



Half-Year Report

April 1 to September 30, 2003



Nissan: Enriching people's lives

2003

NISSAN MOTOR CO., LTD.

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Cover: Fairlady Z Roadster

Letter from Management

At the midpoint of NISSAN 180, the numbers continue to speak for themselves. Record half-year earnings are a signal that Nissan continues to deliver effective performance despite unfavorable global market conditions. We are staying on course, implementing NISSAN 180 step by step and delivering our commitments as announced.

NISSAN 180 aims to grow sales by one million additional units by the end of fiscal year 2004, to achieve an 8% operating margin and to reduce net automotive debt to zero.

In the first half of fiscal year 2003, Nissan achieved an operating profit of 401.1 billion yen, 15.2% higher than the first half of fiscal year 2002. Our consolidated operating profit margin is at 11.3%, an industry-leading accomplishment. Net automotive debt was eliminated during the prior fiscal year, and we are now using return on invested capital (ROIC) to measure the effectiveness of our investments.

Nissan is systematically pursuing the vision to establish lasting, profitable growth. We are making gains, and our performance is on track. We are confident that Nissan's performance has not yet peaked. You can expect the best from Nissan.



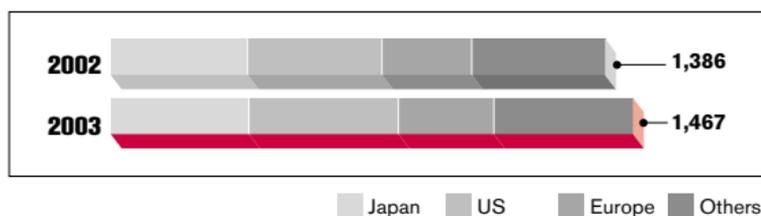
Carlos Ghosn
President and CEO

Facts and Figures

Half-year global retail sales volume

First half of fiscal years

(Thousand units)

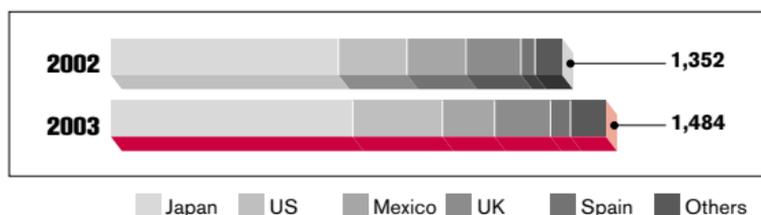


First half of fiscal years	2003	2002
Global retail (Note1,2)		Thousand units
Japan	387	383
US	420	378
Europe	267	251
Others	393	374
Total	1,467	1,386

Half-year global vehicle production volume

First half of fiscal years

(Thousand units)



First half of fiscal years	2003	2002
Global production (Note2)		Thousand units
Japan	725	682
US	268	205
Mexico	156	177
UK	168	165
Spain	60	42
Others (Note3)	107	81
Total	1,484	1,352

Notes: 1. Global retail sales includes sales of vehicles locally assembled with knock down parts.

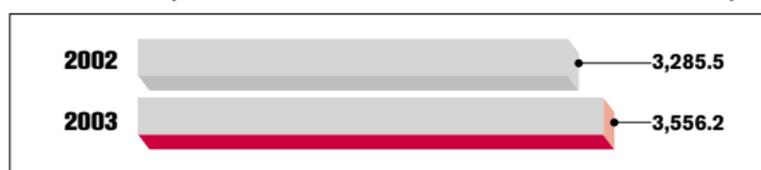
2. Europe, Mexico and parts of others are results of January to June.

3. Others include production in Taiwan, Thailand, Philippines, South Africa, Indonesia and China.

Half-year consolidated net sales

First half of fiscal years

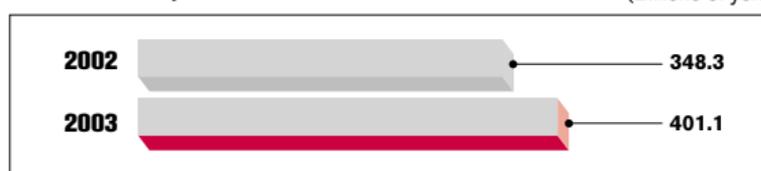
(Billions of yen)



