

FY04 financial results

NISSAN Value-Up

April 25, 2005

President and CEO
Carlos Ghosn

Agenda

FY04 sales performance

FY04 financial performance

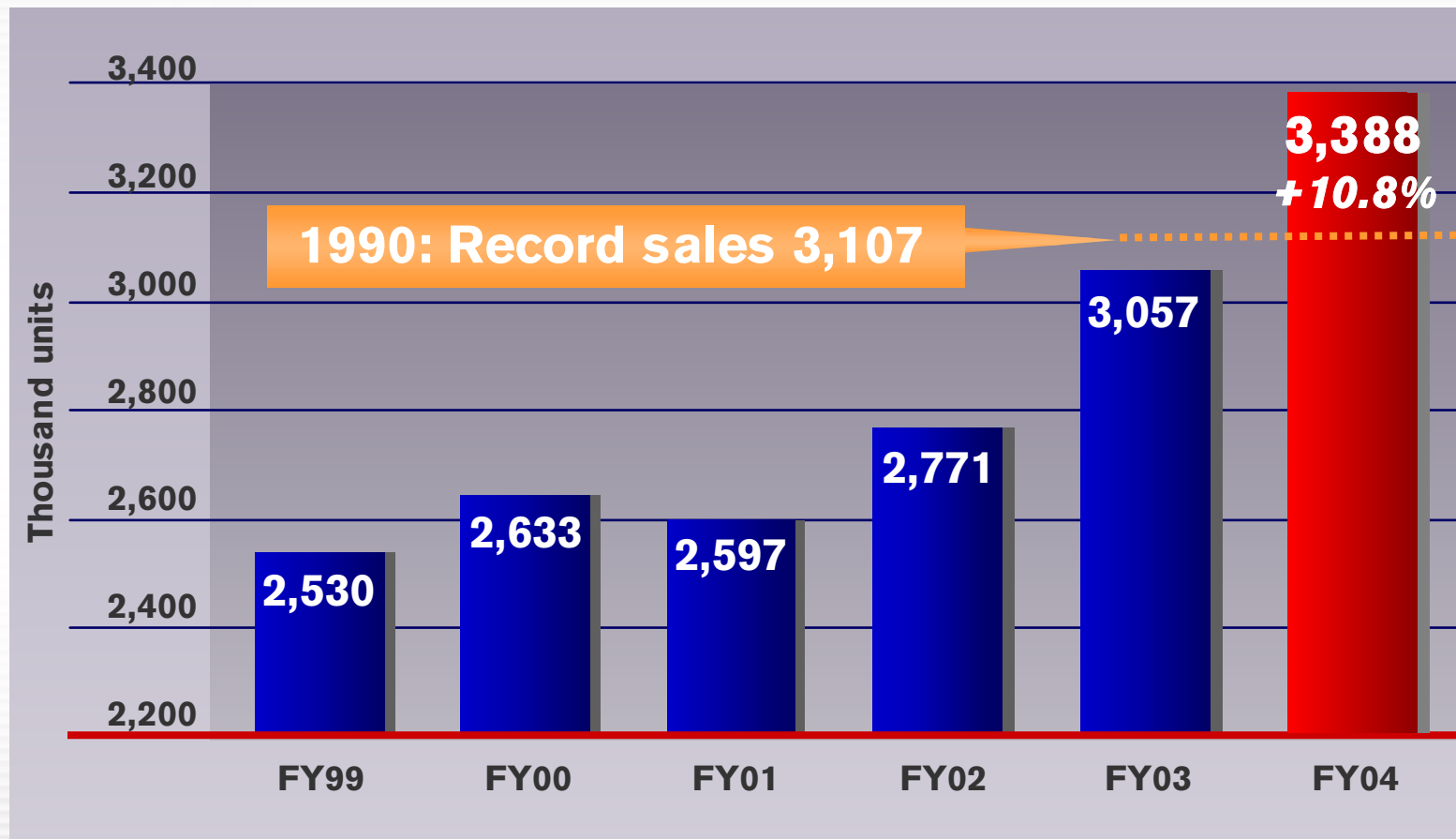
FY05 outlook

NISSAN 180 progress

NISSAN Value-Up

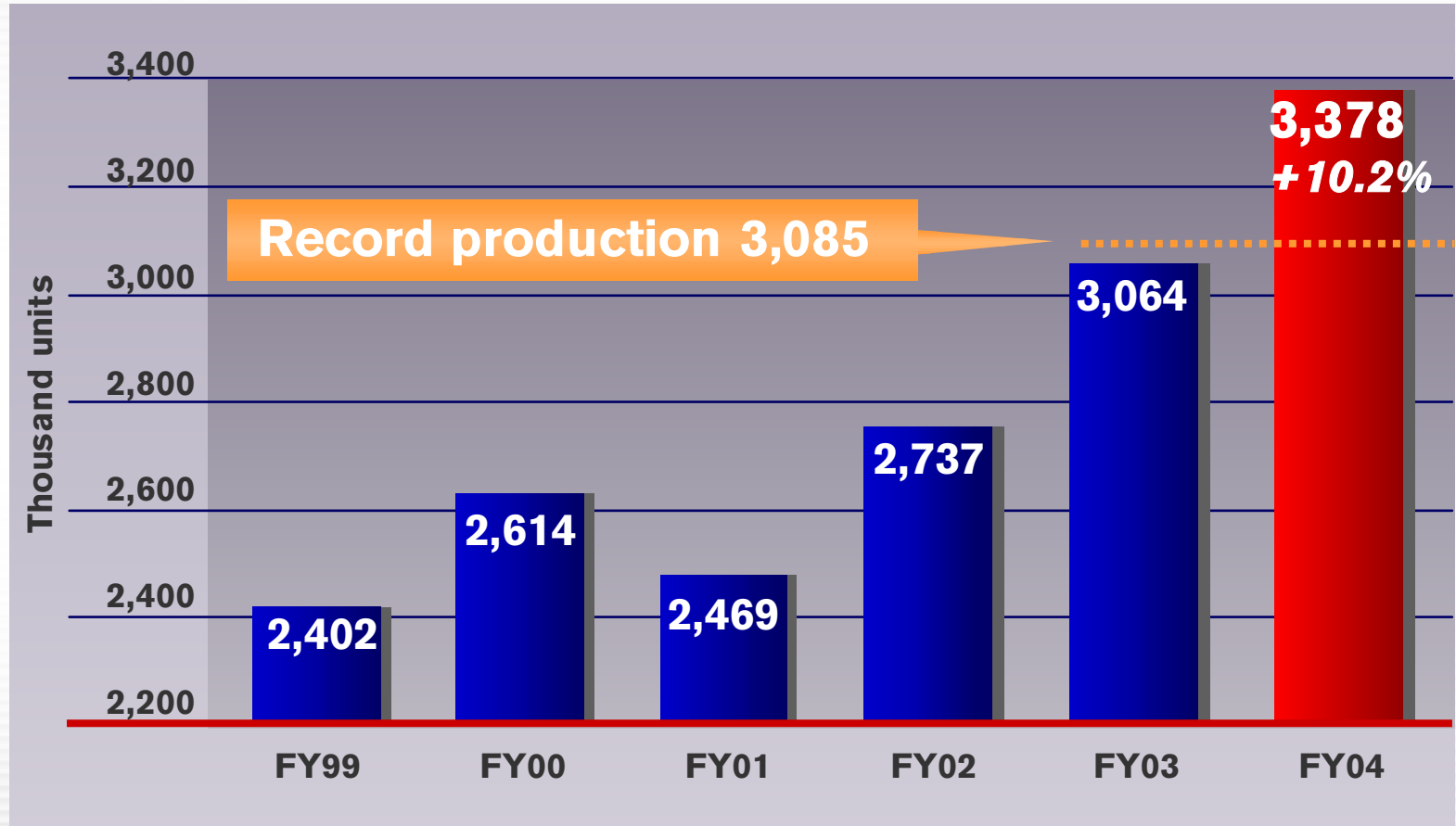
FY04

Global retail sales volume



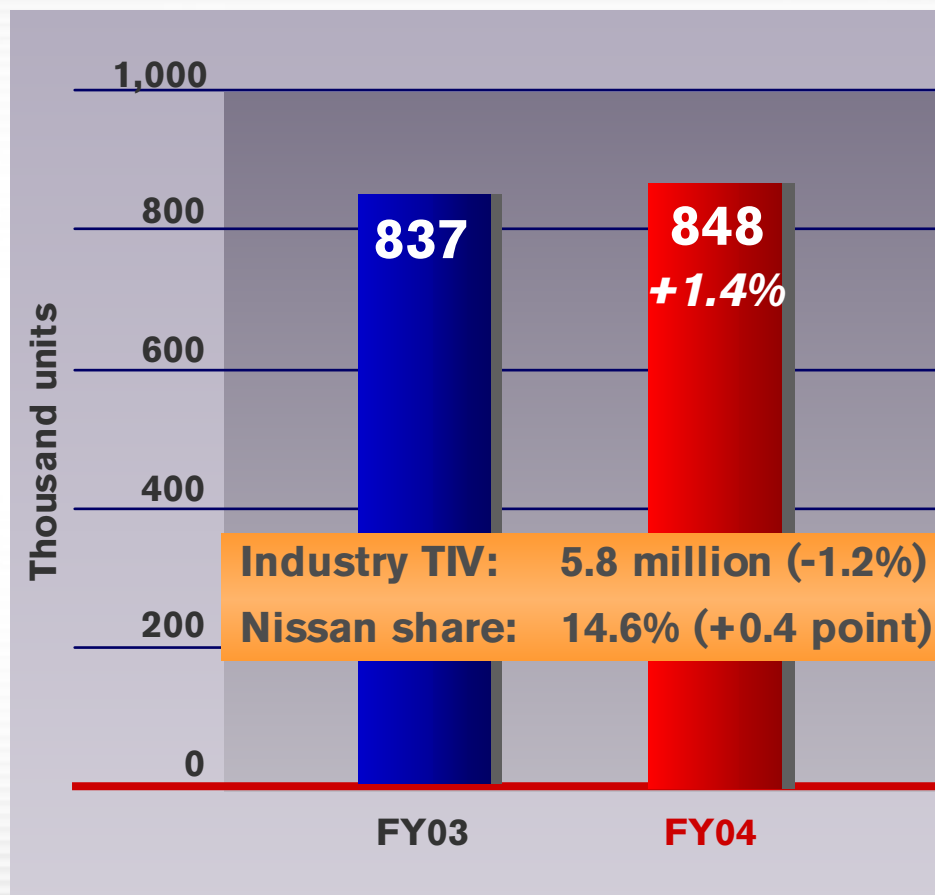
FY04

Global production



FY04 sales performance

Japan



Fuga
"RJC Car of the Year"



March



Cube



Tiida



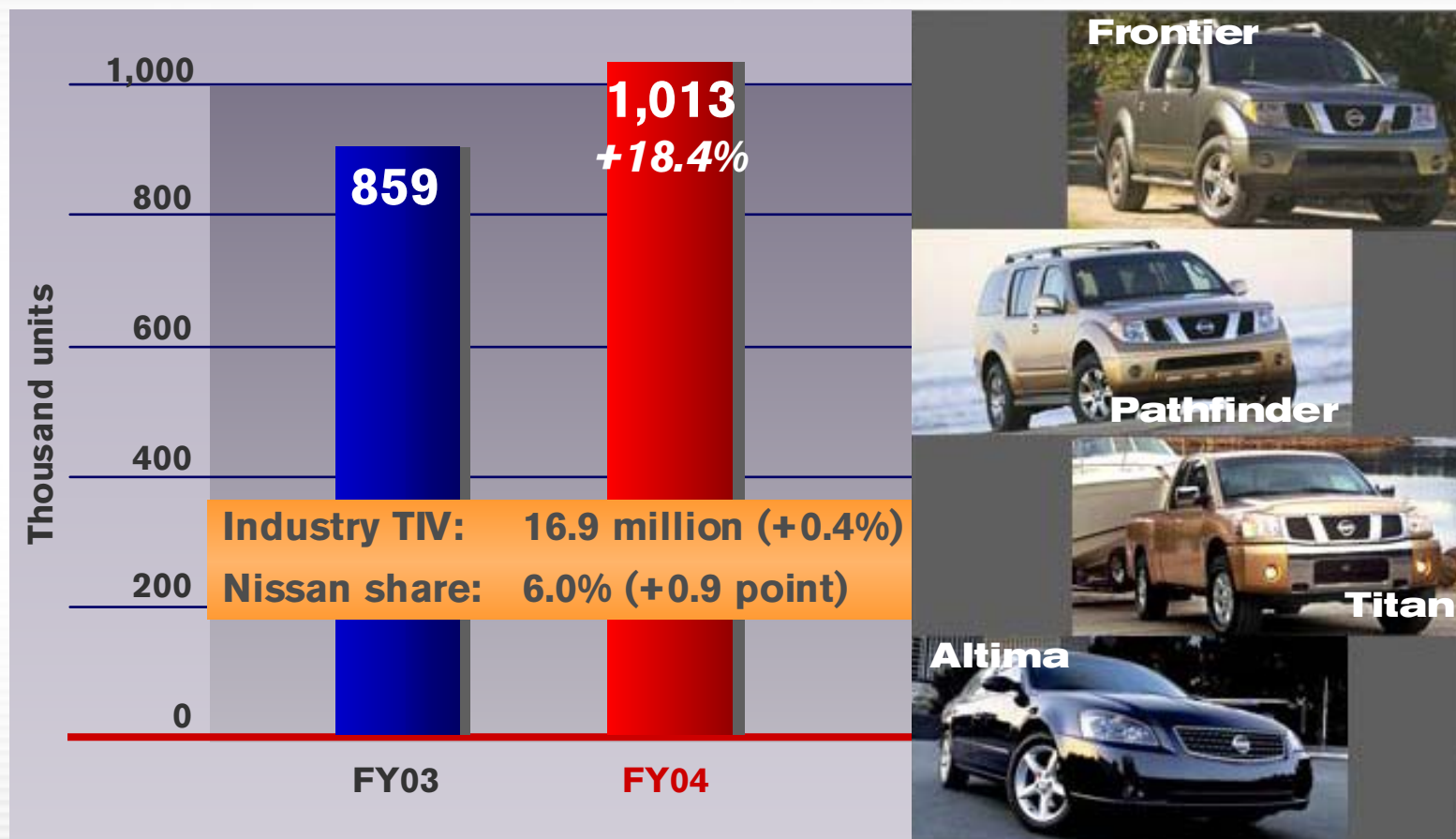
Note



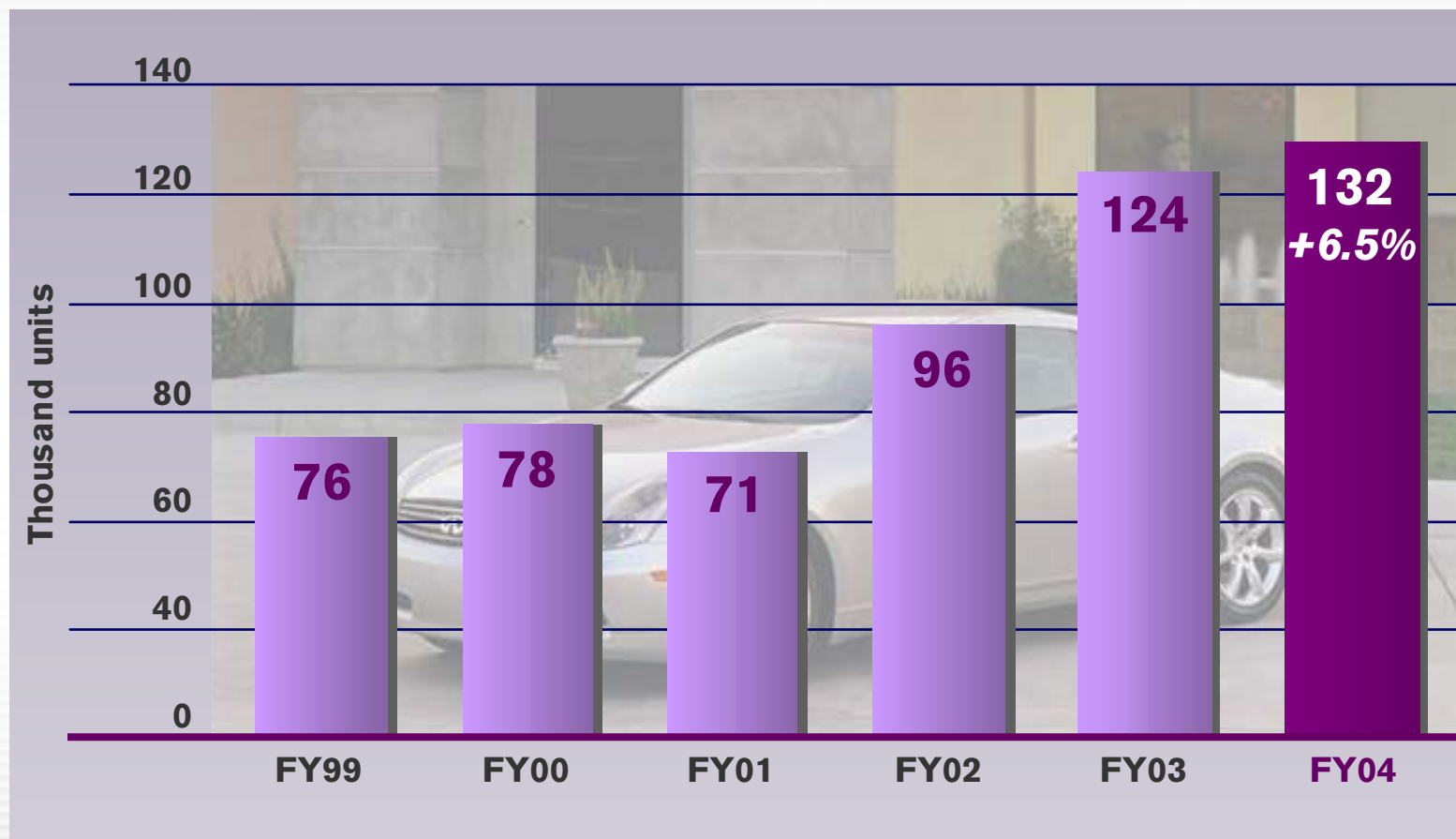
**4 models in top 10
monthly sales ranking**

