, G9U	2, 3, 5, 6, 8, 9	Barcelona/Spain	X83
INTERSTAR		○				○	F9Q, G9T, G9U	2, 3, 6, 9, 16	Renault	X70
CABSTAR	○					○	ZD30, YD25DDTi	3, 6	Avila/Spain	TL0
ATLEON	○					○	ZD30, ISBe	2, 3	Avila/Spain	TK0
NOTE		○				○	CR14DE, HR16DE, K9K*7	5	Sunderland/UK	E11
TIIDA		○				○	HR16DE, MR18DE, K9K	5	Cuernavaca/Mexico	C11
QASHQAI		○	○			○	HR16DE, MR20DE, M1D, K9K	5	Sunderland/UK	J10

\*6 Some models only sold in limited countries are not included.  
 \*7 Supplied from Renault





## Model Names by Markets

As of March 31, 2007

Model Type	Japan	North America*1	Europe	Asia	Latin America & Caribbean	Middle East, Gulf States	Oceania	Africa
PF50	PRESIDENT	--	--	--	--	--	--	--
F50	CIMA	--	--	INFINITI Q45 (Taiwan, Korea) CIMA (China)	--	INFINITI Q45	--	--
Y31	CEDRIC SEDAN	--	--	CEDRIC TAXI	--	--	--	--
Y34	--	--	--	CEDRIC	--	--	--	--
Y50	FUGA	INFINITI M (USA, Canada, Puerto Rico)	INFINITI M (Russia)	INFINITI M (Korea, Taiwan) FUGA (China)	--	INFINITI M	--	--
A33	--	--	--	CEFIRO (Malaysia)	--	MAXIMA	--	--
A34	--	MAXIMA	--	--	--	--	--	--
J31	TEANA	--	TEANA (Russia)	TEANA (China, Taiwan, Thailand, Indonesia, Philippines, India) CEFIRO (Hong Kong, Singapore, Brunei)	CEFIRO	--	MAXIMA	--
R34	--	--	--	SKYLINE	--	--	--	--
V35	SKYLINE COUPE	INFINITI G COUPE (USA, Canada, Puerto Rico)	--	INFINITI G COUPE (Taiwan, Korea) SKYLINE COUPE (Brunei)	--	INFINITI G COUPE	--	--
V36	SKYLINE	INFINITI G	--	INFINITI G (Taiwan, Korea)	--	INFINITI G	--	--
S50	--	INFINITI FX (USA, Canada, Puerto Rico)	INFINITI FX (Russia)	INFINITI FX (Taiwan, Korea)	--	INFINITI FX	--	--
U13	--	--	--	BLUEBIRD (China)	--	--	--	--
L31	--	--	--	--	ALTIMA	ALTIMA	--	--
L32	--	ALTIMA	--	--	--	--	--	--
P12	--	--	--	PRIMERA	PRIMERA	--	PRIMERA (New Zealand)	--
WP12	--	--	--	PRIMERA WAGON	--	--	PRIMERA WAGON (New Zealand)	--
G11	BLUEBIRD SYLPHY	--	--	SYLPHY (Singapore, Brunei, China, Taiwan)	SYLPHY	--	--	SYLPHY (Mauritius)
B10	--	--	ALMERA CLASSIC (Russia)	--	ALMERA	SUNNY	--	SUNNY (Nigeria)
B13	--	TSURU (Mexico)	--	--	SENTRA	--	--	--
B15	--	SENTRA	--	SUNNY VIP SUNNY	--	--	--	--
B16	--	SENTRA	--	--	SENTRA	--	--	--
SC11	LATIO	TIIDA (Mexico) VERSA (USA, Canada, Puerto Rico)	--	TIIDA (Thailand, Hong Kong, Taiwan, China) LATIO (Singapore)	--	TIIDA	TIIDA	TIIDA
N16	--	--	--	SUNNY (Singapore, China) SUNNY NEO (Thailand) SENTRA (Malaysia, Philippines)	ALMERA	--	--	SUNNY (sub-Saharan)
C11	TIIDA	TIIDA (Mexico) VERSA (USA, Canada, Puerto Rico)	TIIDA (Russia)	TIIDA (Thailand, Hong Kong, Taiwan, China) LATIO (Indonesia, Singapore, Brunei)	TIIDA	TIIDA	TIIDA	TIIDA
E11	NOTE	--	NOTE	--	--	--	--	--
L10	--	--	--	GRAND LIVINA*2 (Indonesia) LIVINA*2/LIVINA GENISS (China)	--	--	--	--
K10	--	--	--	VERITA (Taiwan)	--	--	--	--
K11	--	--	--	MARCH (Taiwan, Philippines)	--	--	--	--
K12	MARCH	MICRA (Mexico)	MICRA	MARCH (Hong Kong, Singapore, Malaysia) MICRA (Costa Rica, Colombia)	MARCH (Caribbean RHD countries)	--	MICRA (New Zealand)	MARCH (Mauritius) MICRA (South Africa)
K30	CREW	--	--	--	--	--	--	--
M35	STAGEA	--	--	--	--	--	--	--
H10	--	PLATINA (Mexico)	--	--	--	--	--	--
Z50	MURANO	MURANO	MURANO	MURANO (Thailand, Taiwan, Philippines, Malaysia, Singapore)	MURANO	MURANO	MURANO	MURANO (South Africa, Mauritius)
J10	DUALIS*3	--	QASHQAI	--	--	--	--	--
X83	--	--	PRIMASTAR	--	--	--	--	PRIMASTAR (South Africa)
X70	--	--	INTERSTAR	--	--	--	--	INTERSTAR (South Africa)