Half-year consolidated operating income

First half of fiscal years

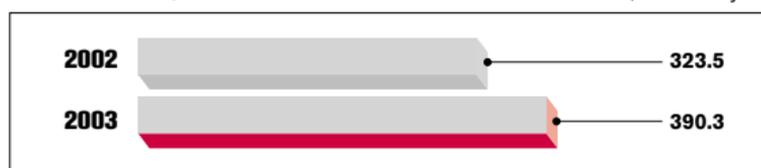
(Billions of yen)



Half-year consolidated ordinary income

First half of fiscal years

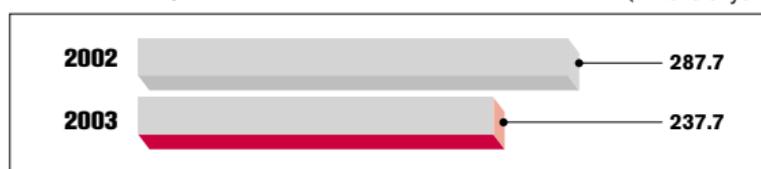
(Billions of yen)



Half-year consolidated net income

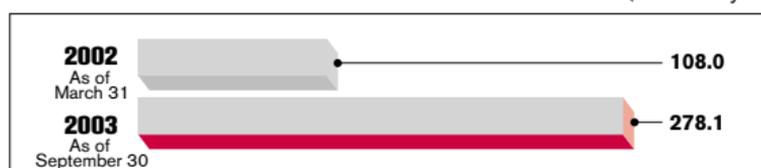
First half of fiscal years

(Billions of yen)



Consolidated net automotive debt

(Billions of yen)



Note: Consolidated net automotive debt includes the Canton facility and lease obligations in Japan.

First Half of Fiscal Year 2003 Business Review

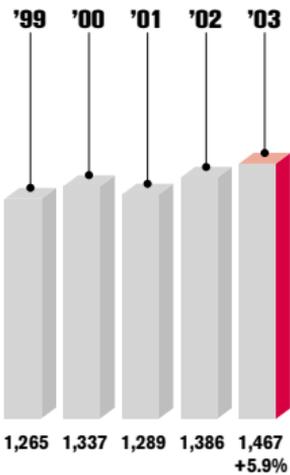
For the first six months of fiscal year 2003, Nissan's sales in all regions totaled 1,467,000 units, an increase of 5.9% in a challenging global environment.

Total industry volumes dropped in all the major markets where Nissan competes, except China. Volumes were down in Japan, in the United States, in Europe and in Mexico. Simultaneously, incentives rose, reaching record levels in the United States, for example.

With such market conditions, the strength of our new products drove our sales growth. Of the 28 all-new products to be launched globally during the three years of NISSAN 180, 12 were launched during fiscal year 2002, and their sales are helping to drive our volume increases. In the current fiscal year, Nissan will launch 10 new models, eight of which are now on sale in global markets.

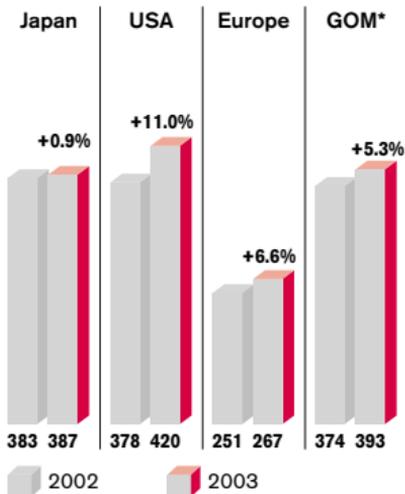
Global Sales Volume

First half of fiscal years 1999-2003
(Thousands of units)



Retail Sales by Region

First half of fiscal years 2002-2003
(Thousands of units)



*GOM including Mexico and Canada

Reviewing volumes by region, in Japan Nissan sold 387,000 units in the first half of fiscal year 2003, up 0.9% from the same period last year in an industry where the total industry volume decreased 1.3%. Excluding mini-cars, sales were 369,000 units, up 3.7%.

The work done over the past three years to renew our product lineup and bridge any gaps is visible on the streets. Nissan now has three models in the mini-

vehicle segment, a stronger entry-level lineup with the March and Cube



Cube Cubic

series, with the Cube Cubic serving as a link between the compact lineup and our improved minivan lineup. In

the first full month of sales of the Cube Cubic, Cube became the second-leading selling car in Japan.