FY04 sales performance

United States

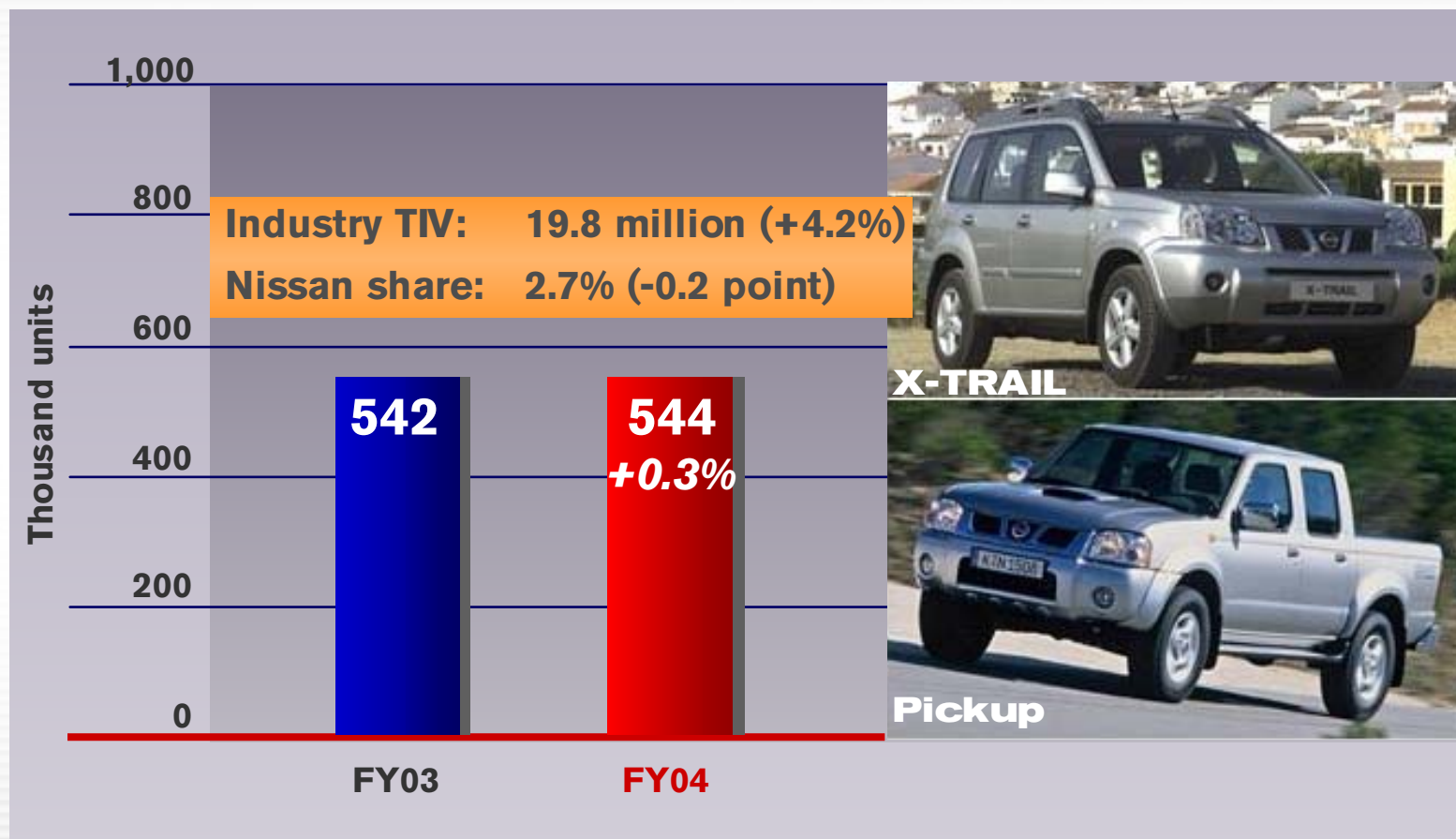


Infiniti sales performance



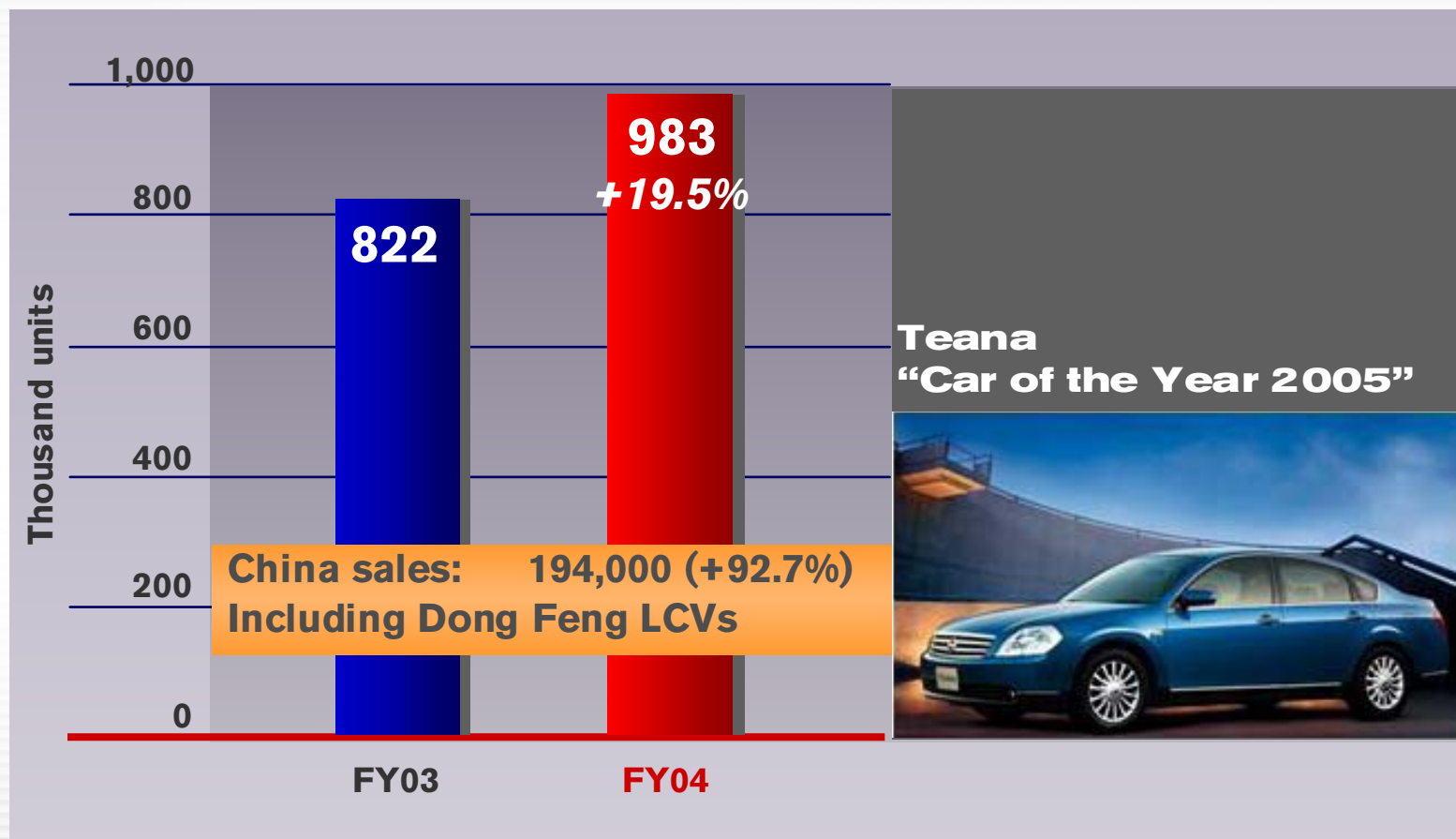
FY04 sales performance

Europe



FY04 sales performance

General Overseas Markets*



*Including Mexico and Canada

Agenda

FY04 sales performance

FY04 financial performance

FY05 outlook

NISSAN 180 progress

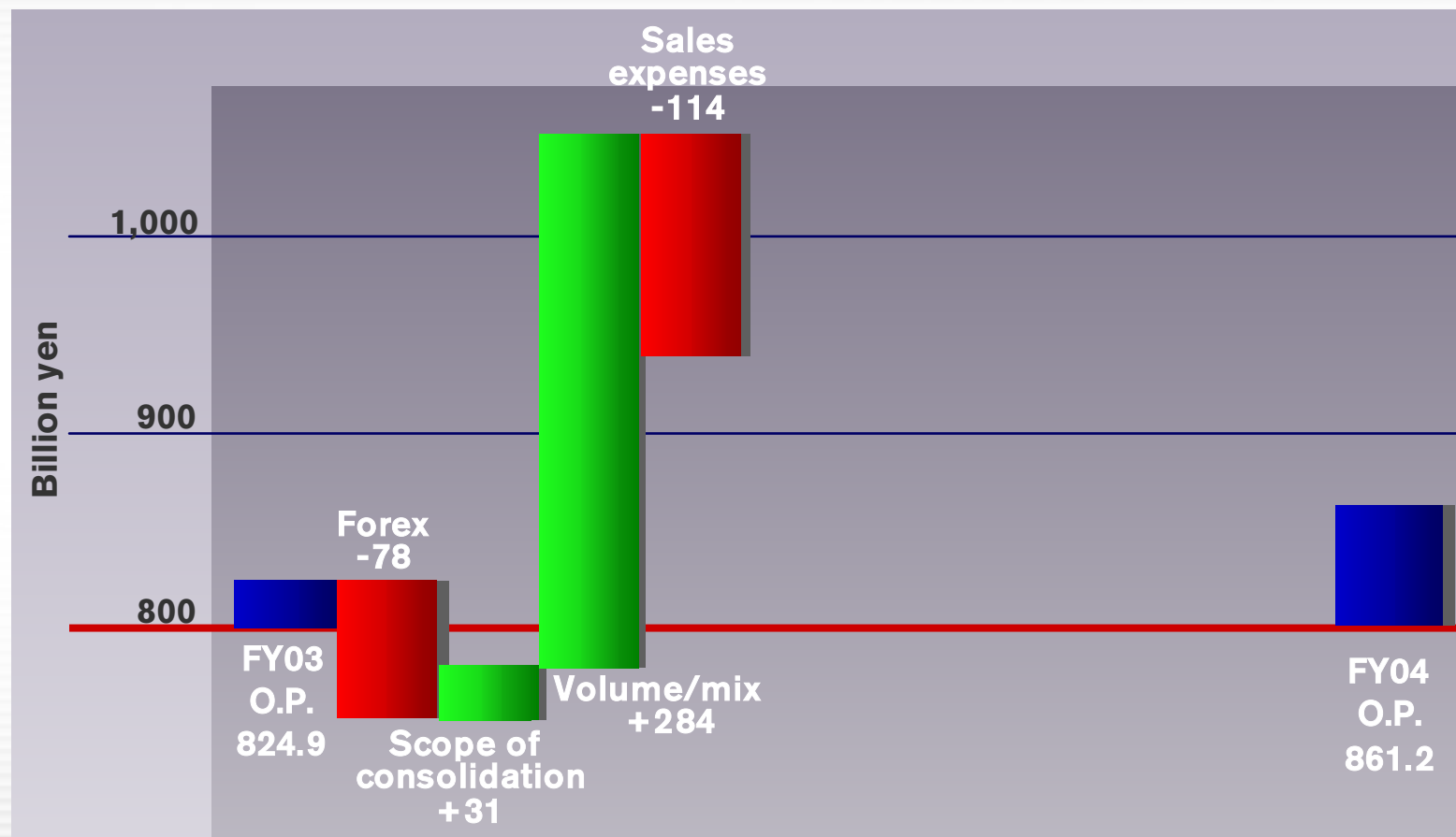
NISSAN Value-Up

FY04 financial performance

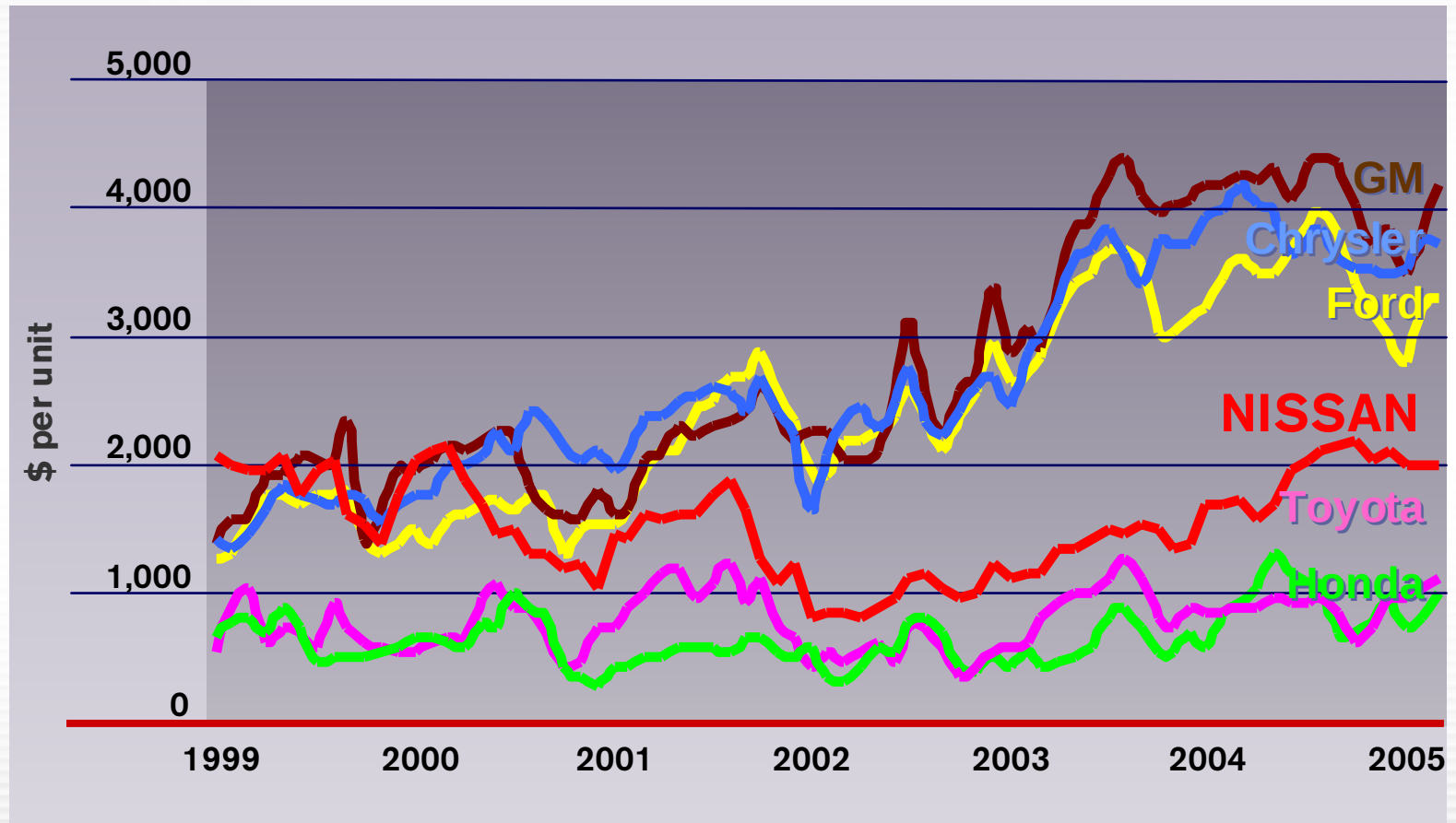
(Billion yen)	FY03	FY04	Change
Consolidated net revenue	7,429.2	8,576.3	+15.4%
Consolidated operating profit	824.9	861.2	+4.4%
<i>Operating margin</i>	<i>11.1%</i>	<i>10.0%</i>	<i>-1.1 points</i>
FOREX for FY04			¥ 107.6/\$1 ¥ 134.4/€1