\*1 Including USA, Canada, Mexico and Puerto Rico

\*2 Sales began in April, 2007

\*3 Sales began in May, 2007

As of March 31, 2007

Model Type	Japan	North America*1	Europe	Asia	Latin America & Caribbean	Middle East, Gulf States	Oceania	Africa
Y10	--	--	--	WINGROAD (Thailand)	--	--	--	--
VY11	AD (including CNG)	--	--	--	--	--	--	--
VY12	AD AD EXPERT	--	--	--	--	--	--	--
Y12	WINGROAD	--	--	--	WINGROAD	--	WINGROAD (New Zealand)	--
U31	PRESAGE	--	--	PRESAGE (Hong Kong, Singapore, Brunei)	--	--	--	--
B30	LAFESTA	--	--	LAFESTA (Hong Kong, Singapore)	--	--	--	--
GZ11	CUBE CUBIC	--	--	--	--	--	--	--
Z11	CUBE	--	--	--	--	--	--	--
Y61	SAFARI	--	PATROL	PATROL (Brunei, China, Philippines)	PATROL	PATROL PATROL PICKUP	PATROL PATROL PICKUP	PATROL PATROL PICKUP
R51	--	PATHFINDER	PATHFINDER	--	PATHFINDER	--	PATHFINDER	PATHFINDER (South Africa)
P44	--	--	--	--	--	PATHFINDER	--	--
W32	--	ARMADA	--	--	--	ARMADA	--	--
WD21	--	--	--	TERRANO (Indonesia)	--	--	--	--
JA60	--	INFINITI QX56 (USA, Canada, Puerto Rico)	--	--	--	INFINITI QX56	--	--
R20	--	--	TERRANO	--	--	--	--	--
V42	--	QUEST	--	QUEST (China, Taiwan)	--	--	--	--
B120	--	--	--	--	--	--	--	1400 PICKUP (South Africa)
D21	--	PICKUP (Mexico)	--	--	--	--	--	--
D22	--	FRONTIER (Mexico)	PICKUP	FRONTIER (Philippines, Thailand, Indonesia, Malaysia) PICKUP (Singapore, Brunei, China)	FRONTIER TERRANO (Chile)	PICKUP	NAVARA	PICKUP HARDBODY
D40	--	FRONTIER (USA, Canada, Puerto Rico)	NAVARA	FRONTIER NAVARA (Thailand)	--	--	NAVARA	NAVARA (South Africa)
D22W	--	--	--	PALADIN (China)	--	--	--	--
N50	--	XTERRA	--	--	--	--	--	--
P32	--	TITAN	--	--	--	--	--	--
TKO	--	--	ATLEON	--	--	--	--	--
F23	ATLAS	--	--	CABSTAR (Singapore, Taiwan)	--	--	--	CABSTAR
TL0	--	--	CABSTAR	--	--	--	--	--
E24	--	--	--	URVAN (Philippines)	--	--	--	URVAN (Kenya)
E25	CARAVAN	URVAN (Mexico)	--	URVAN (Singapore, Hong Kong, Thailand, Philippines, Brunei, China, Malaysia)	--	URVAN	--	URVAN (sub-Saharan)
C22	--	--	--	VANETTE (Malaysia)	--	--	--	--
C24	--	--	--	SERENA (Malaysia, Hong Kong, Philippines, Taiwan, Indonesia)	--	--	--	--
C25	SERENA	--	--	--	--	--	--	--
W41	CIVILIAN	--	--	CIVILIAN	CIVILIAN	CIVILIAN	--	CIVILIAN
E51	ELGRAND	--	--	ELGRAND (Hong Kong, Brunei)	--	--	--	--
T30	X-TRAIL	X-TRAIL (Canada, Mexico)	X-TRAIL	X-TRAIL (Indonesia, Philippines, Taiwan, Brunei, Singapore, Malaysia, China, Thailand)	X-TRAIL (Brazil)	X-TRAIL	X-TRAIL	X-TRAIL
Z33	FAIRLADY Z	350Z	350Z	350Z (Brunei, Singapore, Hong Kong, Malaysia, Taiwan, Philippines, Thailand, China)	350Z	350Z	350Z	350Z