The launch of the Presage minivan in July re-established Nissan as a credible competitor in this segment. In the first three months, sales were 8.7 times greater than the previous model.

Nissan's domestic market share of registered vehicles now stands at 19.4%. Our target to sell an additional 300,000 units in Japan during NISSAN 180 is on track.



Presage

In the United States, Nissan sales in the first half of fiscal year 2003 came to 420,000 units, up 11.0% compared to the first half of fiscal year 2002. Our U.S. market share is now 4.7%, up half a point since last year.

Gains are being made in both the Nissan and Infiniti channels. Nissan Division sales are up 6.3% in



Quest

the first half, with robust sales of new models such as the Quest minivan and Murano crossover and continuing strong sales of the Altima and Maxima sedans and 350Z sports cars.

The Infiniti Division is enjoying record-setting performance with sales up 39.7% over fiscal year 2002 levels, due to the attraction of competitive new models such as the G35 sport sedan and coupe and FX45. All these new models demonstrate Nissan's dynamic repositioning ability, which the marketplace is affirming with higher sales that are not artificially propped up by significant incentives.



Murano

In Europe, Nissan sold 267,000 units from January to June, up 6.6% from the same period in 2002. Our market share increased to 2.7% from 2.5% in the first half of last year.

The new Micra has greatly exceeded expectations, achieving sales of 80,000 units since its launch in January through June (which is the fiscal year basis) and 126,000 through the end of September, 51% above the previous model.



Micra

Customer demand for Micra led Nissan to increase production capacity by 25% to 200,000 units at the Sunderland Plant, which was named Europe's most productive plant for the seventh straight year.



X-Trail

Nissan's range of SUVs and 4x4s in Europe is also doing well, with X-Trail up 46% and the Pick-up up 37% in the period from January to June 2003 compared to the same period last year.



350Z

In the General Overseas Markets*, Nissan's performance has been strong, with 393,000 unit sales in the first half of the fiscal year, up 5.3% from the same period last year. We achieved significant



The Sunny, the first model produced at Dongfeng Motor Co.,Ltd.

volume increases in China, Taiwan, and Australia, but Mexico volumes declined.

For the full fiscal year 2003, Nissan expects global sales of 3.04 million units, up 9.7% from fiscal year 2002. When Nissan reaches this level, it will be the first time since 1991 that Nissan has decisively passed the 3-million-unit mark – a clear sign of Nissan's growth toward achieving the 1 million additional sales units committed under NISSAN 180.

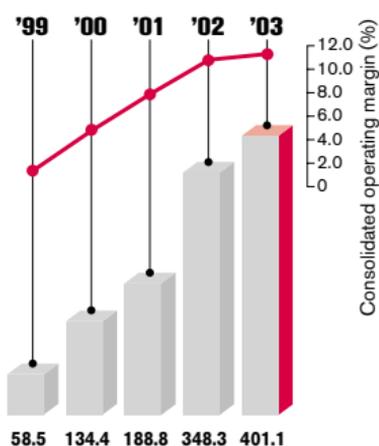
* Includes Mexico and Canada

First-half financial results and forecast

Revenues reached 3.56 trillion yen in the first half of fiscal year 2003, up 8.2% from the same period in fiscal year 2002, driven primarily by our growth in volumes and a higher mix.

Consolidated Operating Income

First half of fiscal years 1999-2003
(Billions of Yen)



*Figures of FY '98 to '99 are unaudited

Consolidated operating profits improved by 15.2% to 401.1 billion yen, compared to the first half of fiscal year 2002, marking the seventh consecutive period of record profits. The operating profit margin came to 11.3%, placing Nissan at the top level of operating performance of the automotive industry.

On a regional basis, three regions report improved profitability while one declined.

Profits coming from Japan are up compared to last year's level of 193.3 billion yen compared to last year's 174.2 billion yen profit.