FY04 financial performance

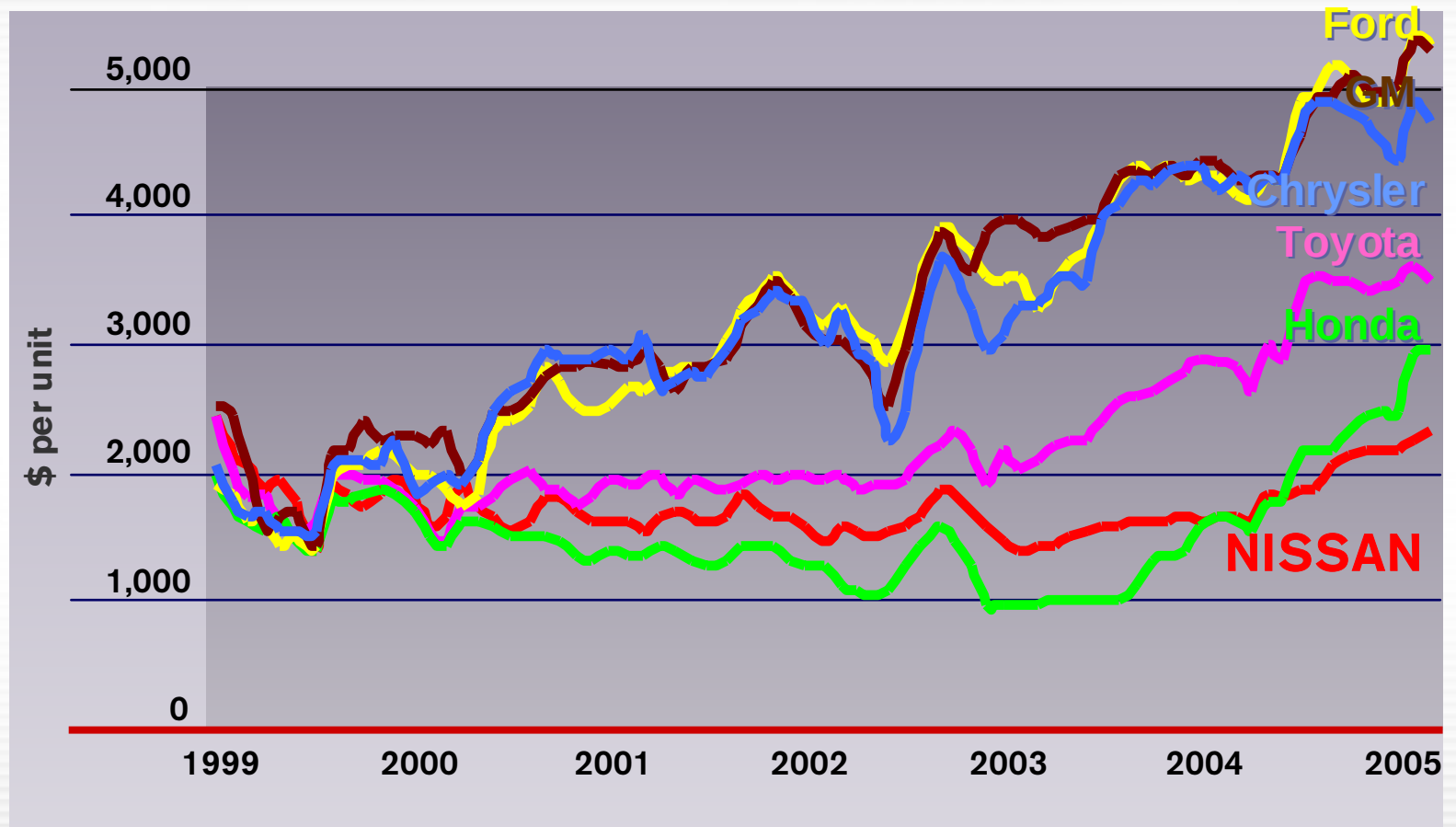
Impact on operating profit



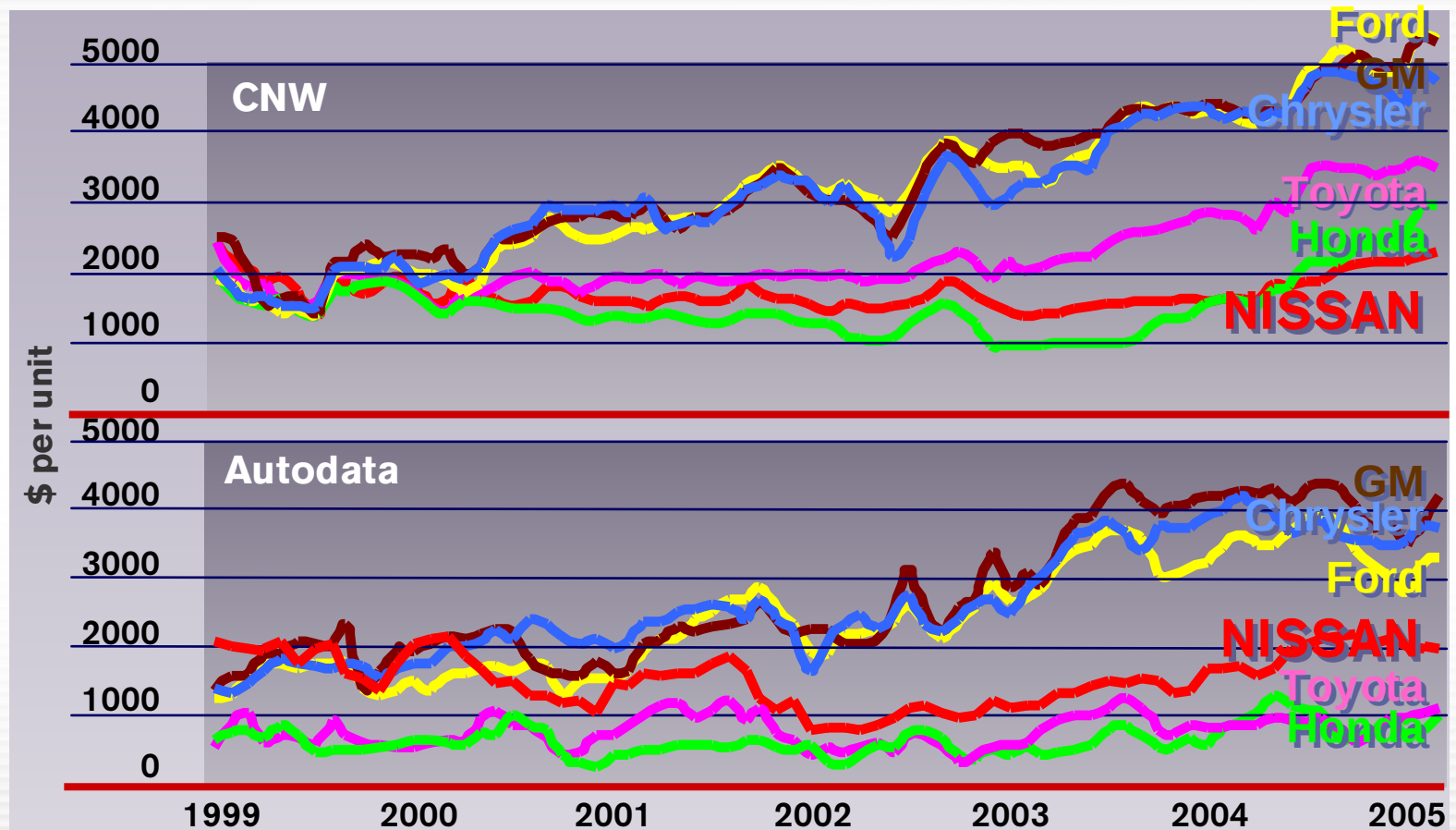
Incentives in the U.S.: Autodata



Incentives in the U.S.: CNW

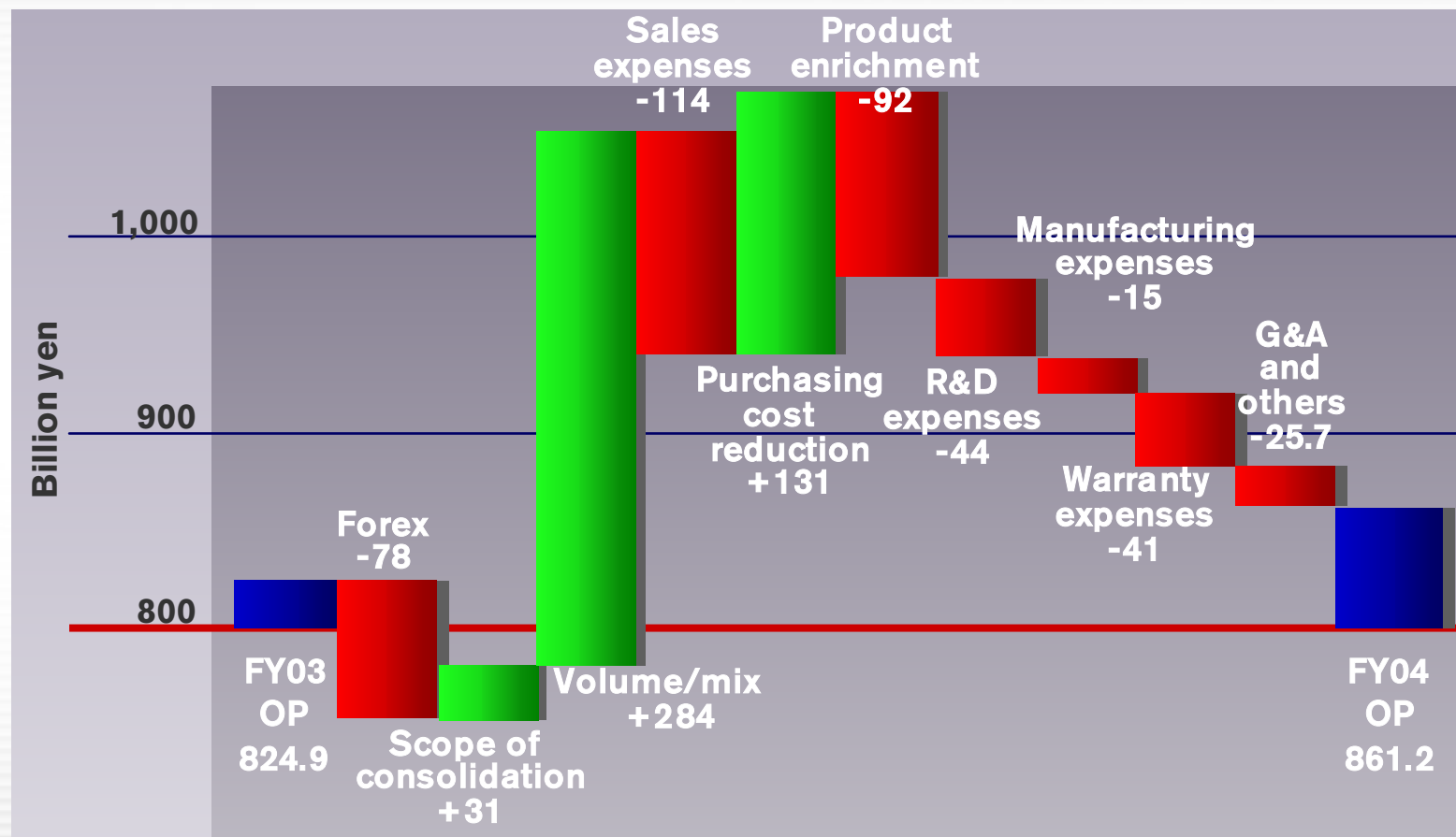


Comparison of incentives



FY04 financial performance

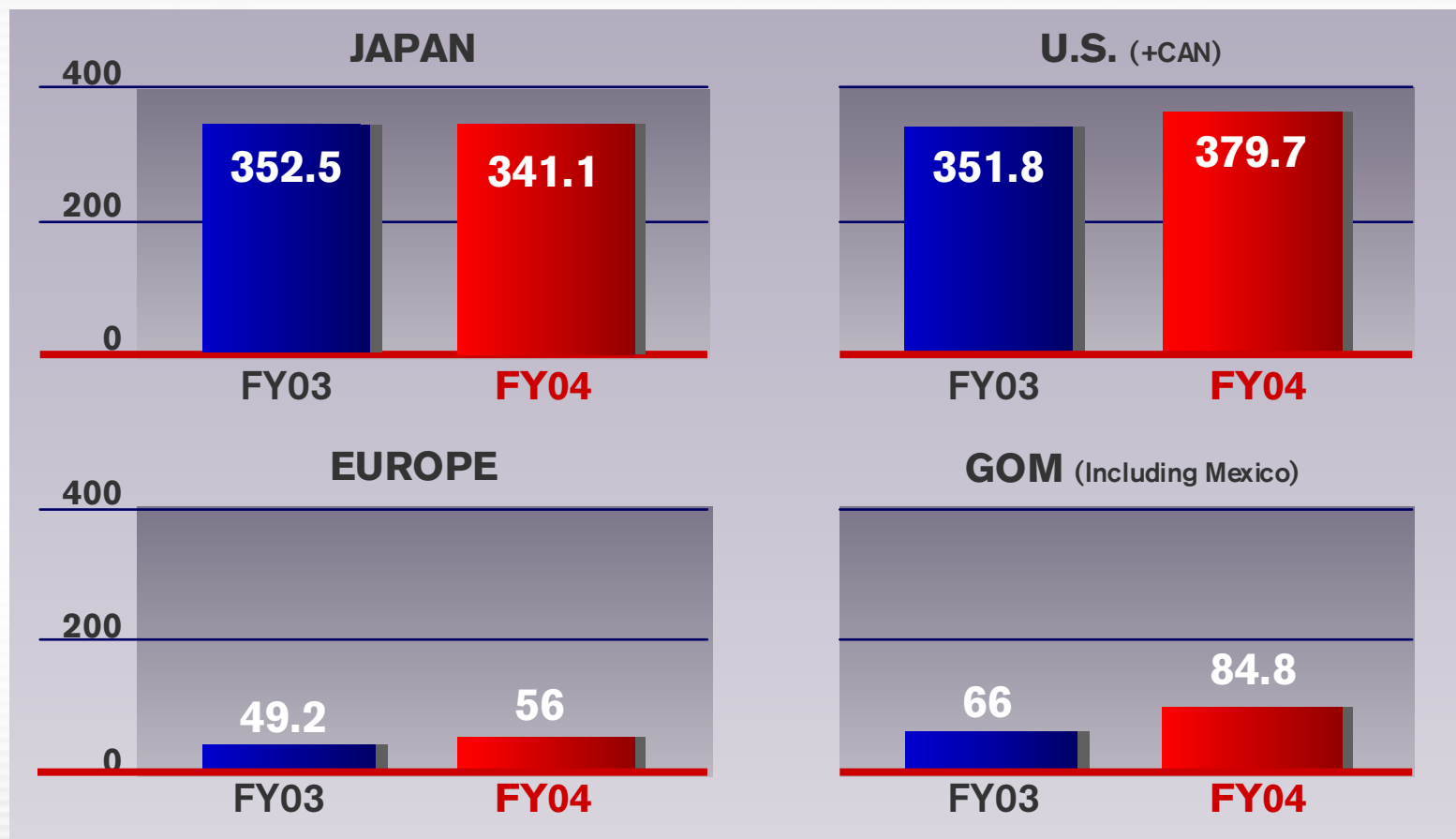
Impact on operating profit



FY04 financial performance

Operating profit by region

Billion yen

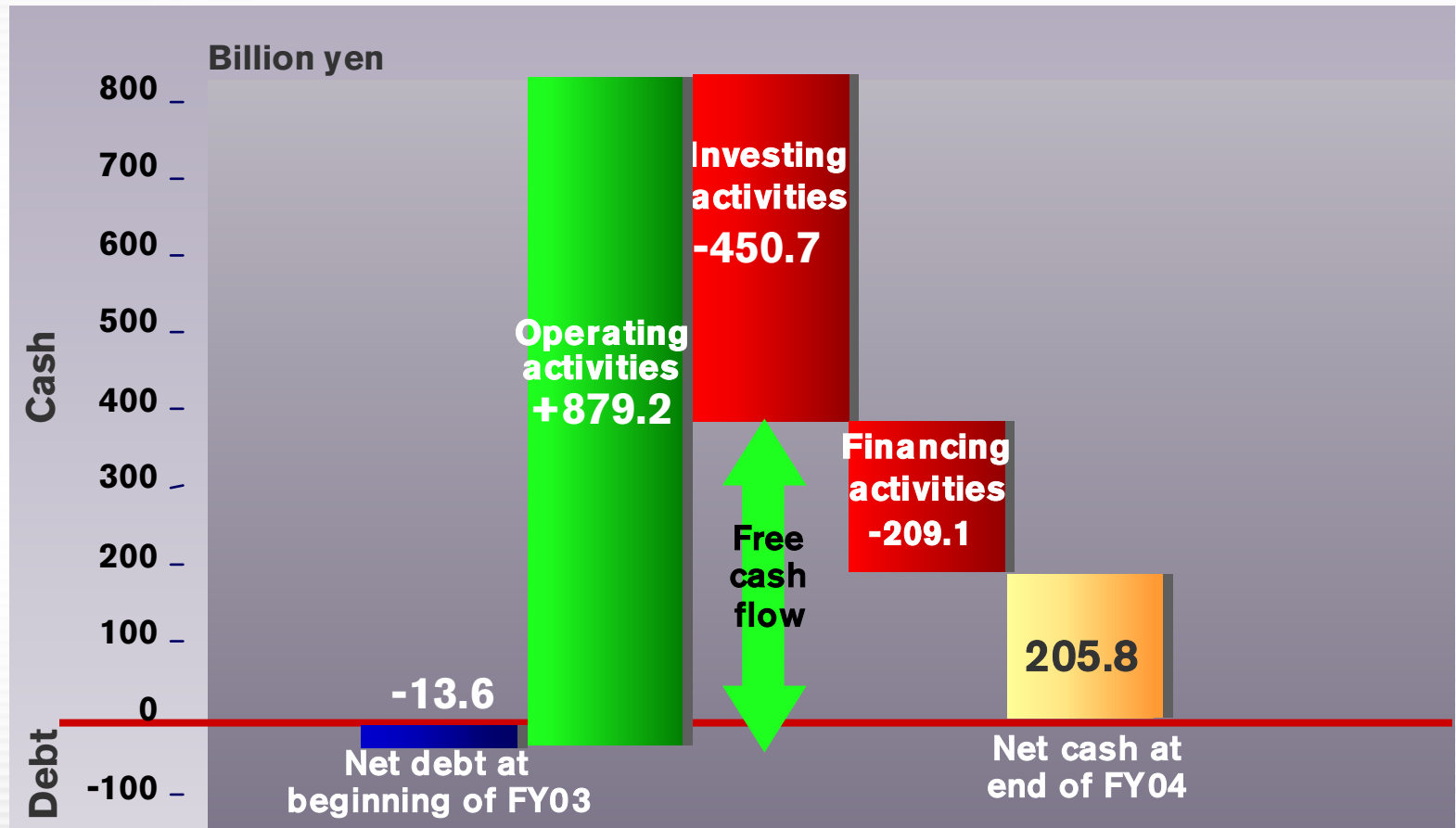


Eliminations: FY03 +5.4, FY04: -0.4

FY04 financial performance

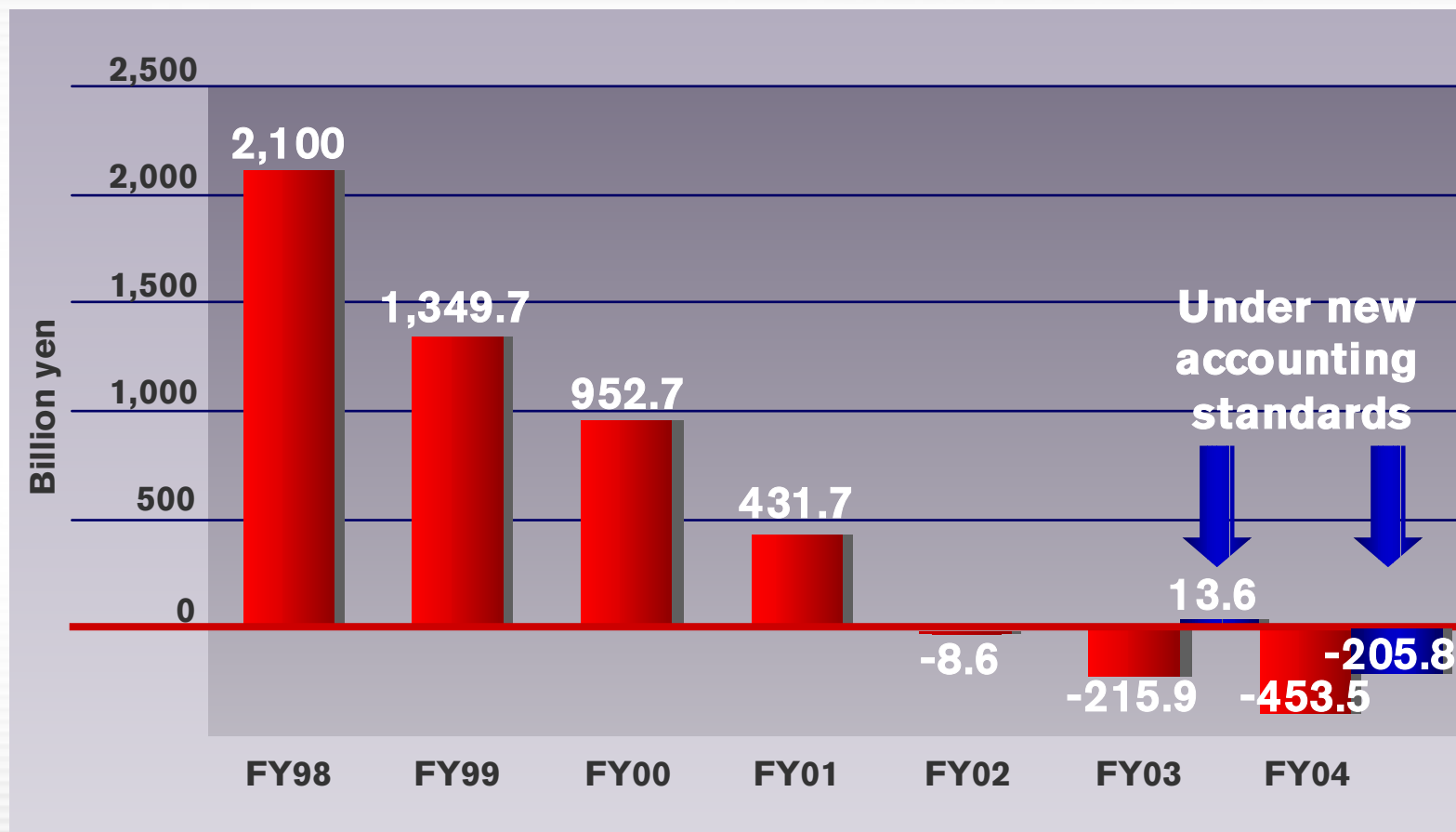