# 4 | Non-Automotive Businesses

## Forklift Business

### History

<b>Aug '57</b>	The first vehicle rolls off the assembly line at Nissan's Totsuka Plant
<b>Jun '61</b>	Shinnikkokogyo Co., Ltd. (now called Nissan Shatai Co., Ltd.) is commissioned to design and manufacture forklifts
<b>Nov '65</b>	Export to the United States begins
<b>Jul '75</b>	R&D and manufacturing functions are consolidated at the Murayama Plant; all-inclusive and in-house operations are established
<b>'82</b>	Industrial Machinery Div. is established
<b>Aug '88</b>	Nissan acquires shares of Barrett Industrial Trucks, Inc. of the United States; local manufacture of forklifts begins at Barrett Industrial Trucks, Inc. in September
<b>Jul '89</b>	Local manufacture of forklifts in Spain begins at Nissan Motor Ibérica, S.A.
<b>Jan '93</b>	Nissan Forklift Corporation, North America, which coordinates Nissan's forklift manufacturing and sales activities in North America, is established
	Sales of the J01/J02 Series engine-powered forklifts begin (1.0-3.0 ton class)
<b>Jan '95</b>	Nissan Forklift España, S.A. is established after separating from Nissan Motor Ibérica, S.A.
<b>Jan '96</b>	Nissan Forklift Europe B.V. is established after separating from Nissan Europe N.V.
	Sales of the Super BX Series 4-wheel electric-powered forklifts begin (1.0-3.0 ton class)
<b>Jul '96</b>	Sales of Simple Automatic Vehicle (SAV) begin
<b>Jan 2000</b>	Sales of the DX Series engine-powered forklifts begin (1.5-3.0 ton class) for Europe
<b>Jan '01</b>	Sales of the 1Z Series engine-powered forklifts begin (1.5-3.0 ton class) for General Overseas Market (excluding North America and Europe)
	Sales of the new Super BX Series electric-powered forklifts begin (1.0-3.0 ton class) for General Overseas Market and Europe (excluding North America)
<b>Apr '02</b>	Nissan Forklift (Shanghai) Ltd. is established in P.R.C.
<b>Jul '03</b>	Sales of the LX Series engine-powered forklifts begin (1.5-3.5 ton class) for General Overseas Market
<b>Mar '04</b>	Sales of the LX Series (Platinum Series) engine-powered forklifts begin (1.5-3.6 ton class) for North America
<b>Jul '04</b>	Sales of the LX Series compact pneumatic tire engine powered forklifts begin (1.6-2.5 ton class)
<b>Feb '05</b>	Sales of the RX Series stand-up reach type forklifts begin (1.0-3.0 ton class) for the General Overseas Market
<b>Nov '05</b>	Sales of the new TX Series 3-wheel electric forklifts begin (1.35-2.0 ton class)
<b>Mar '06</b>	Sales of the new BX Series pneumatic tire 4-wheel electric forklifts begin (1.5-2.5 ton class)
<b>Apr '06</b>	Sales of the new BX Series cushion tire 4-wheel electric forklifts begin (1.5-3.0 ton class)
<b>Jan '07</b>	Sales of the new Platinum-II Series engine-powered forklifts begin (1.5-3.6 ton class) for North America

### Major Products

As of March 31, 2007

Type of Vehicles		Model Types (load capacity in tons)
Diesel & Gasoline/LPG-powered		L01 (1.5-2.0), L02 (2.0-2.5), GL02 (3.0-3.5), AL01(1.6), AL02(2.5), D01(1.5-1.75), D02 (2.5-3.2), F04 (3.5-5.0), F05 (5.0-7.0), C1F1(1.5-2.0), C1F2(2.0-3.6)
Electric-powered	Counterbalance	1B1 (1.5-1.75), 1B2 (2.0-2.5), C1B1 (1.5-1.75), C1B2 (2.0-3.0), 1N1 (1.25-2.0), Q02 (2.0-3.0)
	Reach	U01 (1.0-1.8), U02 (2.0-3.0)
Towing Tractors		V02 (2.0-2.5)*1

\*1 Towing capacity in tons

(Units, %)

Item	2004 March 31, 2005		2005 March 31, 2006		2006 March 31, 2007	
	Units	Percent Change	Units	Percent Change	Units	Percent Change
Domestic Production	8,900	93.7	9,000	101.1	10,400	115.6
Domestic Sales	5,900	107.3	6,100	103.4	6,200	101.6
Exports	4,100	102.5	4,200	102.4	5,500	131.0
Overseas Production	17,200	95.6	17,300	100.6	18,500	106.9
Overseas Sales	21,800	96.9	23,400	107.3	28,400	121.4

●According to each country/region's calendar or fiscal year result

## Marine Business

### History

<b>Mar 1970</b>	Nissan introduces the first gasoline-powered inboard/out-drive engines produced in Japan and enters the marine business
<b>Mar '71</b>	Commercialization of marine engines begins
<b>Jul '71</b>	Nissan enters the marina business through such operations as the construction of Sajima Marina
<b>Mar '76</b>	Commercialization of motorboats, utility boats, and fishing boats begins
<b>Mar '78</b>	Commercialization of diesel engines begins
<b>Feb '85</b>	Export of marine engines begins
<b>Mar '92</b>	Nissan delivers 10 custom-made cruisers to Huis Ten Bosch, an amusement park in Nagasaki, and starts marketing custom-made cruisers
<b>Jun '94</b>	Nissan starts sales of the EX Series, boats equipped with engines
<b>Feb '97</b>	Nissan starts sales of the Auto Spanker, an innovative fishing product
<b>Jan '99</b>	Nissan starts sales of the BF Series, four-stroke outboard engines
<b>Jul 2000</b>	Nissan establishes Nissan Marine Co., Ltd.
<b>Oct '03</b>	Nissan Marine Starts Sales of boats to Suzuki Motor Corp.
<b>Feb '06</b>	Nissan Marine Starts Sales of boats to Tohatsu Corp.
<b>Mar '07</b>	Nissan Marine Starts Sales of the N34 Convertible, offshore cruiser

