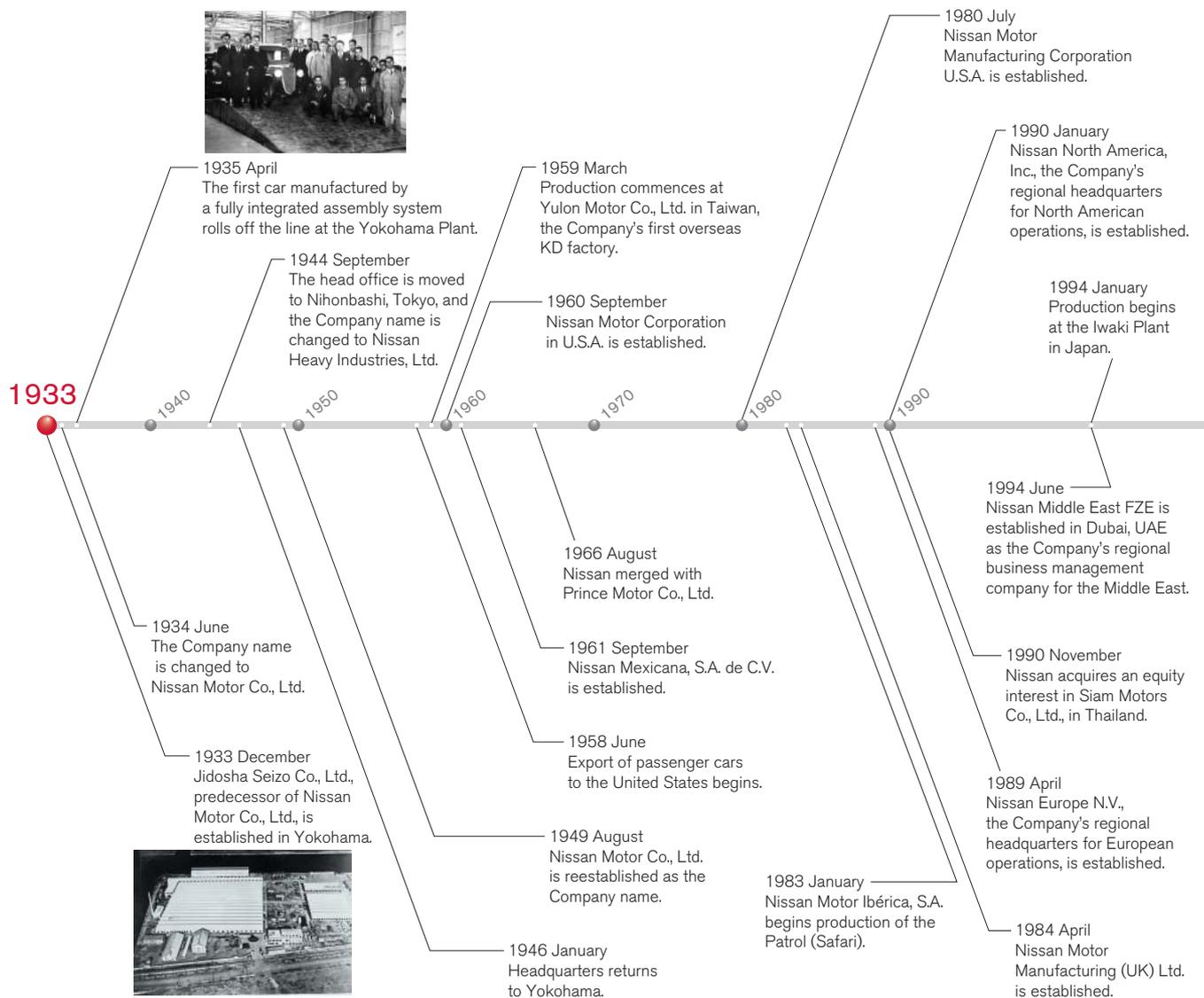


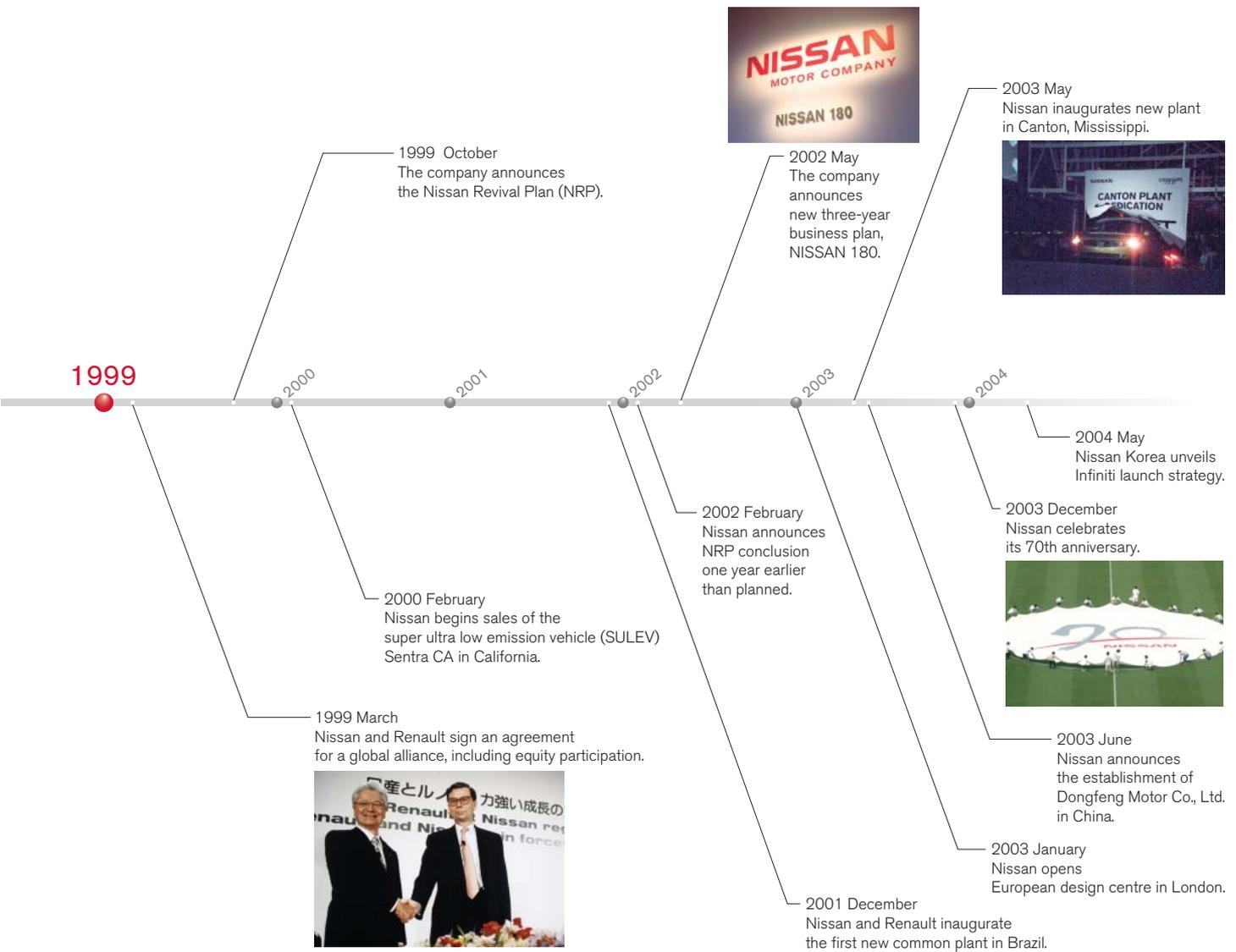
## Corporate History



### Corporate Profile

- **Headquarters** —————  
17-1, Ginza 6-chome, Chuo-ku, Tokyo, Japan
- **Date of Establishment** —————  
December 26, 1933
- **Consolidated Net Sales (FY2004)** —————  
8,5763 trillion yen
- **Number of Employees (As of March 31, 2005)** —————  
183,607 (all consolidated companies)

- **Group Structure / Business Outline** —————  
The Nissan Group consists of Nissan Motor Co., Ltd., subsidiaries, affiliates and other associated companies. Its main business includes sales and production of vehicles, forklifts, marine products and related parts. The Nissan Group also provides various services accompanying its main business, such as logistics and sales finance.