	(Billion yen)	FY03	FY04	Change
Net non-operating expenses		-15.2	-5.5	+9.7
Financial costs		-15.7	-10.4	+5.3
Ordinary profit		809.7	855.7	+5.7%
Net extraordinary losses		-73.2	-62.5	+10.7
Net income before tax		736.5	793.2	+7.7%
Taxes		-219.0	-258.0	-39.0
Minority interests		-13.8	-22.9	-9.1
Net income		503.7	512.3	+1.7%
		FOREX for FY04		¥ 107.6/\$1, ¥ 134.4/€1

Net cash flow (automotive)



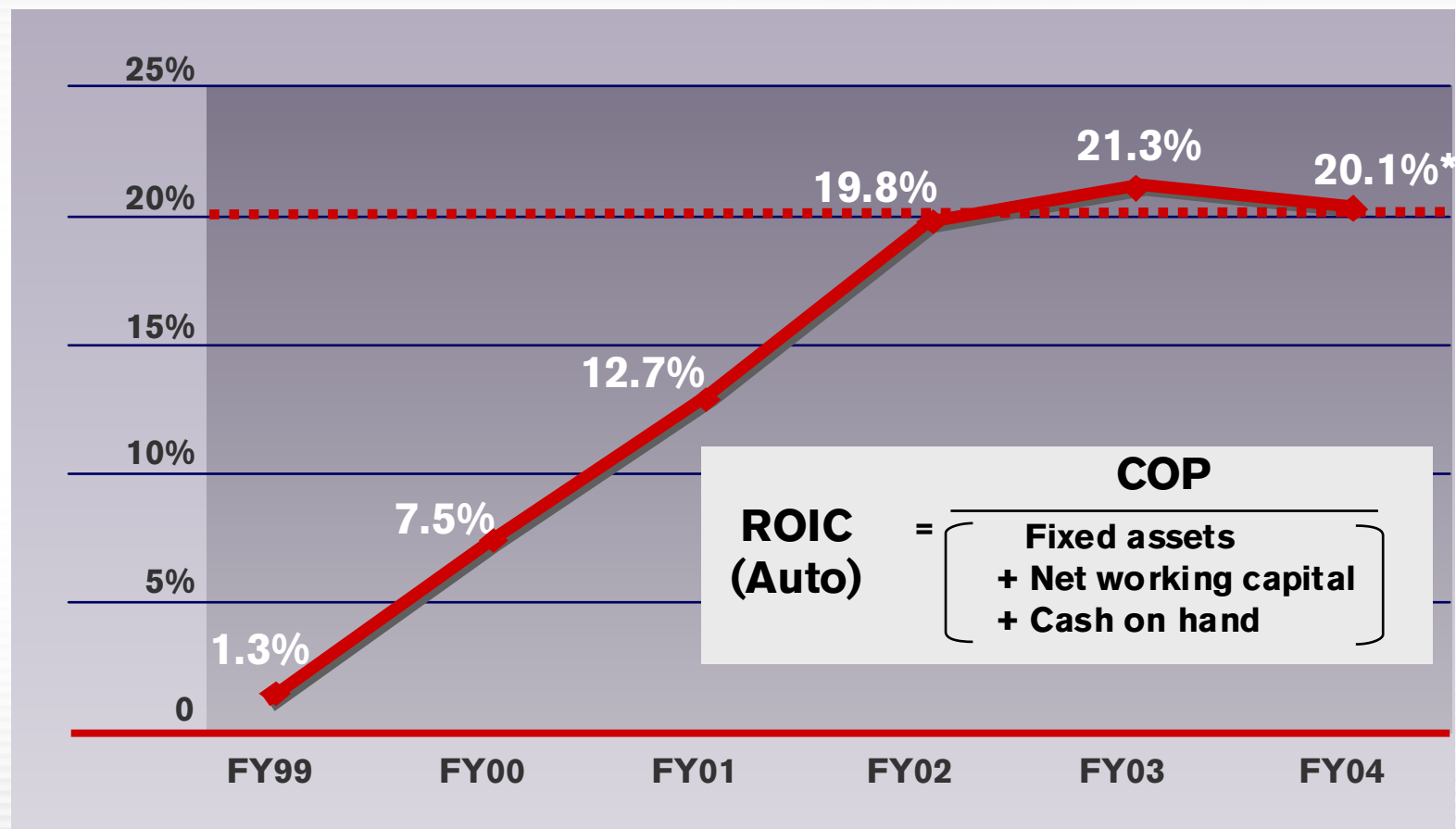
FY04 financial performance

Net automotive debt



FY04 financial performance

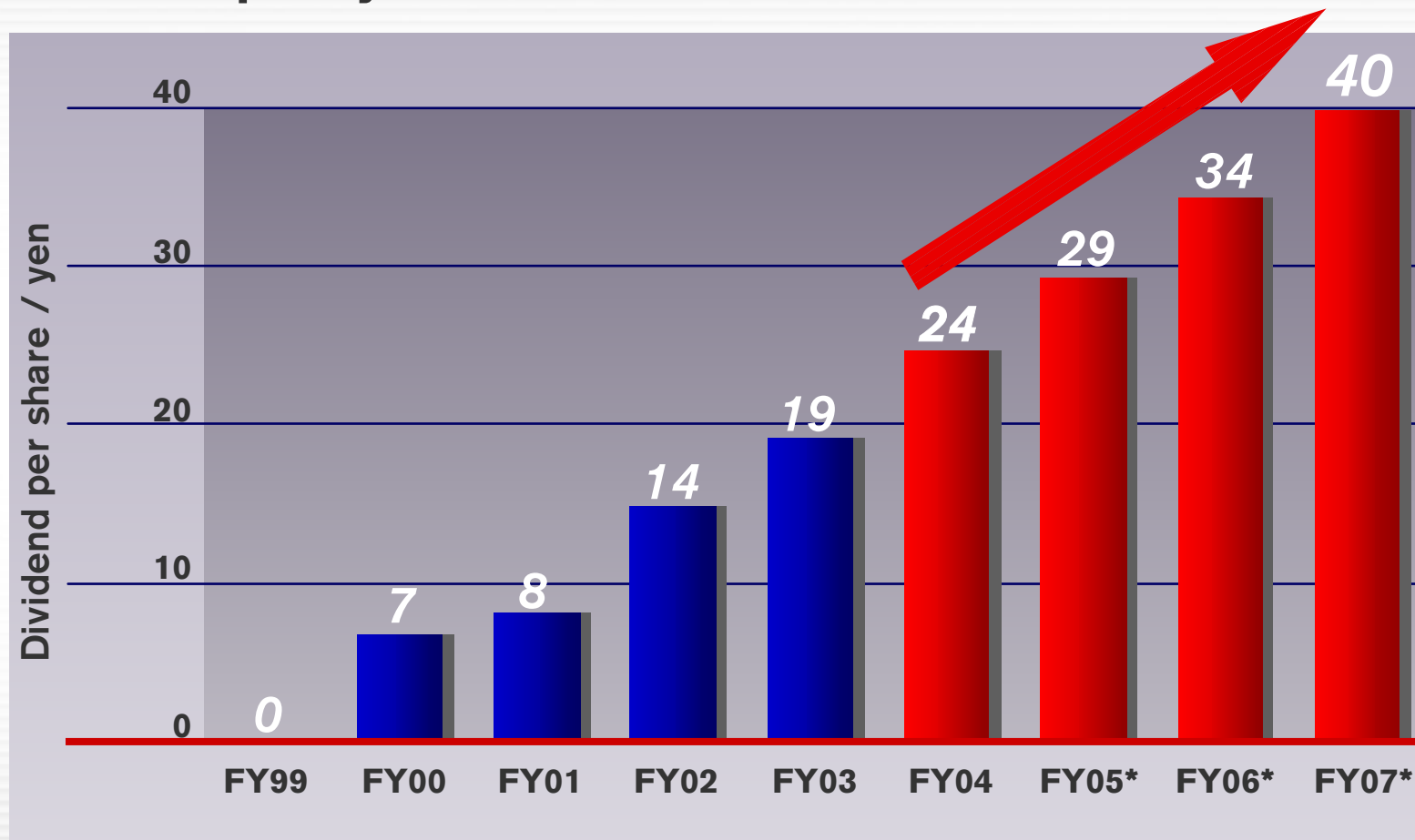
Return on invested capital (ROIC)