### Major Products

As of March 31, 2007

Type of Product	No. of Models	Description	Outline	
Motor-boats	Suncruise Series	5	Family Cruisers	22~27 feet
	Wingfisher Series	8	Stylish Fishing Boats	21~28 feet
	Joyfisher Series	4	Utility Fishing Boats	21~25 feet
	Sunfisher Series	2	Fishing Cruisers	27~33 feet
	Sebrie Series	1	Semi-Flybridge Cruiser	28 feet
	Convertible Series	1	Offshore Cruiser	34 feet
Engines	BF Outboard Series	25	Four-stroke. For domestic market	2~225 PS
	NS Outboard Series	58	Two-stroke direct injection. For export	2~115PS
Others	Auto Spanker	2	Controlling the electric motor by computer and keeping the bow windward	540AS Big Twin
	Pontoons, Gangways	4	Putting our experience to practical use	

### Direct Management of Marinas\*

Name	Establishment	Address	Description
Sajima Marina	Jul 1971	Sajima, Yokosuka-shi, Kanagawa	Modern marina facilities with indoor storage dock, five-story hotel, etc.
Toba Marina	Apr '73	Senga-cho, Toba-shi, Mie	Leisure boat center facing Ise-Shima Bay
Nissan Marina Tokai	Apr '75	Hazu-cho, Hazu-gun, Aichi	Best-equipped marina in the Tokai region in terms of boat storage facilities and land area
Nissan Marina Manazuru	Dec '78	Manazuru-cho, Ashigarashimo-gun, Kanagawa	Leisure boat center located in a suburb of metropolitan Tokyo

\* There are many other marinas that Nissan has invested in and/or is entrusted with.

# 5 | Major Events in Nissan's History

## Major Events in Nissan's History

Event	
<b>1933</b> Dec	Jidosha Seizo Co., Ltd., predecessor of Nissan Motor Co., Ltd., is established in Yokohama with paid-in capital of ¥10,000,000. Yoshisuke Aikawa is named the new company's president.
<b>1934</b> May	Construction of the Yokohama Plant is completed. Production of tools commences.
Jun	The Company name is changed to Nissan Motor Co., Ltd.
	The first Datsuns are exported to Asia and Central and South America, with shipments totaling 44 units.
<b>1935</b> Apr	The first car manufactured by a fully integrated assembly system rolls off the line at the Yokohama Plant.
May	The corporate mark is chosen.
<b>1940</b> Mar	The first knockdown (KD) units are shipped to Dowa Jidosha Kogyo in Manchuria.
<b>1943</b> Aug	Construction of the Yoshiwara Plant is completed. (Operations begin in October 1943.)
Dec	World War II progresses: production of cars and trucks is completely stopped.
<b>1944</b> Sep	The head office is moved to Nihonbashi, Tokyo, and the Company name is changed to Nissan Heavy Industries, Ltd.
<b>1945</b> Nov	The first postwar-manufactured car rolls off the line.
<b>1946</b> Jan	Headquarters returns to Yokohama.
Aug	Research and development of textile machinery begins.
<b>1949</b> Aug	Nissan Motor Co., Ltd. is reestablished as the Company name.
<b>1950</b> May	Nissan acquires an equity interest in Minsei Diesel Motor Co., Ltd. (now called Nissan Diesel Motor Co., Ltd.)
<b>1952</b> Dec	Nissan enters into a technological cooperation agreement with Austin Motor Co., Ltd. of the United Kingdom.
<b>1953</b> Apr	R&D on rocket motors commences.
Aug	The All Nissan Motors Workers' Union (a new labor union) is established.
<b>1957</b> Aug	Forklift production starts.
<b>1958</b> Jun	Export of passenger cars to the United States begins.
Sep	Datsuns are entered in the 6th Australia Mobilgas Trial, with one taking first place for the first time.
<b>1959</b> Mar	Production commences at Yulon Motor Co., Ltd. in Taiwan, the Company's first overseas KD factory.

Event	
<b>1960</b> Mar	The technological cooperation agreement with Austin Motor expires.
Jun	Nissan wins the 10th Annual Deming Prize for excellence in industrial engineering.
Sep	Nissan Motor Corporation in U.S.A. is established.
<b>1961</b> Sep	Nissan Mexicana, S.A. de C.V. is established. (Production begins in July 1966.)
<b>1962</b> Mar	Construction of the Oppama Plant is completed. (Partial operations begin in October 1961.)
<b>1965</b> May	Construction of the Zama Plant is completed. (Partial operations begin in December 1964.)
<b>1966</b> May	Nissan Motor Co. (Australia) Pty. Ltd. is established.
Aug	Nissan merges with Prince Motors, Ltd. of Japan; the Murayama Plant is acquired by Nissan.
<b>1967</b> Jul	Construction of the Honmoku Wharf is completed.
<b>1968</b> Jan	Headquarters operations are moved to the Company's new building in the Ginza area of Tokyo.
Oct	A business cooperation agreement is concluded with Fuji Heavy Industries, Ltd.
<b>1969</b> Nov	Cumulative exports surpass 1,000,000 units.
<b>1970</b> Feb	Lambda 4S-5 successfully launches Japan's first satellite, OHSUMI. (Nissan developed and manufactured the rocket engine and launch vehicle.)
Mar	Nissan moves into the marine engine field.
<b>1971</b> Mar	Construction of the Tochigi Plant is completed. (Partial operations begin in October 1968.)
<b>1972</b> Sep	Cumulative domestic production surpasses 10 million units.
<b>1973</b> Oct	Construction of the Sagami Parts Center is completed. (Partial operations began in April 1972.)
<b>1974</b> Apr	Nissan Science Foundation is established.
<b>1975</b> Jun	Cumulative domestic sales surpass 10 million units.
<b>1976</b> Mar	Nissan Motor Manufacturing Co. (Australia) Ltd. is established and full-scale operation begins.
<b>1977</b> Jun	Construction of the Kyushu Plant is completed. (Partial operations begin in April 1975.)
Jul	Cumulative production surpasses 20 million units.
<b>1979</b> Apr	Nissan Design International, Inc. (NDI) is established in the United States.
<b>1980</b> Jan	Nissan acquires an equity interest in Motor Ibérica, S.A. in Spain.
Jan	Cumulative exports surpass 10 million units.

