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CORPORATE FACE TIME

MANAGEMENT MESSAGES

NISSAN POWER 88

PERFORMANCE

CORPORATE GOVERNANCE

FINANCIAL HIGHLIGHTS

		2012	2011	2010	2009	2008
	For the years ended	Mar. 31, 2013	Mar. 31, 2012	Mar. 31, 2011	Mar. 31, 2010	Mar. 31, 2009
Net sales ¹	Millions of yen	¥9,629,574	¥9,409,026	¥8,773,093	¥7,517,277	¥8,436,974
Operating income (loss)	Millions of yen	523,544	545,839	537,467	311,609	(137,921)
Ordinary income (loss)	Millions of yen	529,320	535,090	537,814	207,747	(172,740)
Net income (loss)	Millions of yen	342,446	341,433	319,221	42,390	(233,709)
Comprehensive income	Millions of yen	734,657	290,600	189,198	—	—
Net assets	Millions of yen	4,073,993	3,449,997	3,273,783	3,015,105	2,926,053
Total assets	Millions of yen	12,805,170	11,072,053	10,736,693	10,214,820	10,239,540
Net assets per share	yen	890.73	750.77	703.16	663.90	644.60
Basic net income (loss) per share	yen	81.70	81.67	76.44	10.40	(57.38)
Net assets as a percentage of total assets	%	29.2	28.4	27.4	26.5	25.6
Return on equity	%	9.95	11.22	11.30	1.59	(7.62)
Price earnings ratio ²	Times	11.08	10.79	9.65	77.02	—
Cash flows from operating activities	Millions of yen	390,897	696,297	667,502	1,177,226	890,726
Cash flows from investing activities	Millions of yen	(957,137)	(685,053)	(331,118)	(496,532)	(573,584)
Cash flows from financing activities	Millions of yen	455,627	(308,457)	110,575	(663,989)	(135,013)
Cash and cash equivalents at end of year	Millions of yen	798,361	840,871	1,153,453	761,495	746,912
Net cash (Auto business)	Millions of yen	915,861	619,863	293,254	(29,658)	(387,882)
Employees ^{3,4}	Number	160,530	157,365	155,099	151,698	155,659
		(36,449)	(34,775)	(27,816)	(17,600)	(20,107)
() represents the number of part-time employees not included in the above numbers		166,881	161,513	159,398	157,624	160,422
		(37,314)	(35,099)	(28,089)	(17,908)	(20,649)

Notes:

¹ Net sales are presented exclusive of consumption tax.

² Price earnings ratio for fiscal 2008 is not presented because a net loss per share is recorded.

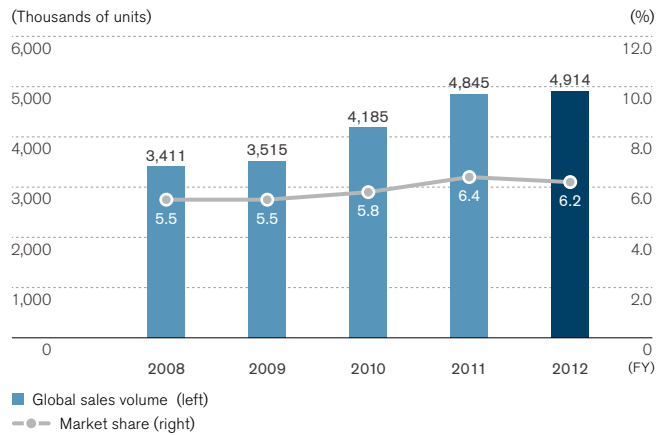
³ The number of part-time employees has been changed to present the average number of part-time employees for the fiscal 2008 compared with the year-end part-time employees for the previous fiscal years.

⁴ Staff numbers, which are presented as the lower numbers in the "Employees" line, include those of unconsolidated subsidiaries accounted for by the equity method as reference data.

