BOUNDLESS

THE RISE, FALL, AND ESCAPE OF CARLOS GHOSN

THE WALL STREET JOURNAL'S NICK KOSTOV & SEAN MCLAIN



Boundless. Copyright © 2022 by Nick Kostov and Sean McLain. All rights reserved. Printed in the United States of America. No part of this book may be used or reproduced in any manner whatsoever without written permission except in the case of brief quotations embodied in critical articles and reviews. For information, address HarperCollins Publishers, 195 Broadway, New York, NY 10007.

HarperCollins books may be purchased for educational, business, or sales promotional use. For information, please email the Special Markets Department at SPsales@harpercollins.com.

FIRST EDITION

Library of Congress Cataloging-in-Publication Data has been applied for.

ISBN 978-0-06-304103-5

22 23 24 25 26 LSC 10 9 8 7 6 5 4 3 2 1

CAST OF CHARACTERS

Carlos Ghosn: Forged the Renault-Nissan Alliance and was one of the greatest auto executives of all time before his arrest in Japan

Family

Rita Ghosn: Ghosn's first wife and the mother of his four children,

Caroline, Nadine, Maya, and Anthony

Carole Ghosn: Ghosn's second wife

Rose Ghosn: Ghosn's mother

Georges Ghosn: Ghosn's father

Claudine, Sylvia, and Nayla Ghosn: Ghosn's sisters

France

Behrouz Chahid-Nouraï: Finance chief at Michelin

François Michelin: Michelin's owner and CEO

Louis Schweitzer: Ghosn's first boss at Renault

Patrick Pelata: Ghosn's classmate at École Polytechnique and later his

number two at Renault

Alain Dassas: Nissan's finance chief during the financial crisis

Frédérique Le Grèves: Ghosn's chief of staff at Renault and Nissan

Mouna Sepehri: Longtime Renault executive

Emmanuel Macron: Minister of the economy, industry, and digital affairs and later president of France

Martin Vial: Head of Agence des Participations de l'État (APE), which manages France's interests in corporate assets

Jean-Dominique Senard: Replaced Ghosn as Renault chairman and head of the Alliance

Nissan and Japan

Hiroto Saikawa: Replaced Ghosn as Nissan CEO in 2017

Greg Kelly: American who acted as head of Ghosn's CEO office until 2015; arrested along with Ghosn in 2018

Hari Nada: British Nissan lawyer who replaced Kelly as head of the CEO office in 2015

Toshiaki Ohnuma: The head of Nissan's secretariat, which handled payrelated issues for the board of directors

Hidetoshi Imazu: Former head of manufacturing at Nissan who became the statutory auditor who launched the investigation into Ghosn

Toshiyuki Shiga: Ghosn's former second in command at Nissan, until he retired and joined Nissan's board of directors

Hitoshi Kawaguchi: Nissan's head of government affairs who aided Imazu in his investigation of Ghosn