● **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.

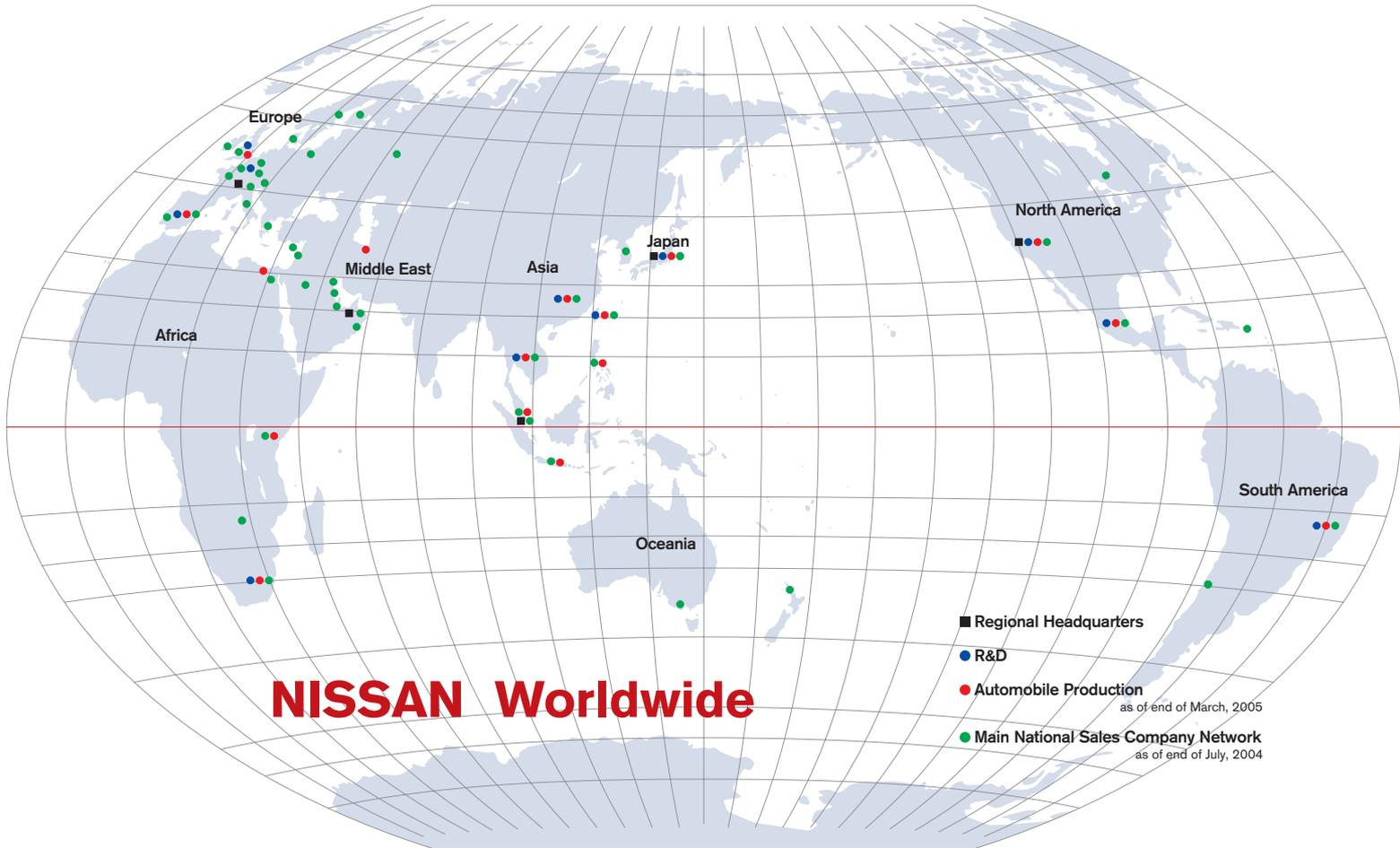
● **Guiding Principles**

- SUCCESS**
- S** Seeking Profitable Growth
  - U** Unique and Innovative: "Bold and Thoughtful"
  - C** Customer-Focused and Environmentally Friendly
  - C** Cross-Functional and Global
  - E** Earnings and Profit Driven
  - S** Speed
  - S** Stretch

## Global Operational Presence

Today, Nissan has major production and office facilities in Japan, the United States, Mexico, Europe, the Middle East, South Africa, China, and the Southeast Asian countries, as well as in other regions of the world. As a

global company, Nissan will continue to focus on providing value to all our stakeholders as we work toward our vision of "Enriching People's Lives."



- R&D : 11 countries / areas
- Design : Seven design centers in four countries / areas (Japan, USA, UK, Taiwan)
- Retail sales by region in fiscal year 2004

- Automobile Production Plants : 16 countries / areas
- Sales Network : More than 160 countries / approximately 10,000 dealers