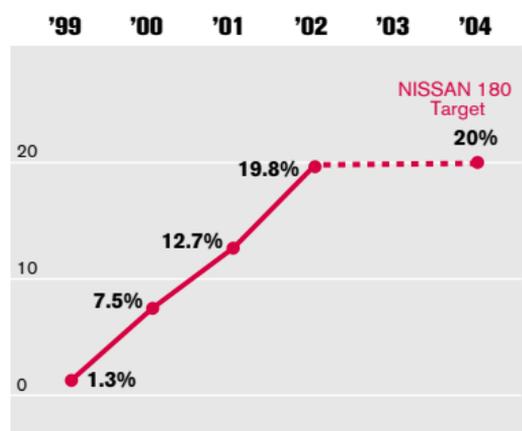
In North America, which includes the United States and Canada, profitability rose significantly. Our operating profit increased from 114.1 billion yen to 159.7 billion yen this year, driven by higher volumes and a richer mix.

Europe is continuing to increase its contribution to profit with a stronger showing in the first half. Europe increased profits from 7.0 billion yen in the first half of 2002 to 11.5 billion yen this half.

The contribution of the General Overseas Markets to our total profits declined, from 44.9 billion yen to 31.6 billion yen. This was due to lower profits coming from Mexico and the Middle East.

Automotive: ROIC (Return on Invested Capital)

Fiscal years 1999–2004



Net income after tax came to 237.7 billion yen, 17.4% lower than last year due to Nissan returning to a standard tax-cost situation. Factors affecting net income include the payment of higher current taxes as the company returns to normal taxation in Japan and the one-time gain from the sale of the Murayama Plant in the first half of fiscal year 2002.

Net automotive debt, which was eliminated two years ahead of the NISSAN 180 commitment, is no longer used as a driver of our financial performance. Instead, Nissan is using return on invested capital (ROIC). At the half-year, we are on track to achieve our annual ROIC target of at least 20%.

Investments for the future

In the first half of this fiscal year, two important decisions for the future of Nissan became reality: the new factory in Canton, Mississippi, produced its first vehicle in May, and on July 1, on the other side of the world in China, the new Dongfeng Motor Company, Ltd., became operational.

Nissan is establishing its presence in the American minivan and full size truck and SUV



The new factory in Canton, Mississippi

segments with the new Quest, Pathfinder Armada and Titan. Combined, these segments represent almost as many annual unit sales as the entire registered vehicle market in Japan. Nissan is building from scratch, but we are encouraged by the initial reaction to our products—from the media and from newly found customers.

In China, the market continues to grow at an impressive pace. China is one of the biggest truck markets in the world and the fastest growing passenger car market. With Dongfeng, we cover all segments—with passenger cars under the Nissan brand and light commercial vehicles, buses, coaches and heavy-duty trucks under the Dongfeng badge. Our 50% ownership structure of Dongfeng Motor Company, Ltd., remains unique, and we expect the venture to produce significant results, particularly in the post- NISSAN 180 period.

In addition to these two major events, Nissan continues to prepare for tomorrow's profitable growth with several other business decisions. The new Nissan Light Truck Company, 85% owned by Nissan and 15% by Nissan Diesel, went into operation on October 1 to support our growth in the expanding global light duty truck and commercial vehicle markets.

All of these investments in the future are built on the premise that Nissan will grow with value for stakeholders and lead to our company's position as a world-class automotive leader.

Outlook

Considering potential risks and opportunities ahead, the most significant risk relates to volume and mix in the Japanese market. Our major opportunity continues to be the swift implementation of NISSAN 180.

Nissan expects full-year revenues to reach 7.45 trillion yen and operating profits to be 820 billion yen, which would yield an 11% operating margin. Ordinary profit is forecasted to be 781 billion yen, and the net profit after tax is expected to be 495 billion yen.

Conclusion

Nissan is dedicated to its shareholders, current and future, continuing to communicate a transparent and attractive dividend policy during NISSAN 180. Nissan will pay an interim dividend of 8 yen per share in December and will propose a dividend of 11 yen per share at the annual general meeting in June 2004. The total dividend for fiscal year 2003 is expected to be 19 yen per share.

The pattern of performance that Nissan has demonstrated since the beginning of the Nissan Revival Plan remains the same. Nissan is systematically pursuing its vision to establish lasting, profitable growth.

Nissan is not depending on any single market or any single vehicle segment to sustain its momentum. Nissan is a global company, supported by an increasing number of pillars and open to any opportunity for the future.

Even at the top level of operating profitability in the global automotive industry, Nissan is committed to delivering much more potential in the years to come.