Lebanon

Fady Gebran: Ghosn's childhood friend and personal lawyer

Amal Abou Jaoude: Gebran's assistant

Carlos Abou Jaoude: Lebanese lawyer

Ziad Gebran: Fady Gebran's youngest son

Middle East

Suhail Bahwan: Omani billionaire in business with Nissan

Divyendu Kumar: General manager of Suhail Bahwan Automobiles in

Oman

Khaled Juffali: Saudi billionaire in business with Nissan

Escape

Michael Taylor: Former Green Beret and security expert

Peter Taylor: Michael Taylor's son

George-Antoine Zayek: Lebanese former militiaman

NOTES

1: Self-Made

- 7 John Dunlop and the Michelin family: Wade Davis, *One River: Explorations and Discoveries in the Amazon Rain Forest* (New York: Simon & Schuster, 1996).
- 8 Rubber barons had started: Ibid.
- 8 finest materials in the world: Joe Jackson, *The Thief at the End of the World: Rubber, Power, and the Seeds of Empire* (New York: Penguin, 2008).
- 9 One in ten would die: Carlos Pousa, ed., *Porto Velho: A Journey Through Its Economic Cycles and History* (Rio de Janeiro: Canal Comunicação & Cultura, 2012).
- 9 arrived a decade earlier: Roberto Khatlab, "Un mariage au Liban réunit trois générations d'émigrés," *L'Orient–Le Jour*, February 17, 2014, https://www.lorientlejour.com/article/854882/un-mariage-au-liban-reunit-trois-gen erations-demigres.html.
- 9 Thousands of workers had died: Gary Neeleman and Rose Neeleman, Tracks in the Amazon: The Day-to-Day Life of the Workers on the Madeira-Mamoré Railroad (Salt Lake City: University of Utah Press, 2013).
- 10 within a matter of decades: Ibid. The first viable Hevea seeds arrived in London in 1876, and portions of seedlings were sent to Singapore. Production rose in the 1890s along with the increased demand for rubber. In 1905, Malaysia sold only 230 tons of rubber but fifty thousand acres were planted. The amount of rubber sold doubled by 1906. Rubber trees can be tapped after seven years.
- 10 at a premium: John Tofik Karam, "Lebanese in the Brazilian National Market," North Carolina State University, January 23, 2015, https://lebanese studies.news.chass.ncsu.edu/2015/01/28/lebanese-in-the-brazilian-national -market/.
- 11 On October 10, 1939: John Tofik Karam, photograph of Abidao Bichara's grave, University of Illinois at Urbana-Champaign, https://o.academia-photos.com/49025337/12912867/14295094/s200_john.karam.jpg.
- 11 his parting words of advice: John Tofik Karam, Another Arabesque Syrian-Lebanese Ethnicity in Neoliberal Brazil (Philadelphia: Temple University Press, 2008).

2: The Father

- 16 a priest named Boulos Masaad: "Reconstitution du Crime de Majdel Baana," L'Orient-Le Jour, April 27, 1960.
- 17 leading him to believe: "G. Ghosn et S. Abdel-Khalek condamnés à mort," L'Orient-Le Jour, January 10, 1961.
- 17 He forced the priest out of the car: "Peine de mort requise contre G. Ghosn et S. Abdel-Khalek pour le meurtre du Père Masaad," *L'Orient-Le Jour*, July 14, 1960
- 17 fired a second bullet: Ibid.
- 17 Georges always maintained: "Ghosn rejette sur Abdel-Khalek toute la responsabilité du meurtre du Père Masaad," L'Orient-Le Jour, October 7, 1960.
- 18 given them the license plate number: "G. Ghosn et S. Abdel-Khalek condamnés à mort."
- 18 seeking the death penalty: "Peine de mort requise contre G. Ghosn et S. Abdel-Khalek pour le meurtre du Père Masaad."
- 18 She was put: "Mme Georges Ghosn—Impliqué dans l'évasion des détenues de la prison de Baabda—est arrêtée," *L'Orient-Le Jour*, August 11, 1960.
- 18 never faced charges: "Mme Georges Ghosn est remise en liberté," L'Orient-Le Jour, August 12, 1960.
- 19 the supply of which had been cut off: "G. Ghosn—qui a financé l'opération a été transféré à la Prison de la Citadelle pour avoir incité les détenus de Baabda a une grève de la faim," L'Orient-Le Jour, August 9, 1960.
- 19 Three buses and fifteen taxis: "Ghosn rejette sur Abdel-Khalek toute la responsabilité du meurtre du Père Masaad."
- 19 The killing was ruled an accident: "La cour de cassation annule la peine de mort rendue contre Georges Ghosn," L'Orient-Le Jour, December 21, 1962.
- 19 He was found guilty: "Sélim Abdel-Khalek condamné aux travaux forcés à vie," L'Orient-Le Jour, June 28, 1968.
- 21 Following his release: "Georges Ghosn trouvé porteur de 34,000 faux dollars," L'Orient-Le Jour, March 7, 1971.
- 21 Georges pleaded not guilty: "Georges Ghosn plaide non coupable," L'Orient-Le Jour, March 1, 1972.
- 21 sentenced to another three years: "Jugement confirmé," L'Orient-Le Jour, November 28, 1972.