*Same scope of consolidation as P&L, excluding change of cash compared to FY03

FY04 financial performance

Dividend policy



*Forecast

Agenda

FY04 sales performance

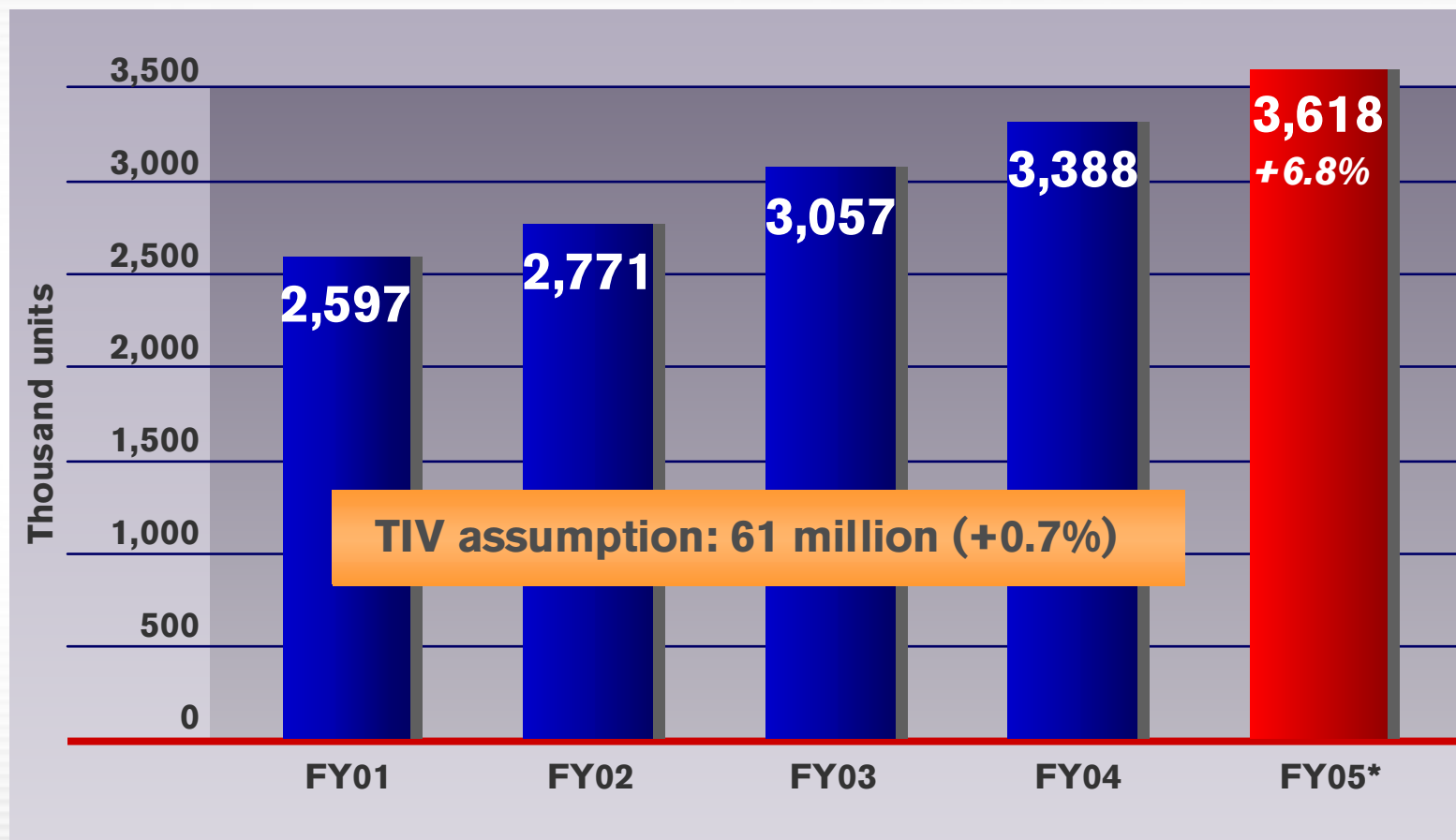
FY04 financial performance

FY05 outlook

NISSAN 180 progress

NISSAN Value-Up

FY05 outlook



*Forecast

FY05 new models

Europe

350Z Roadster

Murano

Pathfinder

Navara

Micra C+C

Japan

Serena

Otti

Compact wagon

M-class sedan

Minicar

U.S./Canada

GOM

Quest

Pathfinder

Navara

Infiniti M

Tiida hatchback

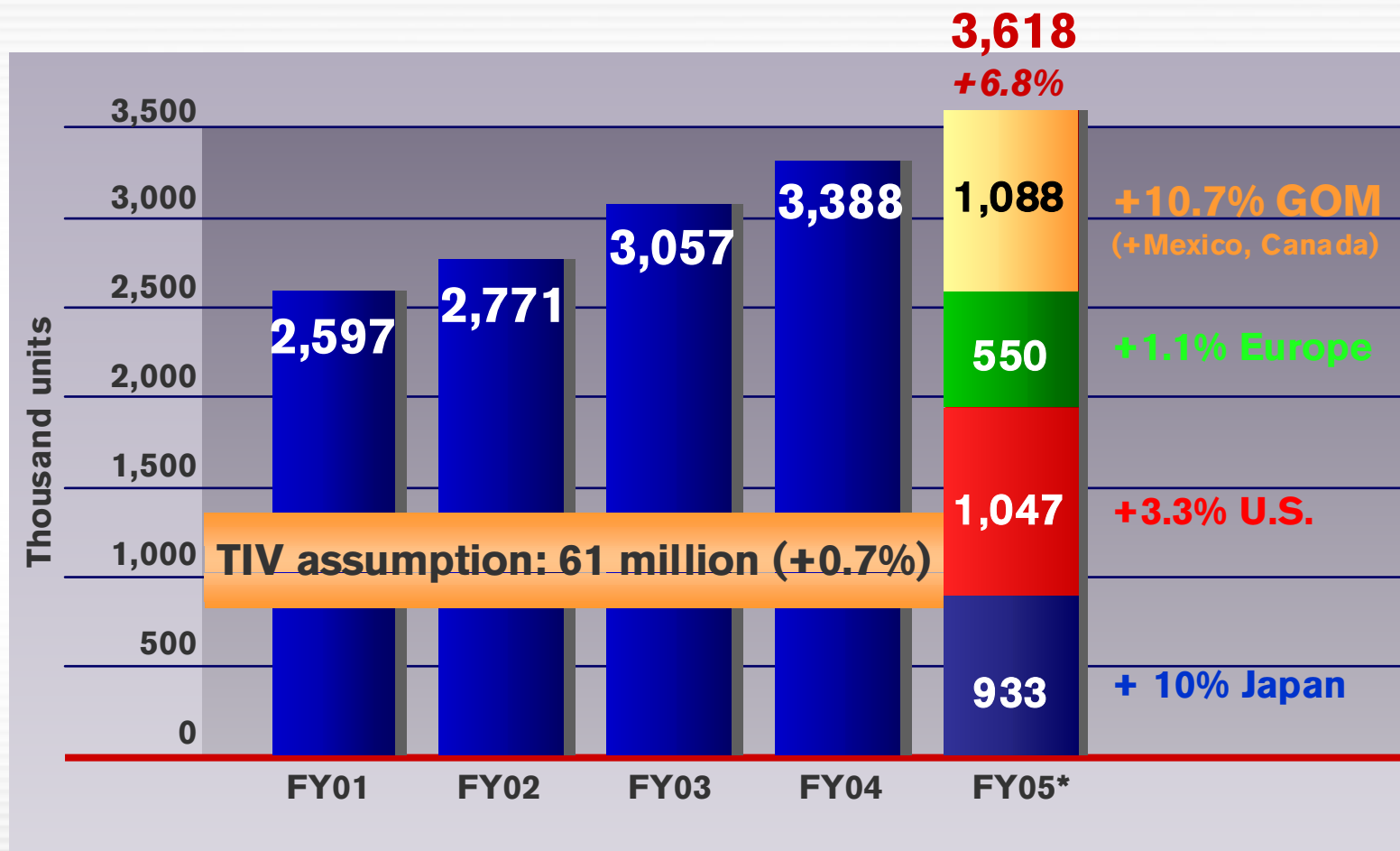
Tiida sedan

Lafesta

Interstar

Xterra

FY05 outlook



*Forecast

FY05 outlook

Risks

Volatility in exchange rates

Higher interest rates

Higher commodity prices

Higher energy prices

Higher level of incentives

Uncertainty on level of growth in U.S. and Japanese markets

Opportunities

NISSAN Value-Up

FY05 outlook

	(Billion yen)	FY04	FY05(FC)	Change
Consolidated net revenue		8,576.3	9,000	+4.9%
Consolidated operating profit		861.2	870	+1.0%
Ordinary profit		855.7	860	+0.5%
Net income		512.3	517	+0.9%
CAPEX		477.5	540	+13.1%
R&D expenses		398.1	450	+13.0%
ROIC		20.1%	20% or above	----
		FOREX for FY05		¥ 105/\$1 ¥ 130/€1

Agenda

FY04 sales performance

FY04 financial performance

FY05 outlook

NISSAN 180 progress

NISSAN Value-Up

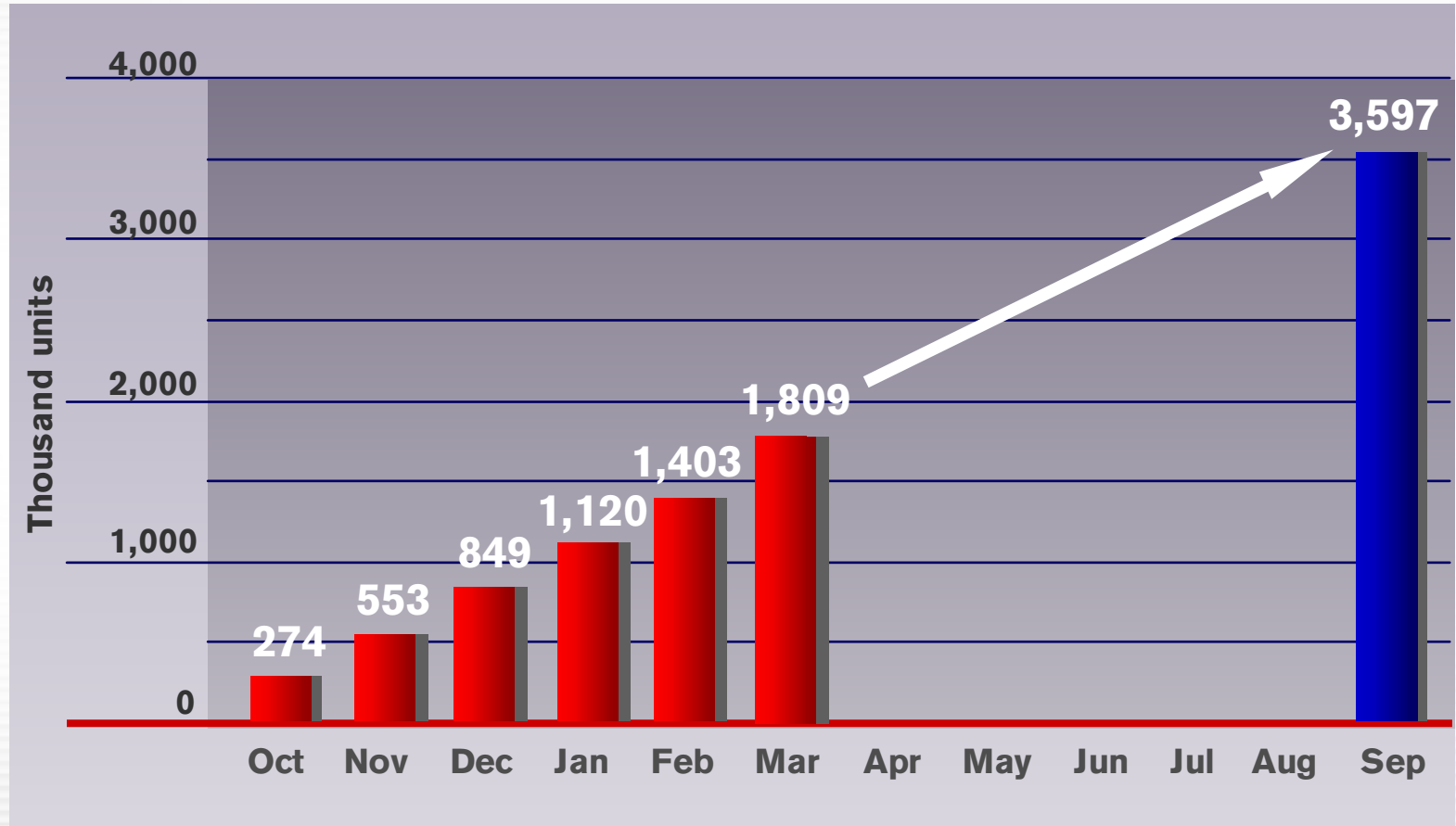
NISSAN 180 commitments

1 million additional units worldwide

✓ **8**% operating margin

✓ **0** net automotive debt at end FY04

Progress toward NISSAN 180 sales



NISSAN 180

Market coverage expansion



Agenda

FY04 sales performance

FY04 financial performance

FY05 outlook

NISSAN 180 progress

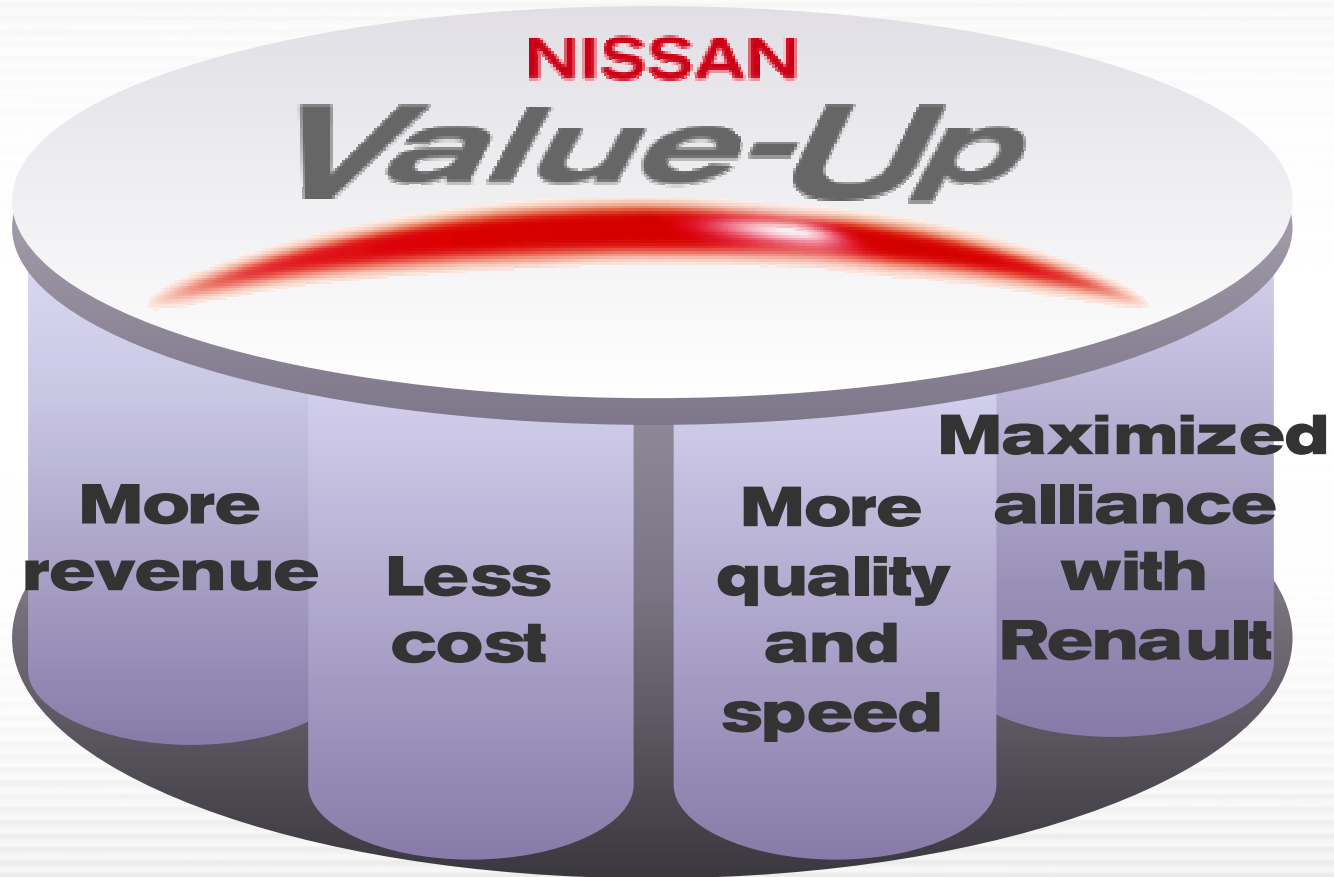
NISSAN Value-Up

Track toward great company

NRP	NISSAN 180	NISSAN Value-Up
<i>“Revive our company”</i>	<i>“Complete revival on track for profitable growth”</i>	<i>“Value up with sustained performance”</i>
Commitments		
▪ Profitability in FY00 ▪ Operating profit margin > 4.5% in FY02 ▪ 50% debt reduction by FY02	▪ +1M units by 9/05 ▪ 8% operating profit margin ▪ 0 automotive debt	▪ 4.2M units in FY08 ▪ Top level operating profit margin ▪ ROIC average 20%