Event	
Jul	Nissan Motor Manufacturing Corporation U.S.A. (NMMC) is established. (The first Datsun truck rolled off the line in June 1983; the first Sentra (Sunny), in March 1985.)
<b>1981</b> Jun	Construction of the Kambara Manufacturing Plant, the satellite facility of the Yoshiwara Plant, is completed, and operations begin.
Jul	Nissan begins worldwide marketing of vehicles under the Nissan name as part of a new corporate identity program.
Aug	Cumulative production surpasses 30 million units.
Sep	Nissan is tied up with Volkswagen AG of West Germany to produce and market passenger cars in Japan.
Nov	The Nissan Technical Center is completed.
<b>1982</b> Mar	Construction of the Kurihama Manufacturing Plant, the satellite facility of the Yokohama Plant, is completed. (Production begins in May 1982.)
Apr	Construction of the head office annex is completed.
Apr	Nissan wins the Safari Rally for the fourth consecutive year.
Jun	Nissan concludes a technical assistance agreement with Martin Marietta, U.S.A., in the aerospace sector.
Dec	The new corporate mark is announced.
<b>1983</b> Jan	Nissan Motor Ibérica, S.A. begins production of the Patrol (Safari).
Jul	Nissan Research & Development, Inc. is established in the United States.
<b>1984</b> Feb	In line with its agreement with Volkswagen AG, Nissan begins production and sales of the Santana.
Apr	Nissan Motor Manufacturing (UK) Ltd. is established. (Production begins in July 1986.)
May	Cumulative domestic sales surpass 20 million units.
Nov	Construction of the Oppama Wharf is completed. (The harbor had been opened in May 1983.)
<b>1985</b> Jul	Nissan acquires an equity interest in Yulon Motor Co., Ltd. in Taiwan.
Aug	Cumulative production surpasses 40 million units.
Oct	Construction of Nissan Overseas Training Center (now called Nissan Overseas Business College) is completed.
<b>1986</b> Jan	Construction of the Kawasaki Parts Distribution Center is completed. (Operations begin in February 1986.)
Dec	New corporate philosophy and corporate principles are announced.
<b>1987</b> Jan	The Pulsar, EXA, Langley, and Liberta Villa win the '86-'87 Japanese Car of the Year award.
Apr	Cumulative exports surpass 20 million units.

Event	
May	Daewoo Motor Co., Ltd., begins production and marketing of Vanette trucks in South Korea.
Aug	The H-I rocket, featuring the fixed apogee motor designed and produced by Nissan in Japan, successfully launches the engineering test satellite KIKU-5.
<b>1988</b> Apr	Nissan's ARC-X wins the "Car Design Award 1988, Torino—Piemonte".
Jun	Nissan European Technology Centre Ltd. is established in the United Kingdom.
Aug	Nissan acquires equity in Barrett Industrial Truck Inc. of the United States, a manufacturer of forklifts, and decides to locally manufacture forklifts.
Oct	The Nissan Silvia Q's win "Good Design Grand Prize" for 1988.
<b>1989</b> Jan	The Silvia wins the '88-'89 Japanese Car of the Year award.
Apr	Nissan Europe N.V., the Company's regional headquarters for European operations, and Nissan Distribution Service (Europe) B.V., are established in the Netherlands. (Operations begin in April 1990.)
<b>1990</b> Jan	Nissan North America, Inc., the Company's regional headquarters for North American operations, is established in the United States. (Operations begin in April 1990.)
Jan	Cumulative production surpasses 50 million units.
Feb	The 300ZX (Fairlady Z) wins the 1990 Import Car of the Year award in the United States.
May	Cumulative production at the Zama Plant surpasses 10 millions units.
Nov	Nissan acquires an equity interest in Siam Motors Co., Ltd., in Thailand.
<b>1991</b> Jan	In a joint venture with Hitachi, Ltd., Nissan establishes Xanavi Informatics Corporation for the rapidly growing field of automobile information and communications systems and equipment.
Mar	A new distribution company, Nissan Motor (GB) Ltd., is established in the United Kingdom. (Operations begin in January 1992.)
Jun	Nissan announces the reorganization of its parts supplier associations, and the Nissho Kai is newly established.
Aug	Nissan Motor Manufacturing (UK) Ltd. begins exporting its Primera 5-door Hatchback model to Japan.
<b>1992</b> Jan	The Hokkaido Proving Grounds is established in Hokkaido as a cold-weather testing facility.
Apr	New production facility at the Kyushu Plant is completed, and production begins.