4: Wartime General

- 34 Ghosn was put into command: Carlos Ghosn and Philippe Riès, *Shift: Inside Nissan's Historic Revival* (New York: Currency, 2006).
- 35 Kléber-Colombes was losing: "L'activité de l'usine des Hauts-de-Seine de Kléber-Colombes sera maintenue," *Le Monde*, January 22, 1982, https://www.lemonde.fr/archives/article/1982/01/22/l-activite-de-l-usine-des-hauts-de-seine-de-kleber-colombes-sera-maintenue_2898717_1819218.html.
- 38 "The old married couple": Carlos Ghosn, "Carlos Ghosn (6) Turbulence and Triumph in Brazil," Nikkei Asia, January 7, 2017, https://asia.nikkei.com/Spotlight/My-Personal-History/My-Personal-History-Carlos-Ghosn/Carlos-Ghosn-6-Turbulence-and-triumph-in-Brazil2.
- 43 "somewhat of a mystery man": "'We Did Not Acquire Any Brand to Elim-

- inate It.' (Carlos Ghosn of Michelin North America Inc.)," *Modern Tire Dealer*, September 1, 1991.
- 43 the steely criticism that Lutz cast: Ghosn, and Riès, Shift.

5: The Birth of the Alliance

- 48 largest car industry deal in history: Steven Lipin, "New World Order? Chrysler Might Merge with Daimler-Benz—or Be Taken Over," *Wall Street Journal*, May 6, 1998.
- 49 produce around 4 million vehicles: Steven Lipin, "Chrysler, Daimler-Benz Announce World's Largest Industrial Merger," *Wall Street Journal*, May 7, 1998, https://www.wsj.com/articles/SB894421909383679000.
- 49 The company had amassed: Robert L. Simison and Lisa Shuchman, "Daimler-Chrysler Seems to See a Good Deal in Mess That Is Nissan," *Wall Street Journal*, January 12, 1999.
- 50 a one-in-ten shot: Stéphane Lauer, Renault: Une révolution française (Paris: Lattès, 2005).
- 54 stood up and bowed: Ibid.
- 56 "We're not in the mood": Chris Knap, "Ford CEO Seeks Closer Customer Ties," *Orange County Register*, February 19, 1999.
- 56 lose only \$5 billion: "They Said It," Globe and Mail, March 1, 1999.
- 57 "Well you know": David Woodruff, "Renault Bets Ghosn Can Drive Nissan," Wall Street Journal, March 31, 1999.

6: Turnaround

- 60 "He looks like Mr. Bean": Frédéric Garlan, "Nissan's French Number Two Gets TV Grilling in Japan," Agence France-Presse, April 23, 1999; Brice Pedroletti, "Le patron qui a conquis le Japon," L'Express, May 10, 2001.
- 64 Nissan Revival Plan: "Nissan Revival Plan," October 18, 1999, https://www.nissan-global.com/EN/DOCUMENT/PDF/FINANCIAL/REVIVAL/DETAIL/1999/fs_re_detail1999h.pdf.

7: Two Briefcases

- 73 more than fifteen hundred shareholders: "For Investors: 107th Shareholders Meeting," Nissan Motor Corporation, https://www.nissan-global.com/EN/IR/SHAREHOLDER/107_index.html.
- 73 sales had tripled: "FY05 Financial Results," Nissan Motor Corporation, April 25, 2006, https://www.nissan-global.com/EN/DOCUMENT/PDF /FINANCIAL/2006/0425/060425fy20060425presentationcolor_E.pdf.
- 73 world's largest Nissan showroom: "Oman Becomes Home to World's Largest Nissan Showroom," Nissan Motor Corporation, June 5, 2005, https://global.nissannews.com/en/releases/release-265936b8190abc85d84741b6049740ab-050606-01-e.
- 74 "We have enough talent": "Nissan's Ghosn Warns Firm May Miss Sales Target in Yr to March 2007—UPDATE," FinanzNachrichten.de, June 27, 2006, https://www.finanznachrichten.de/nachrichten-2006-06/6622487-nissan-s-ghosn-warns-firm-may-miss-sales-target-in-yr-to-march-2007-update-020.htm.