Evolutionary plan

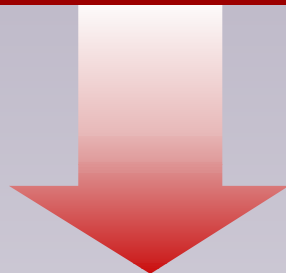
Core elements of NISSAN 180



NISSAN Value-Up commitments

Profit commitment

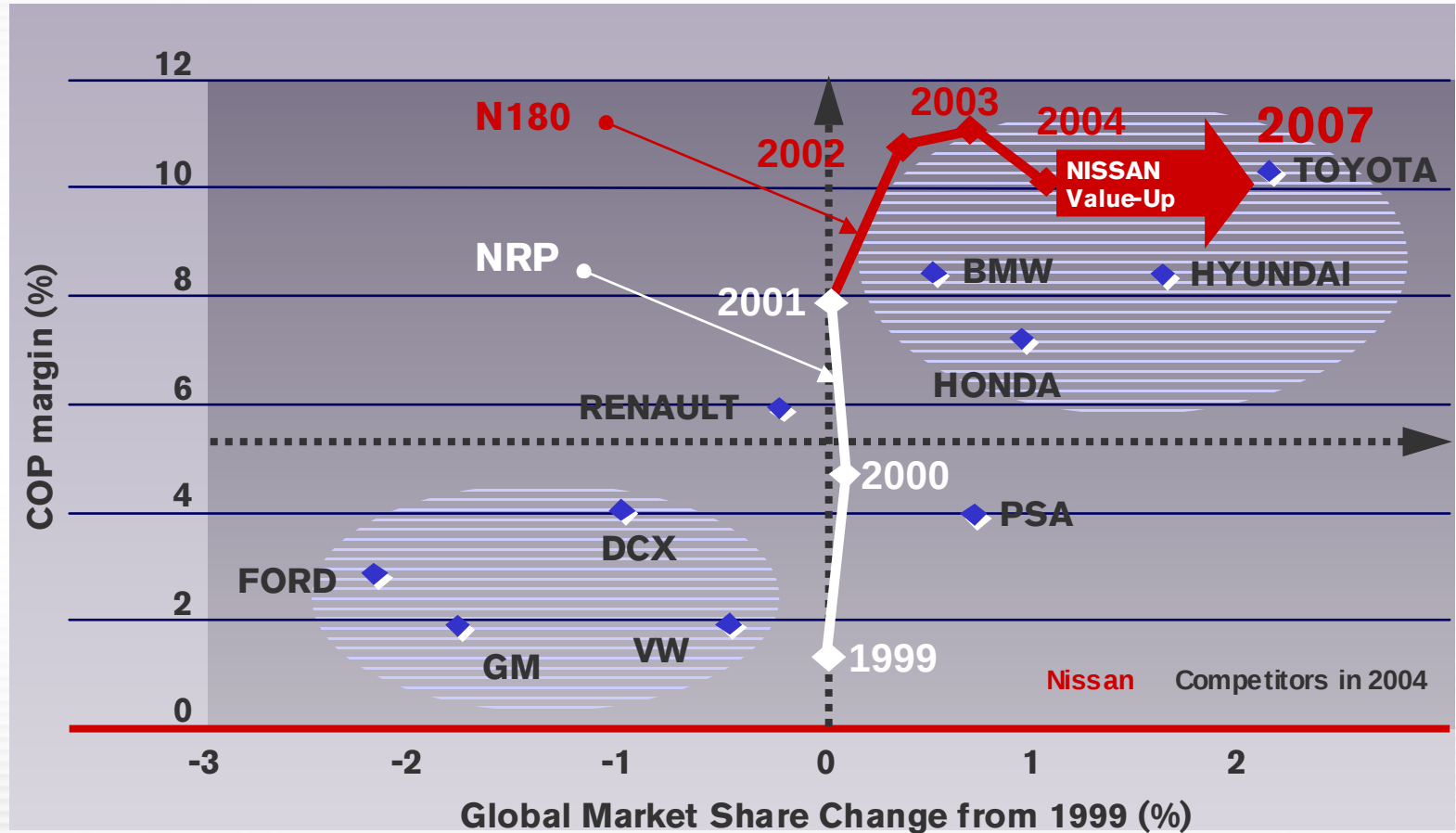
**Top level operating profit margin
among global automakers in FY05-07**



To sustain performance

NISSAN Value-Up commitments

Top level operating profit margin



NISSAN Value-Up commitments

Profit commitment

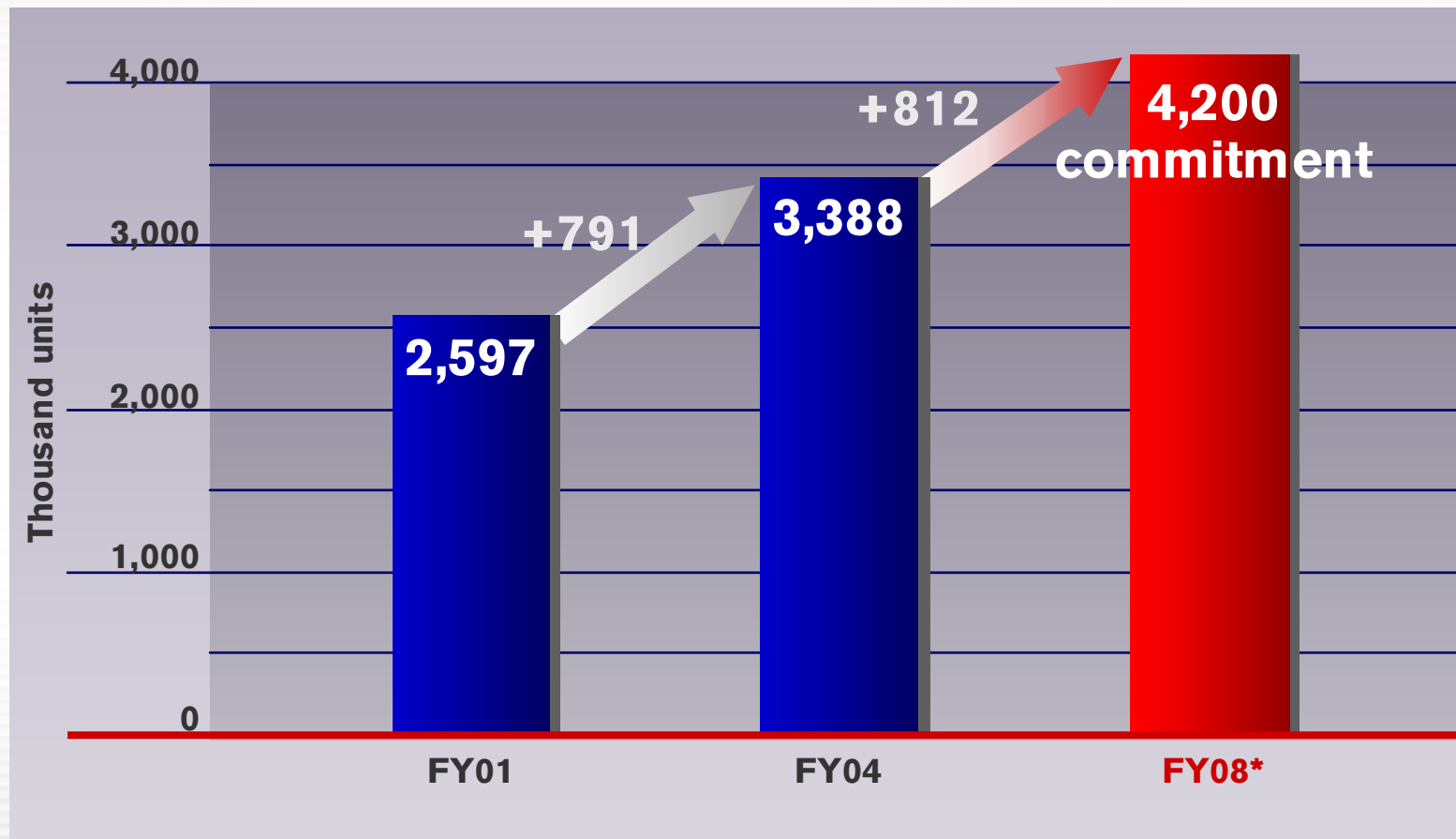
**Top level operating profit margin
among global automakers in FY05-07**

Volume commitment

4.2 million sales in FY08

NISSAN Value-Up commitments

Global sales volume



*Forecast

NISSAN Value-Up commitments

Profit commitment

**Top level operating profit margin
among global automakers in FY05-07**

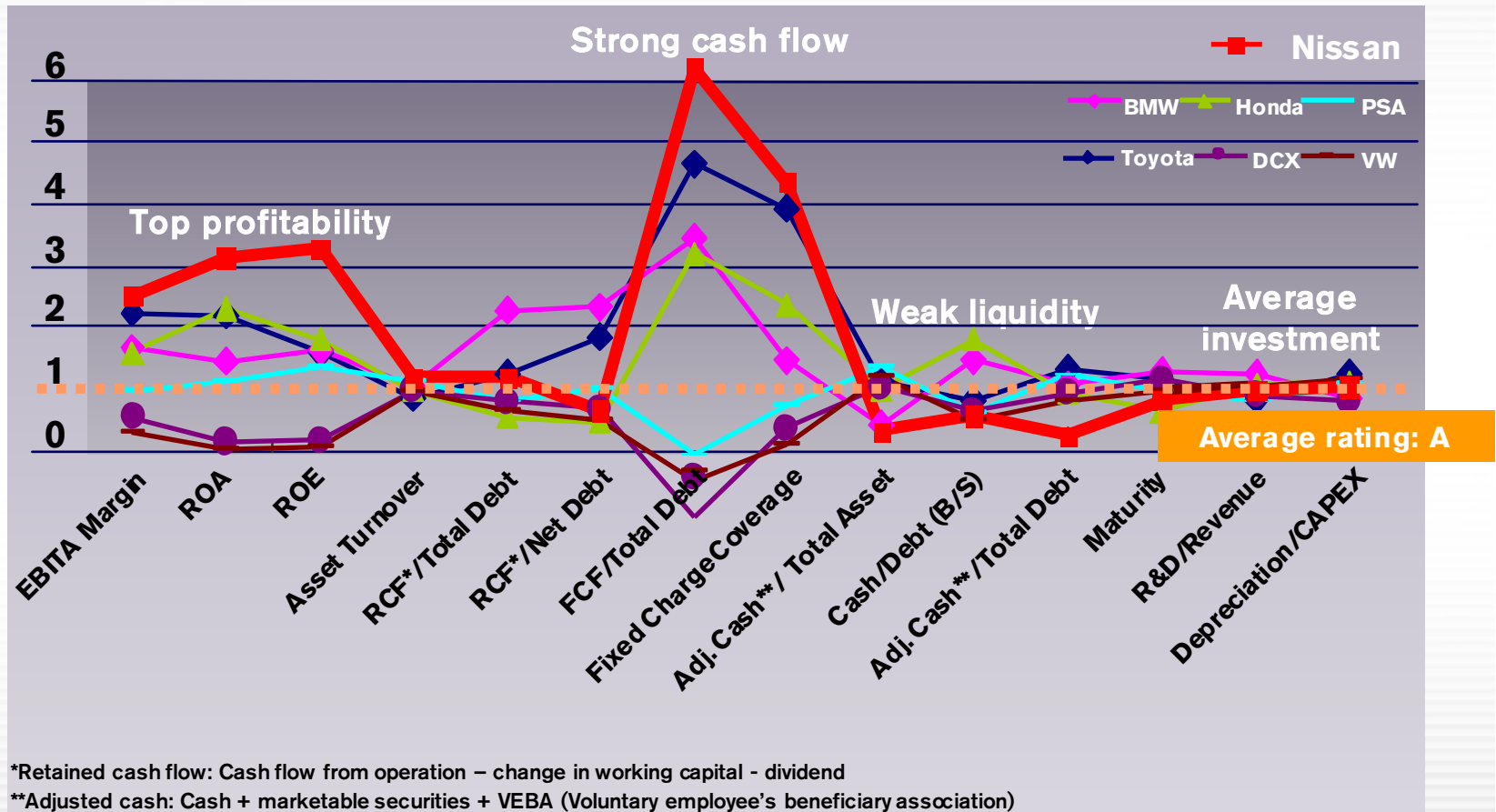
Volume commitment

4.2 million sales in FY08

Return on invested capital

20% average ROIC over the plan

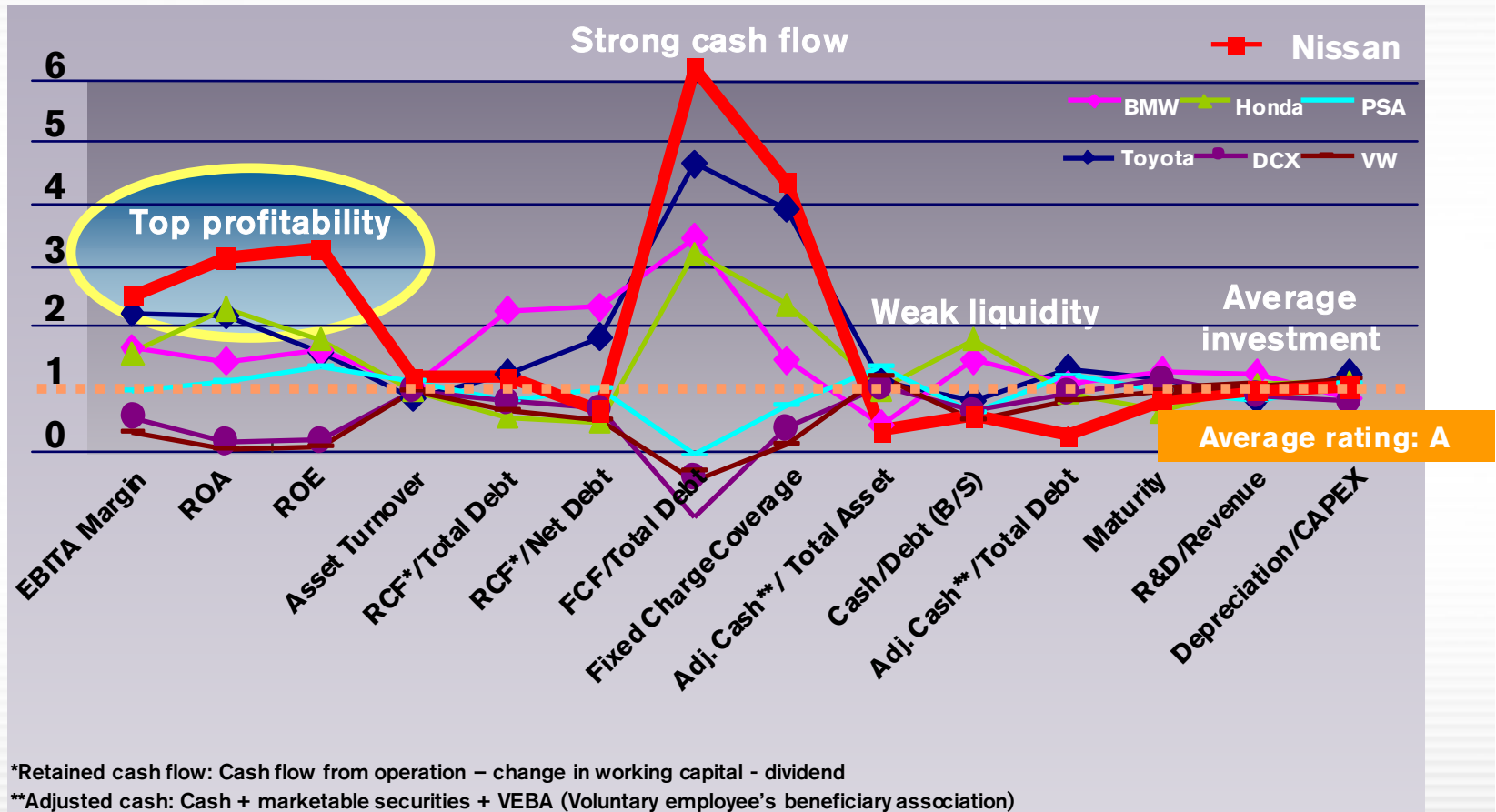
Financial metrics comparison



Source: Moody's Rating Methodology: Global Auto Industry (Sept. 2004)