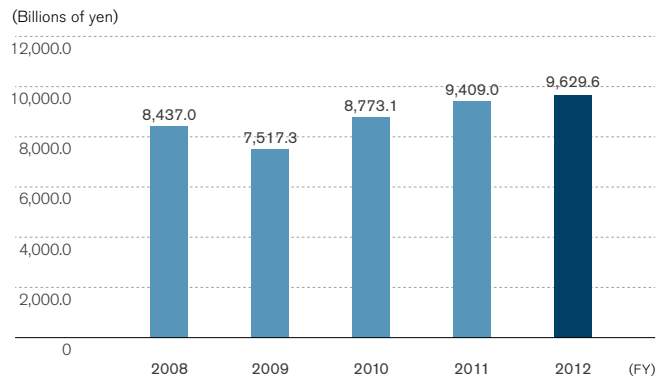
Key figures for fiscal 2012

Global industry demand in fiscal 2012 reached 79.33 million vehicles, up 4.8% from fiscal 2011. Nissan's global sales volume climbed 1.4% to 4.914 million vehicles, an all-time high, and global market share declined 0.2 points to 6.2%. Net sales climbed 220.6 billion yen for the year to reach 9,629.6 billion yen. Operating profit was 523.5 billion yen, for a profit margin of 5.4%.

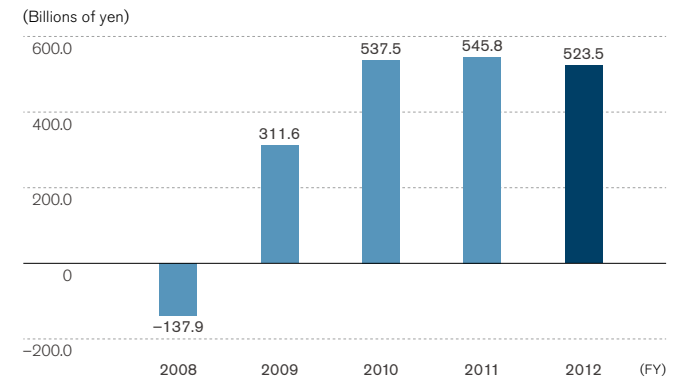
Global Sales Volume/Market Share



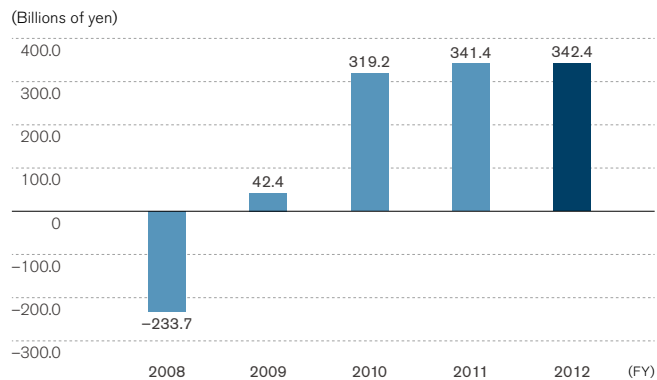
Net Sales



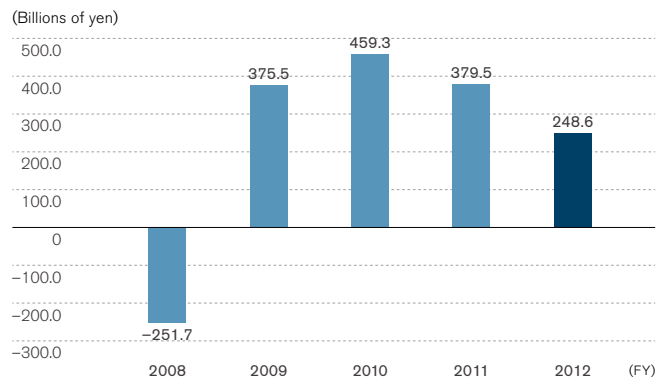
Operating Income (loss)



Net Income (loss)



Free Cash Flow (Auto business)



Net Cash (Auto business)