Financial Section

Consolidated Balance Sheets

(As of September 30, 2003)

[in millions of Yen, () indicates loss or minus]

	Amount
ASSETS	
Current assets	3,775,213
Cash on hand and in banks	158,630
Notes & accounts receivable	512,326
Sales finance receivables	2,089,263
Marketable securities	2,409
Inventories	572,036
Deferred tax assets	217,793
Other current assets	222,756
Fixed assets	3,975,794
Property, plant and equipment	3,154,020
Intangible assets	64,549
Investment securities	357,696
Long-term loans receivable	13,925
Deferred tax assets	138,041
Other fixed assets	247,563
Deferred asset	1,865
Total assets	7,752,872
LIABILITIES	
Current liabilities	3,355,465
Notes & accounts payable	710,367
Short-term borrowings	1,626,425
Deferred tax liabilities	381
Accrued warranty costs	35,393
Leasing obligation	64,848
Other current liabilities	918,051
Long-term liabilities	2,401,557
Bonds and debentures	623,686
Long-term borrowings	747,142
Deferred tax liabilities	261,136
Accrued warranty costs	116,018
Accrued retirement benefits	472,371
Leasing obligation	88,317
Other long-term liabilities	92,887
Total liabilities	5,757,022
Minority interests in consolidated subsidiaries	96,757
SHAREHOLDERS' EQUITY	
Common stock	605,814
Capital surplus	804,470
Retained earnings	1,035,913
Unrealized holding gain on securities	3,703
Translation adjustments	(330,171)
Treasury stock	(220,636)
Total shareholders' equity	1,899,093
Total liabilities, minority interests & shareholders' equity	7,752,872

Note. The amount of short-term borrowings includes import bills payable, current maturities of long-term borrowings, bonds and debentures, and commercial paper.

Consolidated Statements of Income

(For the 1st half of fiscal year ending March 31, 2004)

[in millions of Yen, () indicates loss or minus]

	Amount
Net sales	3,556,249
Cost of sales	2,510,550
Gross profit	1,045,699
Selling, general and administrative expenses	644,567
Operating income	401,132
Non-operating income	28,112
Interest and dividend income	6,230
Equity in earnings of unconsolidated subsidiaries & affiliates	8,284
Other non-operating income	13,598
Non-operating expenses	38,898
Interest expense	14,610
Amortization of net retirement benefit obligation at transition	7,299
Other non-operating expenses	16,989
Ordinary income	390,346
Extraordinary gains	9,769
Extraordinary losses	32,010
Income before income taxes and minority interests	368,105
Income taxes-current	106,984
Income taxes-deferred	18,258
Minority interests	5,183
Net income	237,680

Consolidated Statements of Cash Flows

(For the 1st half of fiscal year ending March 31, 2004)

[in millions of Yen, () indicates out flows]

	Amount
Operating activities	
Income before income taxes and minority interests	368,105
Depreciation and amortization	223,719
Provision for doubtful receivables	3,394
Interest and dividend income	(6,230)
Interest expense	40,272
Gain on sales of property, plant and equipment	(4,303)
Loss on disposals of property, plant and equipment	6,785
Gain on sales of investment securities	(1,180)
Increase in trade receivables	(15,890)
Increase in sales finance receivables	(260,249)
Increase in inventories	(41,751)
Increase in trade payables	33,519
Amortization of net retirement benefit obligation at transition	7,299
Provision for accrued retirement benefits	40,175
Retirement benefits paid	(35,535)
Others	(28,754)
Sub-total	329,376
Interest and dividends received	5,664
Interest paid	(41,749)
Income taxes paid	(40,526)
Total	252,765
Investing activities	
Decrease in short-term investments	1,241
Purchases of fixed assets	(168,750)
Proceeds from sales of property, plant and equipment	21,692
Purchases of leased vehicles	(272,289)
Proceeds from sales of leased vehicles	118,513
Collection of long-term loans receivable	2,942
Long-term loans made	(2,253)
Purchases of investment securities	(56,497)
Proceeds from sales of investment securities	3,752
Additional acquisition of shares of consolidated subsidiaries	(330)
Other	(1,741)
Total	(353,720)
Financing activities	
Increase in short-term borrowings	237,079
Increase in long-term borrowings	185,662
Increase in bonds and debentures	104,792
Repayment or redemption of long-term debt	(381,485)
Purchases of treasury stock	(72,981)
Proceeds from sales of treasury stock	7,568
Repayment of lease obligations	(47,159)
Cash dividends paid	(41,656)
Other	(1,134)
Total	(9,314)
Effect of exchange rate changes on cash and cash equivalents	1,466
Decrease in cash and cash equivalents	(108,803)
Cash and cash equivalent at beginning of period	269,817
Increase due to inclusion in consolidation	310
Decrease due to exclusion from consolidation	(871)
Cash and cash equivalent at end of period	160,453