- 74 attracted plenty of media attention: David Ibison and James Mackintosh, "The Boss Among Bosses," *Financial Times*, July 7, 2006, https://www.ft.com/content/530603e4-0de3-11db-a385-0000779e2340.
- 75 "Please be confident": "Nissan's Ghosn Warns Firm May Miss Sales Target in Yr to March 2007—UPDATE."
- 75 at 8:30 a.m. in Paris: Joann Muller, "The Impatient Mr. Ghosn," Forbes, May 12, 2006, https://www.forbes.com/global/2006/0522/020.html?sh=3ae8 15151328.
- 75 swapped back on return trips: Monica Langley, "For Carlos Ghosn, Fast Lane Gets Bumpy," *Wall Street Journal*, October 28, 2006, https://www.wsj.com/articles/SB116200109759906779.
- 81 "I'm glad to see": James B. Treece, "Ghosn to GM: Be Serious or Begone," *Automotive News*, October 15, 2006, https://www.autonews.com/article/200 60925/SUB/60922064/ghosn-to-gm-be-serious-or-begone.

8: Swap Deals

- 90 an extended standing ovation: Sylviane Zehil, "Carlos Ghosn à «L'OLJ»:
 «Il n'y a jamais de crise sans fin,»" L'Orient-Le Jour, November 28, 2008,
 http://jamhourus.com/wp-content/uploads/2017/06/press_article_2008
 .pdf.
- 90 "Forgive me, Carole": Carole Ghosn and Carlos Ghosn, *Ensemble*, toujours (Paris: Éditions de l'Observatoire, 2021) (author's translation).

9: Spillovers

- 97 Carole laughed and accepted: Ghosn and Ghosn, Ensemble, toujours.
- 99 private lessons three times a week: Toshiaki Ohnuma court testimony, October 29, 2010.
- 100 Ghosn sought a number: Toshiaki Ohnuma court testimony, November 11,
- 103 "Why is Ghosn's salary": Yoshio Takahashi, "Nissan CEO Made \$9.8 Million," Wall Street Journal, June 23, 2010, https://www.wsj.com/articles/SB100 01424052748704853404575323780460252438.

10: Figure Out a Way

- 105 "Listen, we have certainties": Reuters, "Renault a de multiples certitudes sur l'espionnage, dit Ghosn," BFM Business, January 23, 2011, https://www.bfmtv.com/economie/entreprises/transports/renault-a-de-multiples-certitudes-sur-l-espionnage-dit-ghosn_AN-201101230013.html (author's translation).
- 106 none of the accounts referenced: "Renault: La DCRI n'a trouvé 'aucune trace d'espionnage," L'Express, March 3, 2011, https://lexpansion.lexpress.fr/entreprises/renault-la-dcri-n-a-trouve-aucune-trace-d-espionnage_1426610.html.
- 106 "I got this wrong": Matthieu Lauraux, "Carlos Ghosn sur TF1: Le PDG de Renault s'excuse," TF1, March 15, 2011, https://www.tf1.fr/tf1/auto-moto/news/carlos-ghosn-tf1-pdg-de-renault-s-excuse-9962589.html (author's translation).

- 107 and gave the men a dressing-down: Mathieu Suc, Renault, nid d'espions: Le livre qui révèle la face cachée de Carlos Ghosn (Paris: Editions du Moment, 2013).
- 108 Ghosn became unusually heated: Toshiyuki Shiga court testimony, January 12, 2021.
- 112 all the Beirut jet set: "Garden party aux caves d'Ixsir," Noun, November 1, 2012, 318-20.

11: Hall of Mirrors

113 "You can be happy with the flirt": Video highlights from Ghosn-Zetsche press conference, Paris, 2012, https://www.alliance-2022.com/blog/video-high lights-ghosn-zetsche-paris-press-conference/.

12: Money Canals

125 praising Lebanon's decision: Élie Masboungi, "Colloque sur l'environnement juridique et fiscal du commerce franco-libanais," *L'Orient-Le Jour*, May 13, 2011, https://www.lorientlejour.com/article/703756/Colloque_sur_l%2527en vironnement_juridique__et_fiscal_du_commerce_franco-libanais.html.