## <Chronology of Nissan Presidents>

1st	Yoshisuke Aikawa	Dec 1933~ May '39	4th	Haruto Kudo	Sep 1944~ Jun '45	7th	Taichi Minoura	May 1947~ Oct '51
2nd	Masasuke Murakami	May 1939~ Feb '42	5th	Takeshi Murayama	Jun 1945~ Oct '45	8th	Genshichi Asahara	Oct 1951~ Nov '57
3rd	Genshichi Asahara	Mar 1942~ Sep '44	6th	Souji Yamamoto	Oct 1945~ May '47	9th	Katsuji Kawamata	Nov 1957~ Nov '73

10th	Tadahiro Iwakoshi	Nov 1973~ Jun '77	13th	Yoshifumi Tsuji	Jun 1992~ Jun '96
11th	Takashi Ishihara	Jun 1977~ Jun '85	14th	Yoshikazu Hanawa	Jun 1996~ Jun '00
12th	Yutaka Kume	Jun 1985~ Jun '92	15th	Carlos Ghosn	Jun 2000~

As of March 31, 2007

Event	
Jun	Nissan Motor Manufacturing Corporation U.S.A. begins production of the Altima (Bluebird).
Jul	Nissan commences U.S. sales of the multipurpose Quest minivan, a joint project with Ford Motor Co.
Aug	Nissan Motor Manufacturing (UK) Ltd. begins production of the Micra (March).
Sep	Nissan Casting Australia Pty. Ltd. is established.
Oct	Cumulative domestic sales surpass 30 million units.
Oct	Vehicle production at Nissan Motor Manufacturing Co. (Australia) Ltd. ceases.
Nov	Nissan Design Europe GmbH is established in Germany.
Nov	The Micra (March) wins the Car of the Year 1993 award in Europe.
Dec	The March wins the '92-'93 Japanese Car of the Year award and the RJC New Car of the Year 1992-1993 award in Japan.
<b>1993</b> Feb	Nissan Motor Ibérica, S.A. begins production of a new 4WD model, the Terrano II for the European market.
Mar	Nissan and the Zhengzhou Light Truck Factory form a joint venture, Zhengzhou Nissan Automobile Co., Ltd., for the production of commercial vehicles in China.
Sep	Nissan begins production and sales of the AD Resort wagons and pickups in Thailand and Taiwan, specifically for Asian markets.
Sep	Nissan Mexicana, S.A.de C.V. begins exporting AD Vans to Japan.
Oct	Nissan separates its Textile Machinery Division and establishes Nissan Texsys Co., Ltd.
<b>1994</b> Jan	Production begins at the Iwaki Plant.
Apr	Nissan Motor Ibérica, S.A. begins its shipment of the Mistral (Terrano II) to Japan.
Apr	Nissan Motor Manufacturing (UK) Ltd. earns a Queen's Award for Export Achievement for three consecutive years.
Apr	Nissan concludes a technical assistance and license agreement with South Korea's Samsung Heavy Industries Co., Ltd. on manufacturing passenger cars. (Samsung Motors Inc. was established in March 1995.)
Jun	Nissan Motor (China) Ltd. is established in Hong Kong to manage the distribution of vehicles and service parts to China.
Jun	Nissan Middle East FZE is established in Dubai, UAE as the Company's regional business management company for the Middle East.
Dec	Cumulative domestic production surpasses 60 million units.

Event	
<b>1995</b> Mar	Vehicle production at the Zama Plant ceases.
May	Nissan Motor Manufacturing (UK) Ltd. begins production exports of the Micra (March) to Australia.
<b>1996</b> Jan	Cumulative production of VQ engines at the Iwaki Plant surpasses 500,000 units.
Oct	Cumulative overseas production surpasses 10 million units.
<b>1997</b> May	Nissan Motor Manufacturing Corporation U.S.A. commences production at a new engine and transmission plant in Decherd.
Jun	Nissan European Technology center (Espanã), S.A. is established.
Sep	Nissan begins sales of the Primera and Bluebird with continuously variable transmission, Hyper CVT.
Dec	Nissan introduces the Leopard with direct injection gasoline engines.
<b>1998</b> Apr	The Aerospace Division's Tomioka Plant is completed and becomes operational in May.
Jun	A Nissan R390GT1 is placed third in the Le Mans 24-hour race.
Jun	Nissan introduces the Presage with direct injection diesel engines.
<b>1999</b> Mar	Nissan and Renault signs an agreement for a global alliance, including equity participation.
Mar	Nissan's 7 major domestic plants and Product Planning and Research Development Group completed to obtain ISO 14001 environmental management system certification.
Apr	Nissan transfers its Texsys' Water Jet Textile Machinery business to Toyota Automatic Loom Works.
May	Nissan begins driving tests of a methanol fuel cell vehicle.
Jun	Nissan sells Fuji Plant and A/T and CVT development organization, establishes a wholly owned subsidiary, TransTechnology Ltd (now called JATCO Ltd).
Jul	Cumulative exports surpass 30 million Units.
Oct	Nissan begins sales of the Cedric/Gloria with new generation automatic transmission "Extroid CVT".
Oct	The company announces the Nissan Revival Plan (NRP).
Nov	Cedric/Gloria wins "RJC New Car of the Year 1999-2000"; "EXTROID CVT" receives "Technology of the Year 1999-2000."
Dec	Japan's largest auto mall, "Carest Zama" begins operations.
<b>2000</b> Feb	Nissan begins sales of the ultra-small EV Hypermini.
Feb	Nissan begins sales of the super ultra low emission vehicle (SULEV) Sentra CA in California.