Analysis: NISSAN IR

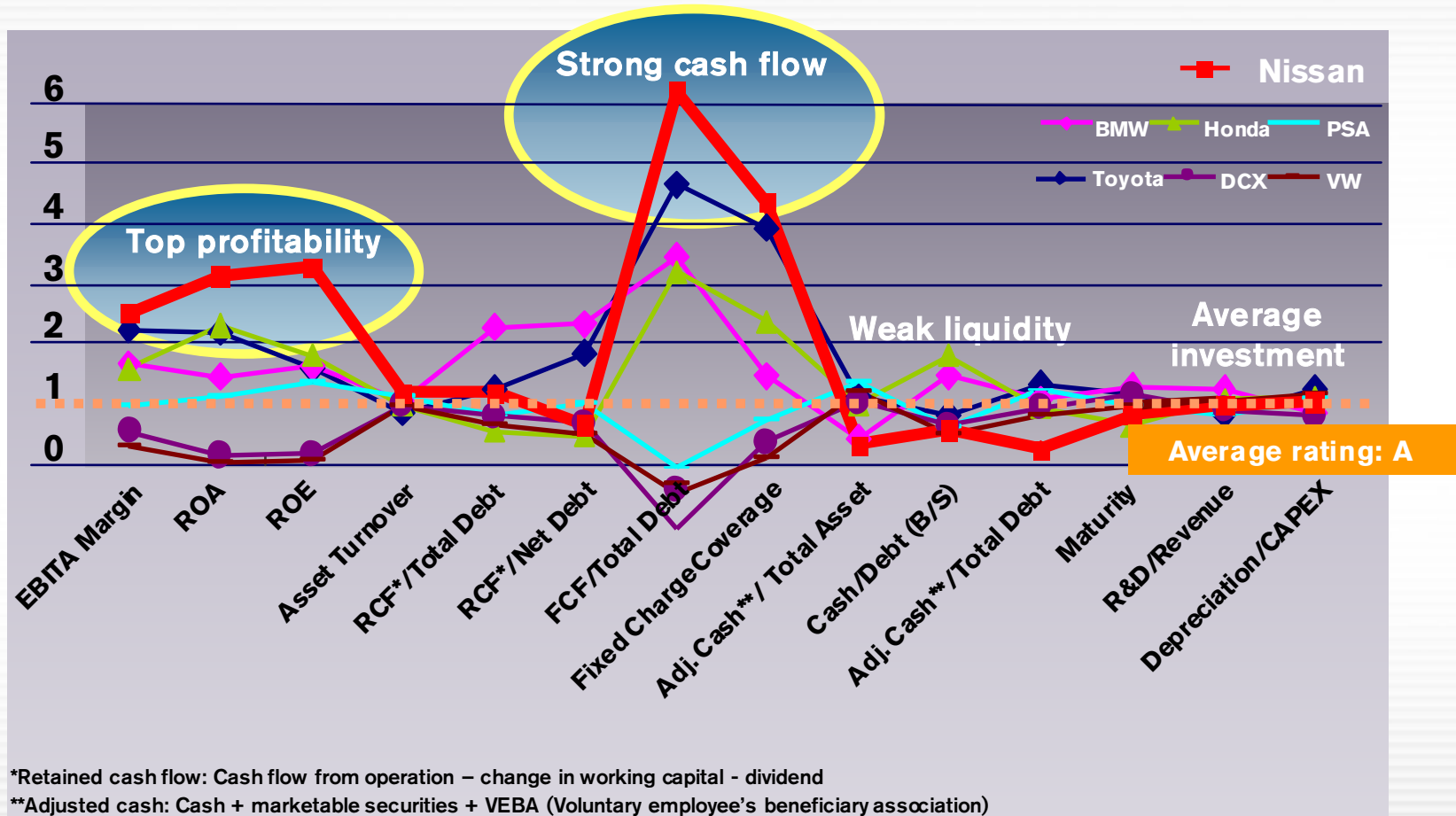
Financial metrics comparison



Source: Moody's Rating Methodology: Global Auto Industry (Sept. 2004)

Analysis: NISSAN IR

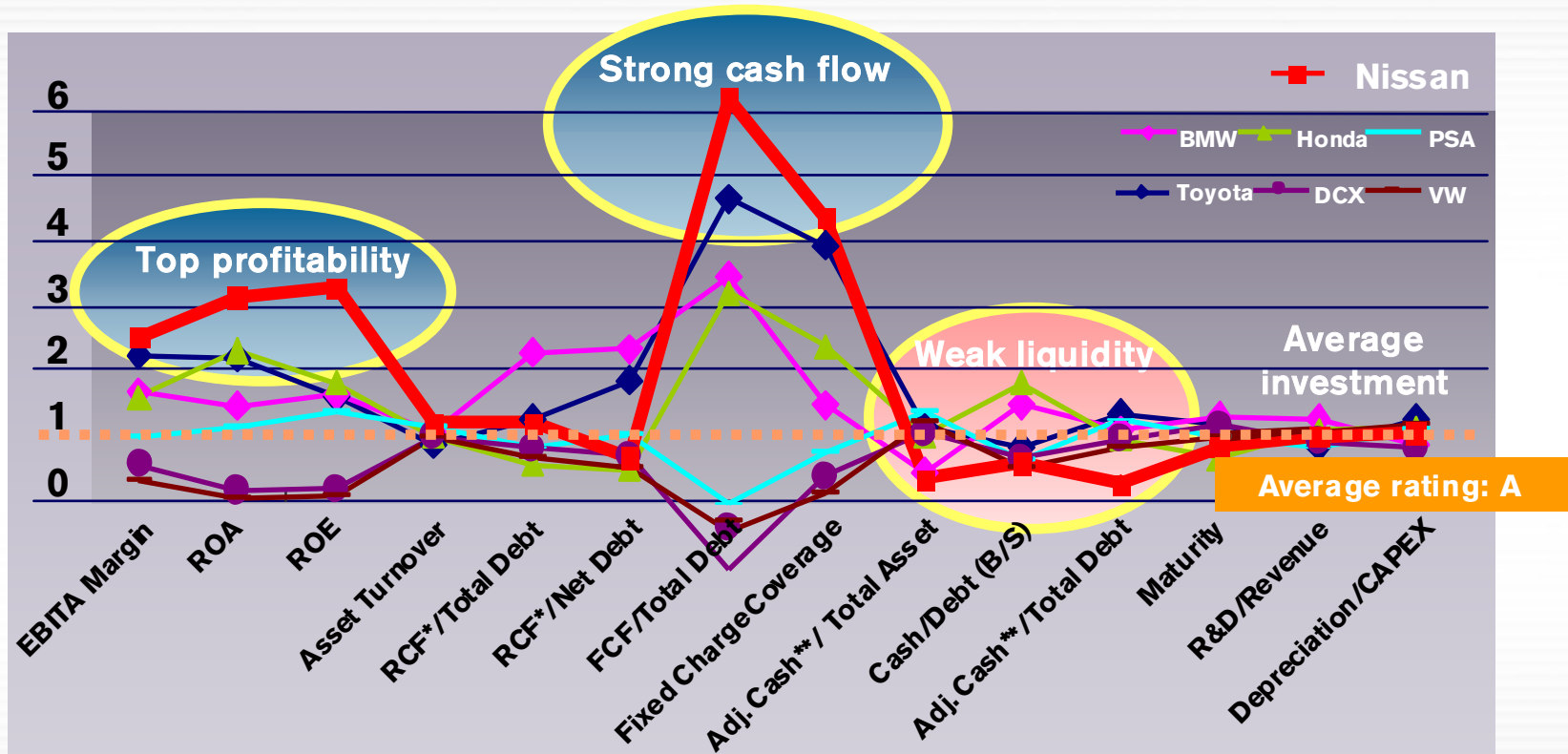
Financial metrics comparison



Source: Moody's Rating Methodology: Global Auto Industry (Sept. 2004)

Analysis: NISSAN IR

Financial metrics comparison



*Retained cash flow: Cash flow from operation – change in working capital - dividend

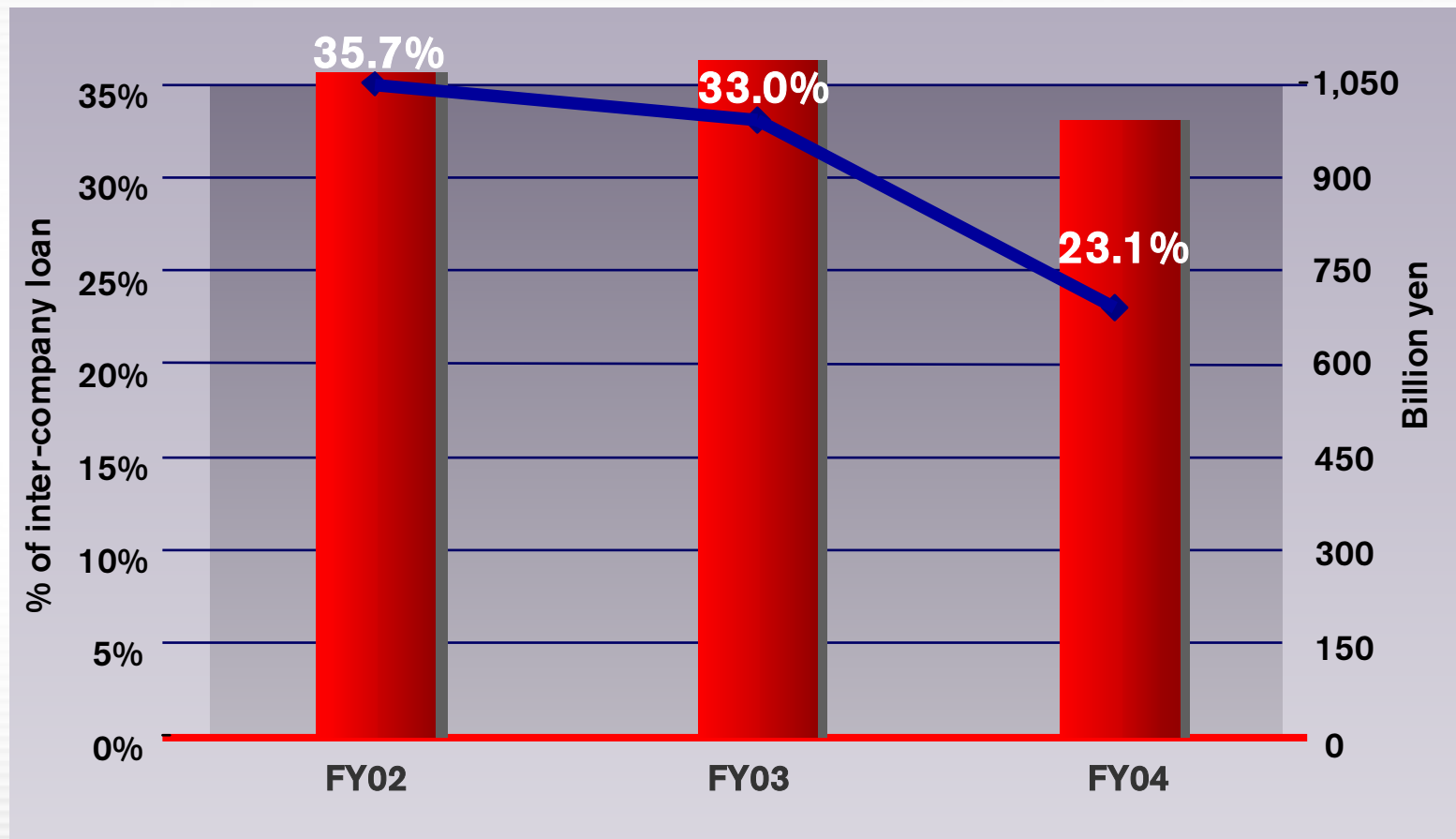
**Adjusted cash: Cash + marketable securities + VEBA (Voluntary employee's beneficiary association)

Source: Moody's Rating Methodology: Global Auto Industry (Sept. 2004)

Analysis: NISSAN IR

Inter-company loan

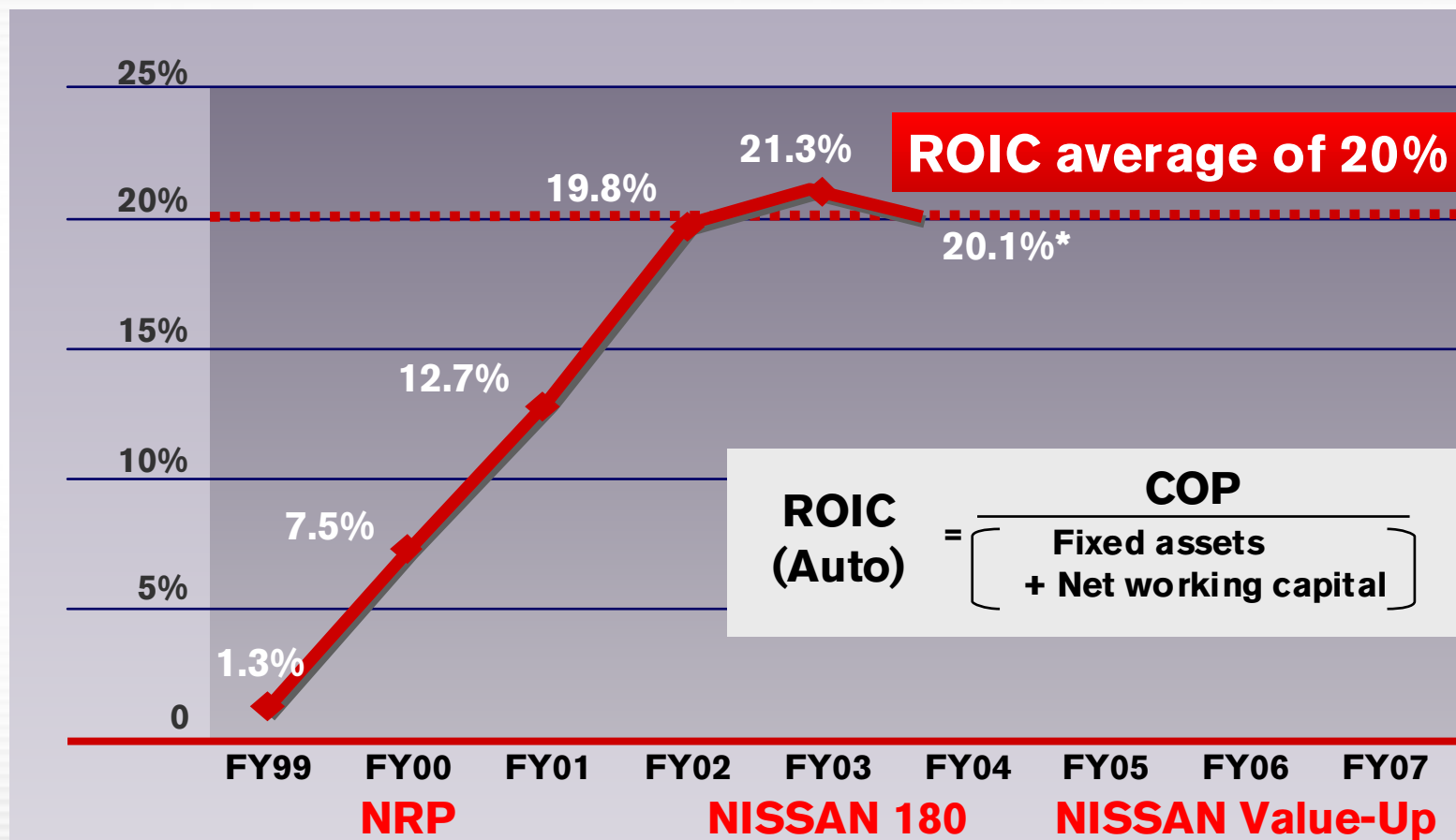
From auto to finance



% of inter-company loan = inter-company loan/total funding excluding equity

NISSAN Value-Up commitments

Return on invested capital (auto)