13: Double Vote

- 136 to a Renault plant in France: "Nissan to Build Micra at Renault Plant in France," Nissan Motor Corporation, April 26, 2013, https://reports.nissan-global.com/EN/?p=11216.
- 136 wanted to close two blast furnaces: Reuters Staff, "French Parliament Passes Law Punishing Plant Closures," Reuters, October 1, 2013, https://www.reuters.com/article/france-industry/french-parliament-passes-law-punish ing-plant-closures-idUSL6N0HR3KJ20131001.
- 144 "As the good Lebanese sheik": Dita Von Bliss, "Quelqu'un m'a dit . . . ," L'Orient—Le Jour, October 11, 2016, https://www.lorientlejour.com/article/1012007/quelquun-ma-dit.html.
- 144 "We wanted it to feel": Leena Kim, "Carole and Carlos Ghosn Threw a Wedding Fit for a King and Queen," *Town & Country*, March 3, 2017, https://www.townandcountrymag.com/the-scene/weddings/a9634/versailles-wedding/.
- 144 "That's why we wanted": Raphaëlle Bacqué, "Feu d'artifice, porcelaine et vin d'Ixsir: Le jour où le couple Ghosn a convié sa cour à Versailles," *Le Monde*, February 22, 2019, https://www.lemonde.fr/m-le-mag/article/2019/02/22/feu-d-artifices-porcelaine-et-vin-d-ixsir-le-jour-ou-le-couple-ghosn-invitait -a-versailles_5426881_4500055.html (author's translation).

15: Global Motors

- 155 "Good art": Nissan, "Nissan Unveils 'Wheels of Innovation' Sculpture," You Tube, July 2, 2017, https://www.youtube.com/watch?v=mCLqEI8VURo.
- 155 It had cost: Amy Chozick and Motoko Rich, "The Rise and Fall of Carlos

- Ghosn," New York Times, December 30, 2018, https://www.nytimes.com/2018/12/30/business/carlos-ghosn-nissan.html.
- 156 "It's game over": Marie Bordet and Clément Lacombes, "Carlos Ghosn, confidences du n° 1 mondial," *Le Point*, July 19, 2017, https://www.lepoint.fr/economie/carlos-ghosn-confidences-du-n-1-mondial-19-07-2017-2144381_28.php (author's translation).
- 157 it wanted to sell 14 million: John D. Stoll, "Carlos Ghosn Bets Big on Sales Growth," *Wall Street Journal*, September 15, 2017, https://www.wsj.com/articles/nissan-renault-seeks-to-boost-annual-vehicle-sales-to-14-million-1505456101.
- 161 "My responsibility is": Groupe Renault, Annual General Meeting of Shareholders—Palais des Congrès (Paris—France) | Groupe Renault, YouTube, June 17, 2018, https://www.youtube.com/watch?v=GhpolIvAt6Q&t=1308s.
- 163 "People are ready": Sophie Fay, "Pour Carlos Ghosn, rien n'arrêtera la mondial isation," *L'Obs*, October 28, 2018, https://www.nouvelobs.com/economie/2018 1028.OBS4583/pour-carlos-ghosn-rien-n-arretera-la-mondialisation.html (author's translation).
- 164 "On my way": Chozick and Rich, "The Rise and Fall of Carlos Ghosn."

