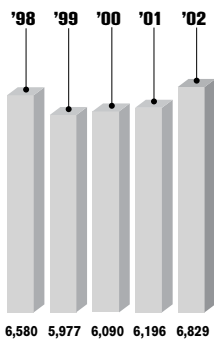


Financial Review

Momentum continues to build at Nissan; the force behind this progress is the NISSAN 180 program, enhanced by the high motivation and teamwork of Nissan employees around the globe. NISSAN 180 goals include increasing sales by one million additional units by the end of fiscal year 2004; achieving an 8% operating margin; and reducing net automotive debt to zero. In fiscal year 2002, the first year of NISSAN 180, two of these goals were already met.

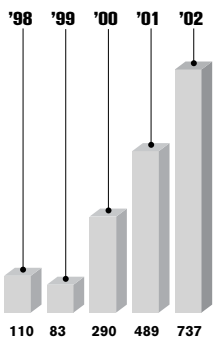
Net Sales

(Billions of yen)



Operating Income

(Billions of yen)



FISCAL YEAR 2002 BUSINESS PERFORMANCE

Overall, Nissan sold 2,771,000 vehicles worldwide, an increase of 174,000, or 6.7%, over fiscal year 2001 sales, in a very difficult environment.

Fiscal year 2002 marked the biggest product year in Nissan history, with 12 all-new models representing 21 regional product events. Sales and market share have grown in every region except Europe.

NET SALES

Consolidated revenues came to ¥6,828.6 billion, up 10.2% from last year, mainly due to higher volume and mix, including the expansion of the scope of consolidation, primarily as a result of the integration of Diamondmatic, an automatic transmission and CVT affiliate of Mitsubishi, into JATCO. On a consistent basis, the increase was 9.5%. Foreign exchange rates produced a negative impact of ¥87 billion.

OPERATING INCOME

Nissan consolidated operating profit improved by 50.7% from ¥489.2 billion in fiscal year 2001 to a record ¥737.2 billion. As a percentage of net sales, the operating profit margin came to 10.8%—the top level in the global automotive industry, and by far the highest level in Nissan history.

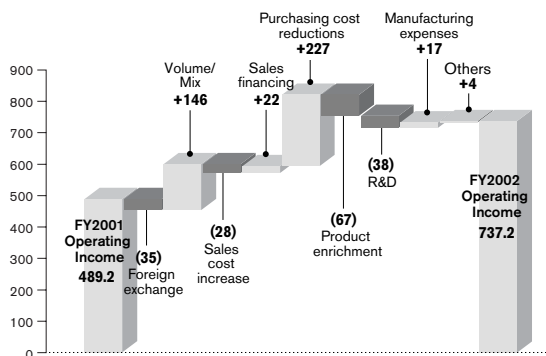
There are several factors behind the variance between the ¥489.2 billion consolidated operating profit in fiscal year 2001 and ¥737.2 billion in fiscal year 2002:

- The effect of foreign exchange rates produced a ¥35 billion negative impact on consolidated operating profits for the full year.
- The change in the scope of consolidation produced no impact on operating profits.
- Higher volumes and mix globally contributed ¥146 billion.
- Selling expenses increased by ¥28 billion.
- Sales finance companies contributed an additional ¥22 billion.

- Purchasing cost improvement was again a major contributor to the growth in profitability. The net accounting effect of this year's effort came to ¥227 billion, reinforcing the competitiveness of Nissan's supplier base.
- Product enrichment and regulation costs had a negative impact of ¥67 billion.
- As previously announced, an additional ¥38 billion was allocated to R&D related to Nissan's growing product development program and necessary additional expenses for new technologies.
- Increased efficiencies in manufacturing and logistics contributed an additional ¥17 billion.
- General and administrative expenses and others factors increased profit by ¥4 billion.

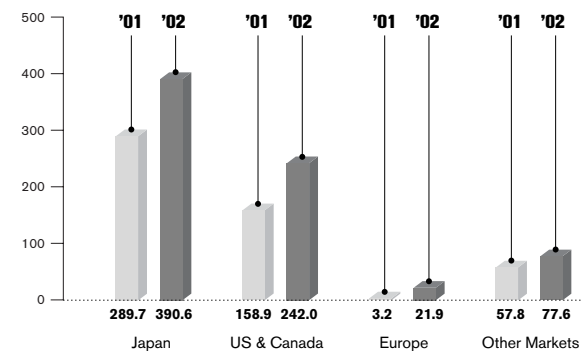
Impacts on Operating Profit

Fiscal year 2002 (Billions of yen)



Operating Income by Region

Fiscal years 2001-2002 (Billions of yen)



Eliminations '01 -20.4
'02 5.1

NET INCOME

Current taxes and deferred taxes came to ¥198.7 billion, which represents 29% of income before income taxes. The evaluation loss of Nissan Europe NV in Amsterdam at the non-consolidated loss reduced first-half consolidated taxes, which made the effective tax rate lower than the normal rate. Minority interest in companies not fully owned by Nissan represented a charge of ¥0.7 billion for fiscal year 2002.