Event	
Apr	Nissan Motor Manufacturing Corporation U.S.A is merged into Nissan North America, Inc.
May	Nissan starts to sell Renault vehicles through its domestic dealers.
May	Nissan announces its long-term strategy in the Mercosur market (Argentina, Brazil, Paraguay and Uruguay) with Renault support.
Nov	Nissan 1.8 liter engine (QG18DE) of Bluebird Sylphy receives RJC the Technology of the Year Award.
<b>2001</b> Mar	Vehicle production at the Murayama Plant ceases.
Apr	Nissan and Suzuki Motor Corporation reach the agreement that Suzuki will supply mini-vehicles to Nissan on an OEM bases.
Apr	Nissan starts the construction of vehicle assembly plant in Canton, Mississippi.
Apr	Nissan launches driving tests of the Xterra FCV, a direct-hydrogen-fueled fuel cell vehicle, on public roads this month, based at a facility in Sacramento, CA in the US.
Dec	Nissan and Renault inaugurate the first new common plant in Brazil.
<b>2002</b> Jan	Nissan Altima wins "2002 North American Car of the Year Award".
Feb	Nissan announces NRP conclusion one year earlier than planned.
Feb	Renault raises its stake in Nissan to 44.4%.
Mar	Nissan owns 13.5% of Renault's share capital.
Apr	Nissan enters minicar market by Moco.
May	The company announces new three-year business plan NISSAN 180.
May	Nissan increases its stake in Renault to 15%.
Nov	Infiniti G35 Sport Sedan and Sport Coupe win MOTOR TREND'S "2003 Car of The Year" in U.S.
<b>2003</b> Jan	Nissan opens Nissan design centre Europe in London.
Mar	Nissan opens Yokohama Plant Guest Hall.
May	Nissan reports record profitability with 10.8% operating margin for FY 2002.
May	Nissan inaugurates new plant in Canton, Mississippi.
Jun	Nissan and Dongfeng announce the establishment of Dongfeng Motor Co., Ltd. in China.
Aug	Nissan Motor and Mitsubishi Motors reach Product Supply Agreement on a Mini-Commercial Vehicle.
Sep	Nissan to establish new sales company in Russia.
Sep	Integration of service & support companies of Nissan and its group companies.
Oct	Nissan and Nissan Diesel establish joint small truck company.
Nov	Teana received Special Award (Best Value) of The Japan Car of The Year Award 2003-2004.

Event	
Dec	Nissan to launch limited leasing of the 2003 model X-TRAIL FCV.
Dec	Nissan Bluebird Sylphy certified as Japan's first SU-LEV.
<b>2004</b> Mar	Nissan opens new Guest Hall in Kyushu Plant.
Mar	Alliance Vision - Destination.
Apr	Nissan reports record operating profits of 825 billion yen and operating profit margin of 11.1%.
May	Nissan Korea unveils Infiniti launch strategy.
May	Dongfeng Motor Company Passenger Vehicle's Guangzhou Huadu Plant goes into operation.
Jun	Nissan announces relocation of Global Headquarters to Yokohama in 2010.
Jun	Nissan announces new strategy for Egypt.
Jul	Nissan announces Vehicle Recycling Fees for Japan.
Sep	Nissan unveils Six New Models for Japan.
<b>2005</b> Feb	Nissan Motor to Enter Pakistan Market.
Feb	Nissan Sets Up ASEAN Regional HQs in Singapore.
Apr	Nissan establishes new sales company in Ukraine.
Apr	Nissan opens Management Institute.
Apr	Nissan reports record results for FY04-Nissan Value-Up business plan unveiled.
May	Nissan opens new Guest Hall in Tochigi Plant.
Jun	Infiniti launches full luxury lineup in Taiwan.
Jun	Oman becomes home to world's largest Nissan showroom.
Jun	Nissan India subsidiary begins operations.
Sep	Nissan delivers on 1 million commitment.
<b>2006</b> Feb	Newly-completed Dongfeng Nissan Engine Plant to produce all-new HR and MR engines.
Apr	Nissan announces plans for new manufacturing plant in St. Petersburg, Russia.
Apr	Infiniti to launch across Europe in 2008.
Jun	Nissan reaches 100 millionth production milestone.
Jul	Nissan announces 2007 Versa Hatchback and Sedan - offers affordability, roominess, quality and efficiency.
Sep	AB Volvo to acquire Nissan's remaining 6% stake in Nissan Diesel.
Dec	Nissan announces "NISSAN GREEN PROGRAM 2010."
Dec	Nissan inaugurates new design center in Atsugi, Japan.
<b>2007</b> Feb	Mahindra & Mahindra, Renault and Nissan announce Chennai as the location for a 400,000 capacity production site in India.
Mar	Nissan completes new extreme off-road test track in Motegi, Japan.