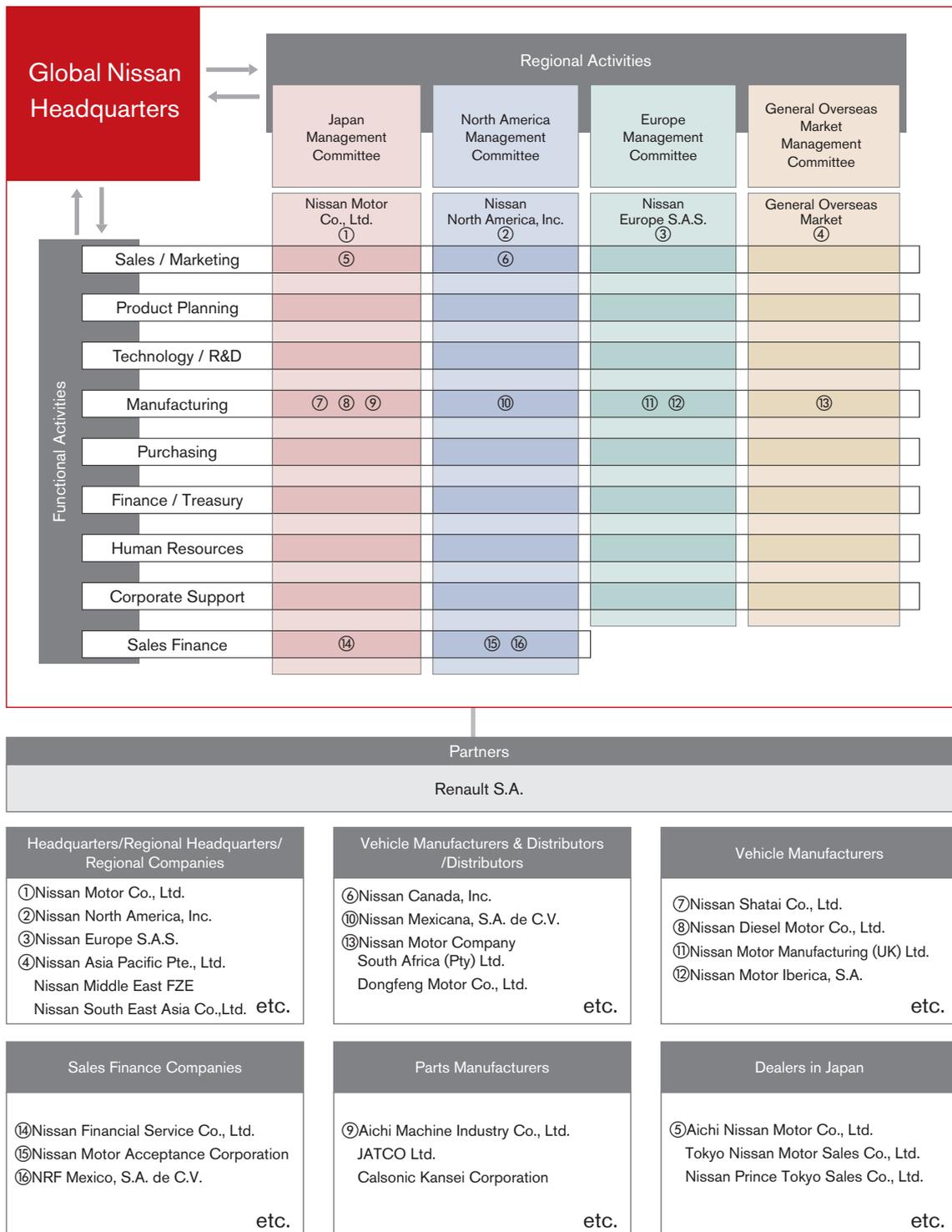


## Nissan Group Operations

The Nissan Group's organization aims to integrate regional activities with global functional activities. Four management committees for Japan, North America, Europe and General Overseas Markets supervise regional activities, while each functional department, including research, development, purchasing, and production, are in

charge of global, functional coordination.

Nissan's Global Headquarters takes a cross-organizational approach adding value to regional and functional activities while coordinating our global operations.



## NISSAN *Value-Up*



Even before its completion, NISSAN 180 has surpassed many of its original goals. It has brought Nissan into a new era of sustained profitable growth. Perhaps more importantly, the successes it has created has instilled a renewed sense of pride in Nissan employees, and increased confidence for the future.

Today, Nissan looks to the future with an even more ambitious plan: NISSAN Value-Up. This three-year plan, like the Nissan Revival Plan and NISSAN 180 before it, carries a clear message of its intentions, backed by strong commitments to achieving them. NISSAN Value-Up has been implemented since April 2005, with three commitments:

- to maintain the top level of operating profit margin among global automakers for each of three years of the plan;
- to achieve global sales of 4.2 million units, measured in fiscal year 2008; and
- to achieve a 20% return on invested capital on average over the course of the plan, excluding cash on hand.

Under the plan, Nissan will expand its worldwide presence, and Infiniti will be launched as a global tier-one luxury brand. Through the end of fiscal year 2007, 28 all-new Nissan and Infiniti models will be launched globally.

Within this framework for action in this plan, we will create more value for more stakeholders in more world markets than ever before.

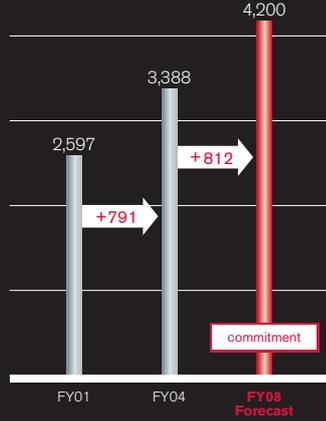
**NISSAN Value-Up Commitments**

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

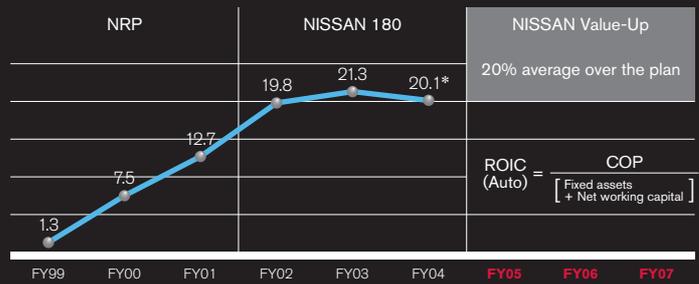
Consolidated operating profit margin (%)



Global sales volume (thousand units)



Return on invested capital (Auto) (%)



\*Same scope of consolidation as P&L, excluding change of cash compared to FY03

Model Launch Schedule, Fiscal Years 2002-2007