Nissan reported a consolidated net income of ¥495.2 billion, an increase of 33.0%, or 7.3% net margin, in fiscal year 2002, compared to ¥372.3 billion in fiscal year 2001. This is the best net result in the company's history.

FINANCIAL POSITION

ASSETS

Total consolidated assets increased by 1.9% to ¥7.3 trillion in fiscal year 2002, compared to ¥7.2 trillion at the end of fiscal year 2001.

Current assets increased by 5.2% or ¥183 billion during fiscal year 2002 to ¥3.7 trillion. Sales finance receivables increased by ¥181 billion, mainly due to higher penetration by Nissan Motor Acceptance Corporation (NMAC).

Fixed assets decreased by 1.3% to ¥3.6 trillion yen from ¥3.7 trillion, caused mainly by the decrease of investment securities by the reclassification of treasury stock holding by associated companies to equity. Property, plant and equipment increased by ¥110.2 billion as the net of CAPEX ¥377.9 billion, including the investment in the new Canton, Mississippi plant, and depreciation of ¥204.2 billion.

In May, Nissan purchased an additional 1.5% of Renault, bringing the total to 15% of Renault capital. The cross-shareholding is completed and is not to be changed in the foreseeable future.

SHAREHOLDERS' EQUITY

Total shareholder equity increased from ¥1.62 trillion to ¥1.81 trillion in fiscal year 2002, thanks to improved profitability.

Consolidated shareholder equity strengthened during the fiscal year, representing 26% of total revenues and 25% of total assets.

At the shareholder meeting on June 19, 2003, the company proposed increasing its dividend to ¥14 per share in 2002, from ¥8 in 2001. Nissan's three-year dividend plan is to increase dividend per share to ¥19 yen in 2003 and ¥24 in 2004.

DEBT

The objective of eliminating net automotive debt was achieved at the end of fiscal year 2002—two years ahead of the NISSAN 180 plan—showing a ¥8.6 billion net cash position at constant accounting standards. The generation of profit from the operation and improvement in working capital largely contributed to the reduction in fiscal year 2002.

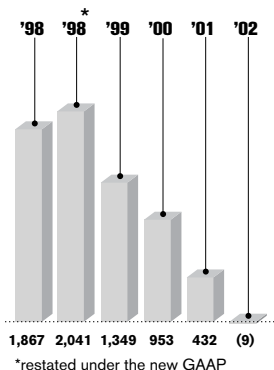
The net automotive debt of ¥2.1 trillion yen that existed at the end fiscal year 1999 was totally eliminated.

Nissan has been upgraded by rating agencies and is now in the investment grade category.

CASH FLOW

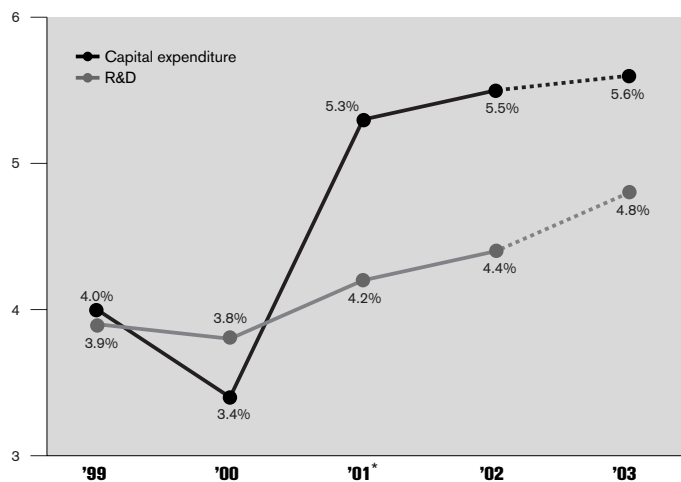
Consolidated cash generated from operating activities more than doubled during fiscal year 2002, to ¥575 billion from ¥222 billion the year before. The higher profits from operations and improved working capital requirements. This cash was mainly used for investments for future growth.

Net Consolidated Automotive Debt (Billions of yen)



Investment for Growth

Fiscal years 1999-2003 (% to net sales)



*Figures from 2001 onward include investment in the Canton plant