Non-Consolidated Balance Sheets

(As of September 30, 2003)

[in millions of Yen, () indicates loss or minus]

The following information has been prepared in accordance with accounting principles and practices generally accepted in Japan.

	Amount
ASSETS	
Current assets	1,844,659
Cash on hand and in banks	39,392
Trade accounts receivable	357,390
Finished products	75,582
Work in process	29,278
Raw materials & supplies	29,441
Deferred tax assets	53,422
Short-term loans receivable	1,174,155
Other accounts receivable	67,978
Other current assets	57,369
Allowance for doubtful accounts	(39,352)
Fixed assets	2,171,847
Property, plant & equipment	641,884
Buildings	145,265
Structures	30,587
Machinery & equipment	170,761
Vehicles	11,081
Tools, furniture and fixtures	117,513
Land	145,554
Construction in progress	21,120
Intangible assets	36,875
Utility rights	140
Software	35,940
Other intangible assets	794
Investments & other assets	1,493,087
Investment securities	131,267
Investments in subsidiaries	1,238,716
Long-term loans receivable	19,177
Long-term prepaid expenses	21,655
Deferred tax assets	95,110
Other investments	9,874
Allowance for doubtful accounts	(22,714)
Deferred asset	4,117
Discounts on bonds	4,117
Total assets	4,020,625

Note: 1. As for the amount, less than 1 million yen is rounded down.

2. Accumulated depreciation of property, plant and equipment amounted to yen 1,295,457 million.

3. Assets pledged as collateral: Investment securities: Yen 10,968 million

4. As endorser of documentary export bills discounted with banks: Yen 2,106 million.

5. Guarantees and other items: () refers to those relating to subsidiaries

- Guarantees total yen 434,178 million (yen 232,368 million), The above included employee's residence mortgages which is insured in full of yen 175,823 million and mortgages with pledge of yen 25,500 million.
- Guarantees of yen 93,584 million related to the construction of Canton Plant are also included in those relating to subsidiaries.
- Commitments to provide guarantees total yen 1,399 million.

	Amount
LIABILITIES	
Current liabilities	1,222,431
Trade notes payable	604
Trade accounts payable	417,103
Short-term borrowings	10,000
Current portion of long-term borrowings	49,980
Commercial paper	110,000
Current maturities of bonds	292,800
Other accounts payable	14,688
Accrued expenses	178,341
Deposits received	7,945
Employees' saving deposits	60,651
Accrued warranty costs	21,645
Lease obligation	40,102
Other current liabilities	18,569
Long-term liabilities	1,031,863
Bonds	639,600
Long-term borrowings	65,430
Long-term deposits received	1,872
Accrued warranty costs	37,671
Accrued retirement benefits	250,391
Lease obligation	36,897
Total liabilities	2,254,294
SHAREHOLDERS' EQUITY	
Common stock	605,813
Capital surplus	804,470
Capital reserve	804,470
Retained earnings	460,930
Legal reserve	53,838
General reserve	89,192
Unappropriated retained earnings	317,898
[Net income for the period]	[75,348]
Unrealized holding gain on securities	3,712
Treasury stock	(108,596)
Total shareholders' equity	1,766,330
Total liabilities & shareholders' equity	4,020,625

- Letters of awareness and others total yen 20,054 million (yen 20,054 million)

- Letters of awareness concerning transfers of receivables total yen 90,000 million (yen 24,164 million)
The Company entered into Keepwell Agreements with certain overseas financing subsidiaries to support their credibility. Liabilities of such subsidiaries totaled yen 1,673,794 million

6. Depreciation

Property, plant, and equipment: Yen 41,724 million

Intangible assets: Yen 5,172 million

Non-Consolidated Statements of Income

(For the 1st half of fiscal year ending March 31, 2004)

[in millions of Yen, () indicates loss or minus]

The following information has been prepared in accordance with accounting principles and practices generally accepted in Japan.

