

FINANCIAL HIGHLIGHTS

Nissan Motor Co., Ltd. and Consolidated Subsidiaries
Fiscal years 2003, 2002, 2001, 2000 and 1999

For the years ended	Millions of yen (except per share amounts and number of employees)					Millions of U.S. dollars ^(Note 1)
	2003	2002	2001	2000	1999	2003
	Mar. 31, 2004	Mar. 31, 2003	Mar. 31, 2002	Mar. 31, 2001	Mar. 31, 2000	Mar. 31, 2004
Net sales	¥7,429,219	¥6,828,588	¥6,196,241	¥6,089,620	¥5,977,075	\$70,087
Operating income	824,855	737,230	489,215	290,314	82,565	7,782
Net income (loss)	503,667	495,165	372,262	331,075	(684,363)	4,752
Net income (loss) per share ^(Note 2)	122.02	117.75	92.61	83.53	(179.98)	1.15
Cash dividends paid ^(Note 3)	74,594	50,800	27,841	0	0	704
Shareholders' equity ^(Note 4)	¥2,023,994	¥1,808,304	¥1,620,822	¥ 957,939	¥ 563,830	\$19,094
Total assets ^(Note 4)	7,859,856	7,349,183	7,215,005	6,451,243	6,175,658	74,150
Net consolidated automotive debt ^(Note 5)	13,603	107,952	431,714	952,657	1,348,696	128
Number of employees	123,748	127,625	125,099	133,833	141,526	

Notes: 1. Unless indicated otherwise, all dollar figures herein refer to U.S. currency. Yen amounts have been translated into U.S. dollars, for convenience only, at ¥106=\$1, the approximate exchange rate on March 31, 2004.

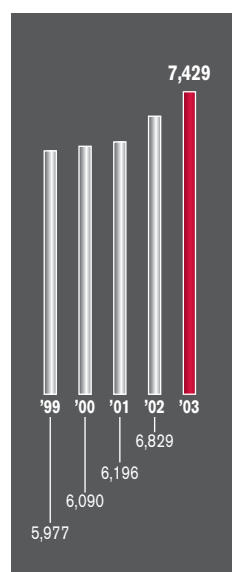
2. Net income (loss) per share amounts are based on the weighted average number of shares of common stock outstanding during each year. Figures for net income (loss) per share are in exact yen and U.S. dollars. Number of shares outstanding as of March 31, 2004: 4,520,715,112.

3. Cash dividends during the full year by subsidiary companies to non-Nissan minority shareholders are not included.

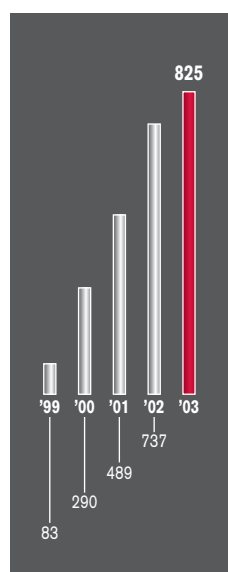
4. Shareholders' equity and total assets for fiscal year 1999 was restated in accordance with the changes in the regulations relating to the presentation of currency translation adjustments effective fiscal year 2000.

5. Net consolidated automotive debt was ¥8,602 million cash positive in fiscal year 2002, and ¥215,861 million cash positive in fiscal year 2003, using the same accounting principles as fiscal year 2001.

Net Sales
(Billion Yen)



Operating Income
(Billion Yen)



Net Income (Loss)
(Billion Yen)