*Same scope of consolidation as P&L, excluding change of cash compared to FY03

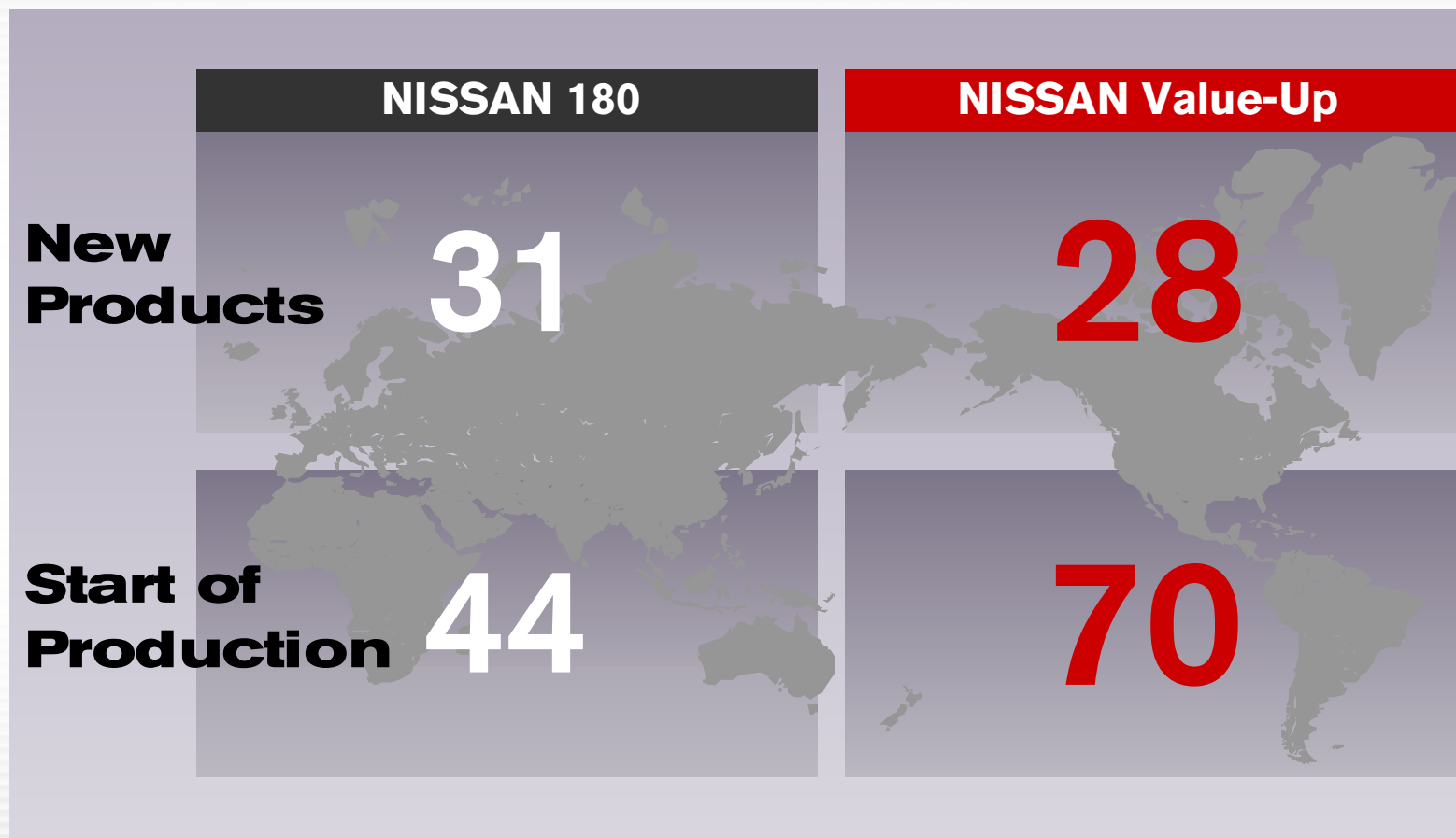
Key assumptions

- **Total industry volume up to 63 million units in FY07**

- **Foreign exchange rate**

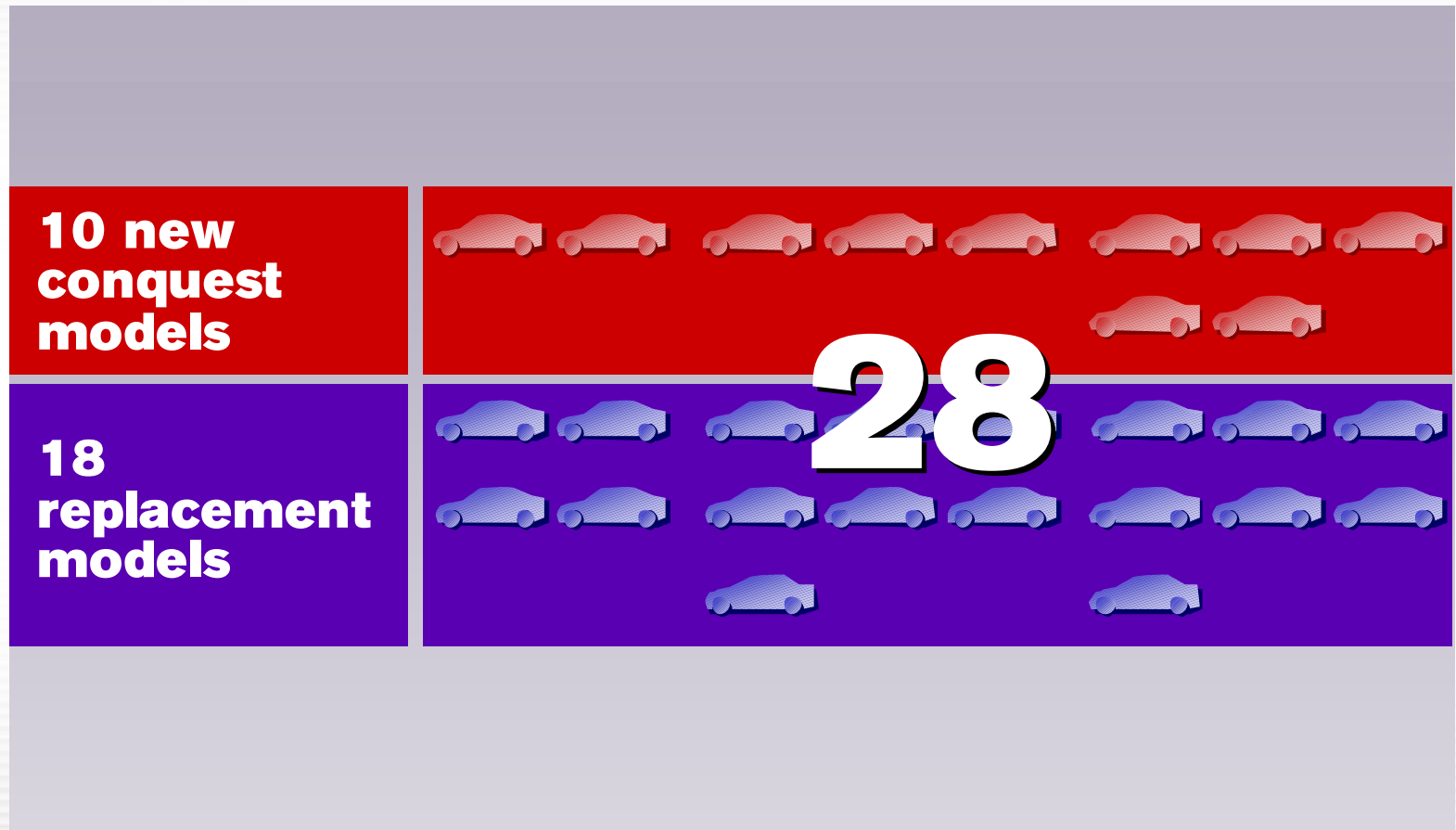
FY05	105 ¥ / \$	130 ¥ / €
FY06, FY07	100 ¥ / \$	120 ¥ / €

New global product launches



NISSAN Value-Up

28 all-new models



Breakthrough

Infiniti global tier-1 luxury brand



*Japan launch after NISSAN Value-Up

Breakthrough

Light Commercial Vehicles



CARAVAN



ATLAS



AD Van



CABSTAR

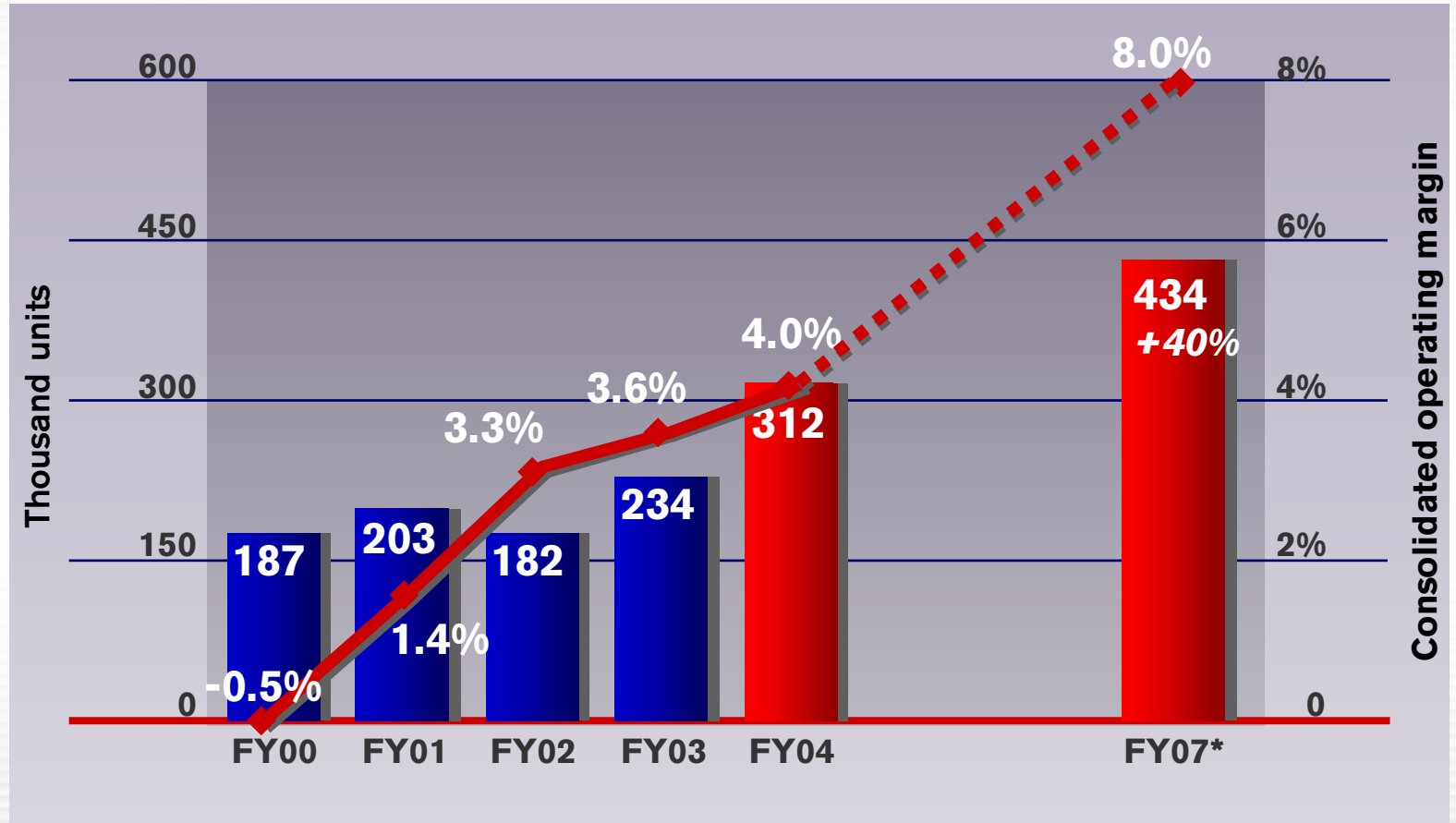


CIVILIAN

22 Nissan-badged models

Breakthrough

Light Commercial Vehicles



Breakthrough

Leading Competitive Countries (LCCs)



Maximize opportunities, minimize costs

Breakthrough

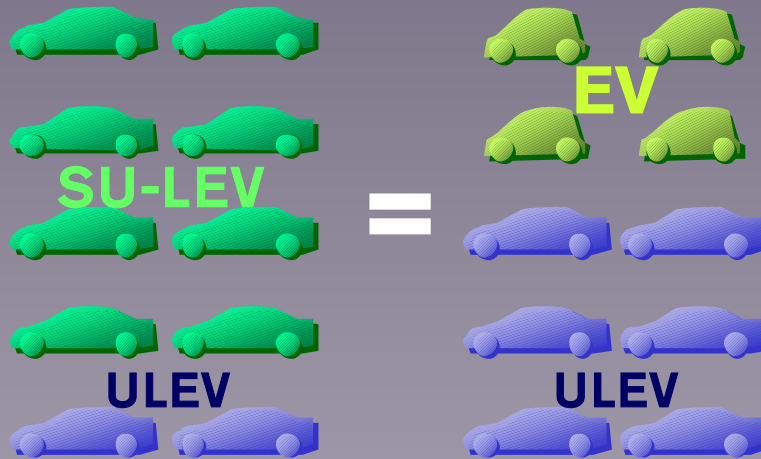
Geographic expansion



Opportunities

Environmental technologies

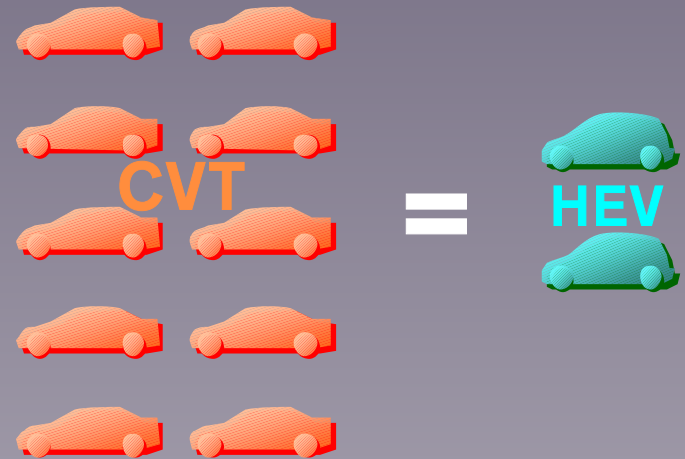
NOx & HC Emission



80% SU-LEV
By March 06

40% EV

CO₂ Emission



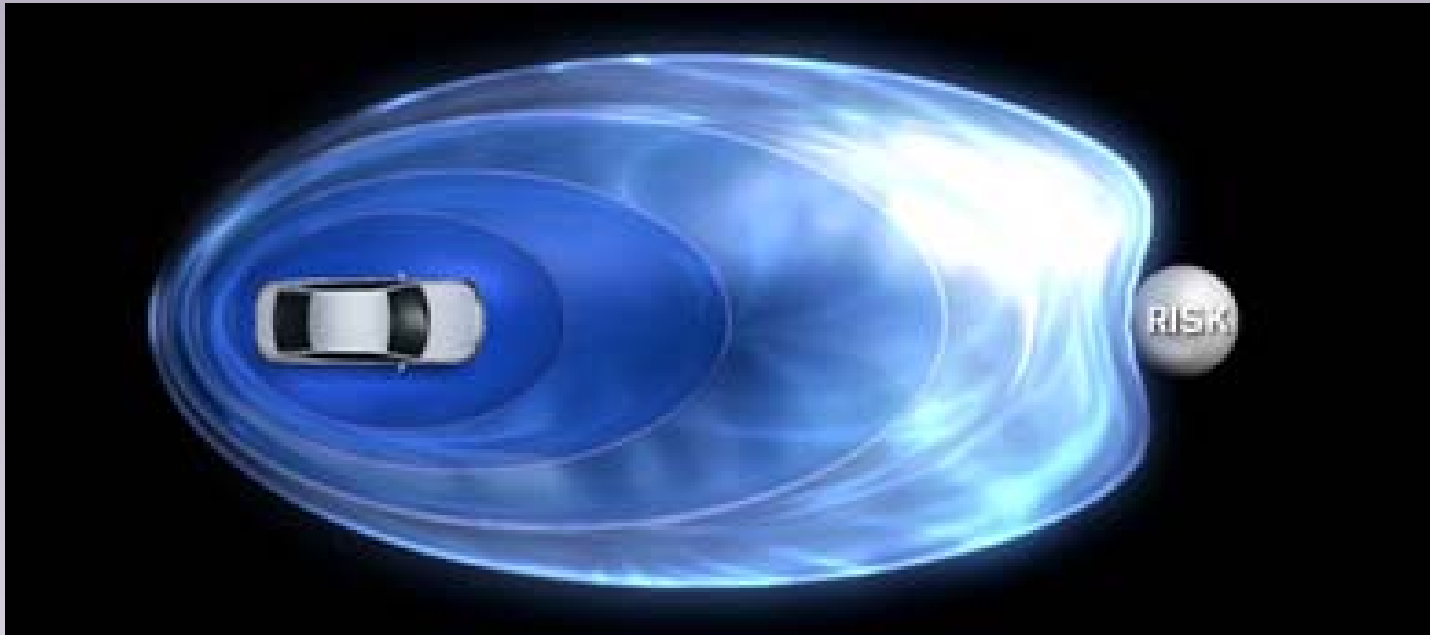
**1 million
CVTs**

**200,000
hybrids**

Opportunities

New safety approach

Safety Shield



10 new safety technologies in the next three years

NISSAN *Value-Up*