	Amount
ORDINARY INCOME/LOSS	
Operating revenue/expenses	
Operating revenue	1,655,604
Net sales	1,655,604
Operating expenses	1,505,887
Cost of sales	1,285,447
Selling, general and administrative expenses	220,440
Operating income	149,716
Non-operating income/expenses	
Non-operating income	12,116
Interest and dividend income	5,330
Other non-operating income	6,785
Non-operating expenses	20,455
Interest expense	7,476
Amortization of net retirement benefit obligation at transition	4,435
Other non-operating expenses	8,543
Ordinary income	141,377
EXTRAORDINARY GAINS/LOSSES	
Extraordinary gains	6,918
Extraordinary losses	35,563
Income before income taxes	112,733
Income taxes-current	15,805
Income taxes-deferred	21,579
Net income	75,348
Retained earnings brought forward from previous year	248,770
Losses on disposal of treasury stock	6,219
Unappropriated retained earnings at end of period	317,898

Note: As for the amount, less than 1 million yen is rounded down.

Notice of the resolution concerning payment of interim dividends in fiscal year 2003 by the Board of Directors

We resolved concerning payment of interim dividends in fiscal year 2003 by the Board of Directors held on November 6, 2003, as follows:

According to the Article 33 of the incorporation, the Company will pay the interim dividends as following to the shareholders whose names are entered or recorded, by paper-base documents or digital processes, in the final register of shareholders or of beneficial shareholders as of Sept. 30,2003.

The interim dividends is the distributions of money pursuant to the provisions of Article 293-5 of the Commercial Code.

1. The amount of the interim dividends

Common Dividends 8 yen per share

2. The date when the right of claim to pay comes into effect and the date when the payment starts

December 9, 2003

Board of Directors and Statutory Auditors

Officer	Responsibilities
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Representative Board Members

Carlos Ghosn

President

Co-Chairman, Board of Directors

Itaru Koeda

Co-Chairman,
Board of Directors

Purchasing, Administration
for Affiliated Companies

Board Members

Norio Matsumura

Global Sales & Marketing,
North American Operations,
Global Aftersales Business

Nobuo Okubo

Research, Technology and
Engineering Development,
Cost Engineering

Patrick Pélata

Planning and Design,
European Operations

Tadao Takahashi

Manufacturing,
SCM (Supply Chain
Management), Industrial
Machinery, Marine

Shemaya Lévy

Statutory Auditors

Keishi Imamura

Full time

Hiroshi Moriyama

Full time

Haruhiko Takenaka

Full time

Hideo Nakamura

Corporate Data

NISSAN MOTOR CO., LTD.

Registered Office

No.2, Takara-cho, Kanagawa-ku, Yokohama-shi,
Kanagawa 220-8623 Japan

Date of Establishment

December 26, 1933

Paid-in Capital

605,813 million yen

Common Stock

Issued and outstanding: 4,520,715,112 shares

Number of Shareholders

116,734

Number of Employees worldwide

124,404 (Consolidated Basis)

End of Fiscal year

March 31*

* In Europe, Mexico, and South Africa, the fiscal year ends on
December 31.

General Shareholders' Meeting

June

Securities Traded

- Tokyo Stock Exchange (7201 T)
- NASDAQ: (One American Depositary Receipt represents
two shares underlying stock) (NSANY)

Transfer Agent and Registrar for Common Stock

The Chuo Mitsui Trust & Banking Co., Ltd.
33-1, Shiba 3-chome, Minato-ku, Tokyo 105-8574 Japan

Depository and Transfer Agent for American Depositary Receipts

JPMorgan Chase Bank
ADR Department
270 Park Avenue,
New York, NY 10017-2070, U.S.A.

Auditor

Shin Nihon & Co.

For Further Information, please contact

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B.P.123

78194 Trappes cedex, France

phone: Communications Department 33(0)1 30 13 67 70

Main 33(0)1 30 13 66 66

Corporate Information Website

<http://www.nissan-global.com/>

Investor Relations

<http://www.nissan-global.com/EN/IR/>

NISSAN
MOTOR COMPANY