18: Boxed In

- 192 The first full day of interrogations: Takashi Takano, "Thinking about Criminal Trials," Takashi Takon @blog, January 11, 2020, http://blog.livedoor.jp/plltakano/archives/65953931.html.
- 192 "Fighting Against the Darkness of Injustice": Megumi Fujikawa, "Ghosn's Lawyer, a Former Prosecutor, Knows His Way Around a Courtroom," *Wall Street Journal*, November 27, 2018, https://www.wsj.com/articles/carlos-ghosns-lawyer-is-familiar-with-prosecutors-tactics-1543314606.
- 194 "I don't have my suits paid for": Carlos Ghosn and Philippe Riès, *Le temps de la vérité* (Paris: Grasset, 2020).
- 195 through business deals with Nissan: Sean McLain, "Carlos Ghosn Investigators Focus on Ties to Saudi Businessman," Wall Street Journal, December 27, 2018, https://www.wsj.com/articles/ghosn-investigators-focus-on-ties-to-saudi-businessman-11545935009.
- 196 "You are my ray": Ghosn and Ghosn, Ensemble, toujours, 259.
- 197 His daily interrogations were suspended: Nick Kostov and Sam Schechner, "Carlos Ghosn's Lawyer Said He Had a Fever in Jail, Is Feeling Better," *Wall Street Journal*, January 10, 2019, from https://www.wsj.com/articles/wife-of-jailed-ex-nissan-ceo-carlos-ghosn-asks-about-his-health-11547149610.
- 199 "Your Honor, I am innocent": Reuters Staff, "Statement by ex-Nissan Chairman Carlos Ghosn in Tokyo Court," Reuters, January 7, 2019, https://www.reuters.com/article/us-nissan-ghosn-text-idUSKCN1P205I.
- 199 promised he would deliver it: Ghosn and Ghosn, Ensemble, toujours.
- 199 At retirement, Ghosn was due more than €30 million: Laurence Frost and Gilles Guillaume, "Renault Scraps Ghosn's 30 Million Euro Parachute with Government Backing," Reuters, February 13, 2019, https://www.reuters.com/article/cbusiness-us-nissan-ghosn-renault-exclus-idCAKCN1Q213D-OCABS.

201 "The key is to move on": "Carlos Ghosn Is Out as CEO of Renault," Bloomberg, January 24, 2019, https://www.bloomberg.com/news/videos/2019-01-24/ghosn-resigned-from-top-job-at-renault-last-night-france-s-le-maire-says-video.

19: Scorched Earth

- 205 "This is a big step forward for Nissan": "Jean-Dominique Senard, Chairman of Renault, Hiroto Saikawa, CEO of Nissan, Thierry Bollore, CEO of Renault and Osamu Masuko, CEO of Mitsubishi Motors, Announce the Intention to Create a New Alliance Operating Board," *Official Global Newsroom*, March 12, 2019, https://global.nissannews.com/en/releases/release-bf2bf1e053fd301abd3ca437660b544d-190312-02-e.
- 206 Later in April, Nissan said it would miss its profit target: Sean McLain and Nick Kostov, "Renault Merger Plan for Nissan Triggers New Tension," Wall Street Journal, April 26, 2019, https://www.wsj.com/articles/renault-to-propose-merging-with-nissan-11556265370.
- 213 "The brutality and the totally unexpected character": Anne Feitz, Julien Dupont-Calbo, and David Barroux, "Renault: Thierry Bolloré dénonce « un coup de force stupéfiant,»" *Les Echos*, October 10, 2019, https://www.lesechos.fr/industrie-services/automobile/renault-thierry-bollore-denonce-un-coup-de-force-stupefiant-1139074.
- 213 "The alliance needs a bit of fresh air": Nick Kostov and Stacy Meichtry, "Renault Board Votes to Remove CEO Thierry Bolloré," *Wall Street Journal*, October 11, 2021, https://www.wsj.com/articles/renault-chief-executive-thierry-bollore-to-step-down-11570785214.

20: Inside Out

- 217 Carole bit her lip and tried hard not to cry: Ghosn and Ghosn, Ensemble, toujours, chapter 16.
- 217 "Because I've lost everything else": Ibid.
- 218 The plan to keep Ghosn's departure a secret: Sean McLain, "'It Failed': Ghosn Lawyer Fesses Up to Dress-Up Drama," *Wall Street Journal*, March 7, 2019, https://www.wsj.com/articles/it-failed-ghosn-lawyer-fesses-up-to-dress-up-drama-11552020876.
- 219 hugging silently for several minutes: Ghosn and Ghosn, *Ensemble, toujours*, chapter 18.
- 220 in fact it had come from Divyendu Kumar: Nick Kostov and Sean Mc-Lain, "Carlos Ghosn Ran a Tech Fund—Using Millions from an Executive at a Nissan Partner," *Wall Street Journal*, August 26, 2019, https://www.wsj.com/articles/carlos-ghosn-ran-tech-fundusing-millions-from-an-executive-at-a-nissan-partner-11566836112.
- 221 "This is about a plot": Sean McLain, "Carlos Ghosn Assails Nissan Executives for Playing a 'Dirty Game,'" *Wall Street Journal*, April 9, 2019, https://www.wsj.com/articles/carlos-ghosn-says-nissan-executives-played-a-dirty-game-11554795423.
- 221 Carole panicked: Sean McLain and Megumi Fujikawa, "It Was Scary as Hell': The Rearrest of Carlos Ghosn Opens New Front in Inquiry," Wall Street