# 6 | Major Subsidiaries and Affiliates

## Major Subsidiaries and Affiliates in Japan

As of April 30, 2007

	Company	Major Products/Operations	Equity* Interest	Representative	Address	Phone No.
Whole entity	<b>Nissan Shatai Co., Ltd.</b>	Vehicle product planning, development and production	43.3%	Shigeru Takagi	10-1, Amanuma, Hiratsuka-shi, Kanagawa 254-8610	81(0)463-21-8001
	<b>Aichi Machine Industry Co., Ltd.</b>	Production and sales of engines, transmissions	41.7%	Yoshikazu Ishizaki	2-12, Kawanami-cho, Atsuta-ku, Nagoya-shi, Aichi 456-8601	81(0)52-681-1111
Parts	<b>Calsonic Kansei Corporation</b>	Car air conditioners, radiator, mufflers, interior and exterior components, others	40.9%	Takashi Kitajima	24-15, Minamidai 5-chome, Nakano-ku, Tokyo 164-8602	81(0)3-5385-0111
	<b>Kinugawa Rubber Industrial Co., Ltd.</b>	Automotive rubber, synthetic plastic parts	20.3%	Sadao Sekiyama	330, Naganuma-cho, Inage-ku, Chiba-shi, Chiba 263-0005	81(0)43-259-3111
	<b>JATCO Ltd</b>	Development, production and sales of transmissions	75.0%	Shigeo Ishida	700-1, Imaizumi, Fuji-shi, Shizuoka 417-8585	81(0)545-51-0047
	<b>Nissan Kohki Co., Ltd.</b>	Engines, axles, marine and industrial equipment engines	97.7%	Yoshimasa Yamamoto	6-1, Okada 6-chome, Samukawa-machi, Koza-gun, Kanagawa 253-0105	81(0)467-75-1711
	<b>Nissan Finance Co., Ltd.</b>	Financial services for the group companies	100.0%	Joji Tagawa	2-17-20 Mita, Minato-ku, Tokyo 108-0073	81(0)3-6688-0300
Finance	<b>Nissan Financial Services Co., Ltd.</b>	Auto credit, car leasing, car rental, card business	100.0%	Naotomo Uchimura	WBG, 6, Nakase 2-chome, Mihama-ku, Chiba-shi, Chiba 261-7114	81(0)43-388-4102
Logistics	<b>Nissan Motor Car Carrier Co., Ltd.</b>	Operation of export car carriers (shipping)	60.0%	Hiroshi Yoshioka	Kayabacho Tower Bldg., 1-21-2 Shinkawa, Chuo-ku, Tokyo 104-0033	81(0)3-5541-6980
Others	<b>Autech Japan, Inc.</b>	Development, production and sales of limited-edition vehicles (including specially equipped vehicles)	100.0%	Mamoru Yoshida	824-2, Hagizono, Chigasaki-shi, Kanagawa 253-8571	81(0)467-87-8001
	<b>Creative Box Inc.</b>	Design research and product planning for automobiles and other production	100.0%	Kouji Nagano	34-18, Jingumae 6-chome, Shibuya-ku, Tokyo 150-0001	81(0)3-3486-0791
	<b>Nissan Arc Ltd.</b>	Operations and consulting related to the analysis and assay of raw materials	100.0%	Kenji Ikeura	1 Natsushima-cho, Yokosuka-shi, Kanagawa 237-0061	81(0)46-867-5280
	<b>Nissan Creative Services Co., Ltd.</b>	Service of sales, Insurance, Travel, Engineering, Environmental, Greenery, Security, Business Information, Logistics	100.0%	Masahiko Aoki	2384 Kamiyabe-cho, Totuka-ku, Yokohama-shi, Kanagawa 245-8558	81(0)45-814-7301
	<b>Nissan Techno Co., Ltd.</b>	Design, drawing and translation of technical material and design drawings	100.0%	Akira Akashi	12F Atsugi Axt main tower, 3050, Okada, Atsugi-shi, Kanagawa 243-0021	81(0)46-220-4770
	<b>Nissan Trading Co., Ltd.</b>	Import and export of materials and parts	100.0%	Ryoso Kodama	Nissan Yokohama Bldg., 6-32, Takashima 2-chome, Nishi-ku, Yokohama-shi, Kanagawa 220-0011	81(0)45-451-9800
	<b>Nissan Network Holdings Co., Ltd.</b>	Real estate business	100.0%	Akira Sato	17-2, Ginza 7-chome, Chuo-ku, Tokyo 104-0061	81(0)3-3543-5051
	<b>Nissan Human Information Service Co., Ltd.</b>	Fee-based job search services (T.B.D.) supporting service for human resources related activities	100.0%	Hitoshi Kawaguchi	Nissan Builnet 1, 16-9, Ginza 6-chome, Chuo-ku, Tokyo 104-0061	81(0)3-5565-2224
	<b>Nissan Motorsports International Co., Ltd.</b>	Promotion of motorsports (race, auto camp, vehicle remodeling)	100.0%	Yuichi Sanada	10-6, Minami-Oi 2-chome, Shinagawa-ku, Tokyo 140-8563	81(0)3-3763-2331
	<b>Nissan Motor Light Truck Co., Ltd.</b>	Vehicle development of Nissan Light-duty trucks, Consigned development of drive train systems of Nissan light duty trucks	85.0%	Andy Palmer	1-chome, Ichibanchi, Ageo-shi, Saitama-ken 362-0046	81(0)48-781-1767
	<b>Yokohama Marinos Ltd.</b>	Management of soccer club and other sports-related activities	93.2%	Shigeo Hidaritomo	2, Minatomirai 6-chome, Nishi-ku, Yokohama-shi, Kanagawa 220-0012	81(0)45-277-2301

\* Nissan and its consolidated subsidiaries' combined shareholdings as of July 31, 2006