- Journal, April 4, 2019, https://www.wsj.com/articles/new-suspicions-against-ghosn-present-most-serious-threat-11554381414.
- 222 she felt as though she were reenacting the escape scene: Bruna Basini and Hervé Gattegno, "Carole Ghosn: 'Tout le monde a lâché Carlos,'" *Le Journal du Dimanche*, April 6, 2019, https://www.lejdd.fr/Economie/exclu-jdd-carole-ghosn-tout-le-monde-a-lache-carlos-3887537.
- 223 "We don't want to prosecute without truth": Takashi Takano, *Hostage Justice* (Tokyo: Kadokawa Shinsho, 2021), author's translation, from chapter 2: Carlos Ghosn's detention, bail, and escape.
- 224 The Japanese lawyer didn't give up: Ibid.
- 225 "cruel and unnecessary": Sean McLain, "Carlos Ghosn Leaves Jail Again in Release on Bail," *Wall Street Journal*, April 25, 2019, https://www.wsj.com/articles/carlos-ghosn-is-granted-bail-by-tokyo-court-again-11556161288.

21: War Gaming

- 231 In 2010, Taylor made national headlines: Mike Carraggi, "St. George's Calls an Audible," *Boston Globe*, October 5, 2010, http://archive.boston.com/sports/schools/football/articles/2010/10/05/st_georges_calls_an_audible/?rss_id=Boston+High+School+Sports.
- 232 "only to avoid a longer stay in the brutal jail": Mark Maremont and Nick Kostov, "Behind Ghosn's Escape, an Ex-Green Beret with a Beef about His Own Time in Jail," *Wall Street Journal*, January 18, 2020, https://www.wsj.com/articles/behind-ghosns-escape-an-ex-green-beret-with-a-beef-about-his-own-time-in-jail-11579323661.

22: The Escape

- 243 "It's time to go home": May Jeong, "How Carlos Ghosn Escaped Japan, According to the Ex-Green Beret Who Snuck Him Out," *Vanity Fair*, July 23, 2020, https://www.vanityfair.com/news/2020/07/how-carlos-ghosn-escaped -japan.
- 248 "The important cargo should stay at the back": David Gauthier-Villars, "Ghosn's Escape from Japan Leaves Seven Facing Trial in Turkey," *Wall Street Journal*, July 1, 2020, https://www.wsj.com/articles/ghosns-escape-from-japan -leaves-seven-facing-prison-in-turkey-11593634188.

23: Collateral Damage

- 255 "Ghosn broke his own promise": Peter Landers, "Japanese Officials Break Their Silence on Ghosn's Escape," Wall Street Journal, January 5, 2020, https://www.wsj.com/articles/japanese-officials-break-their-silence-on-ghosns-escape-11578204876.
- 257 "As you can imagine": euronews, "Carlos Ghosn, Nissan's ex-boss, gives a press conference in Beirut," YouTube, n.d., https://www.youtube.com/watch?v=5WvRDV67mDU.
- 261 "some of the best defendants": Nate Raymond, "U.S. Fights Bail Bid by Men Accused of Helping Former Nissan Boss Escape," Reuters, June 22, 2020, https://www.reuters.com/article/us-nissan-ghosn-idCAKBN23T351.

- 264 the Taylors had shown: Sean McLain, "Ghosn Escape Planner Michael Taylor Is Sentenced to Two Years in Prison," *Wall Street Journal*, July 19, 2021, https://www.wsj.com/articles/ghosn-escape-planner-michael-taylor-is-sent enced-to-two-years-in-prison-11626669860.
- 267 Ghosn's lawyers told the press: Agence France-Presse, "Ghosn Grilling in Lebanon by French Investigators 'Fair,'" RFI, June 4, 2021, https://www.rfi.fr/en/business-and-tech/20210604-ghosn-grilling-in-lebanon-by-french-investigators-fair.