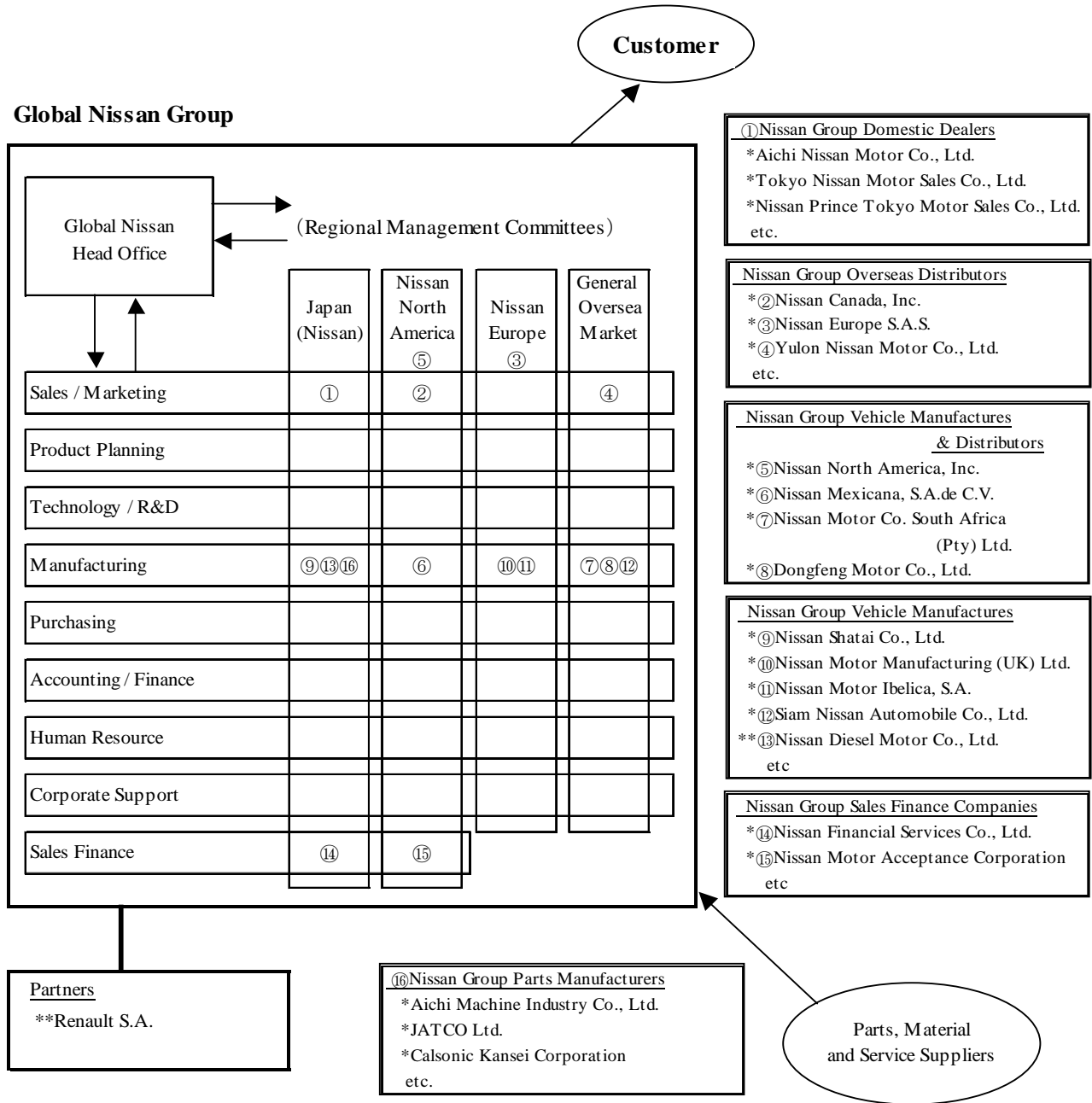


# 1. Description of Nissan Group

The Nissan group consists of Nissan Motor Co., Ltd. (the "Company"), subsidiaries, affiliates, and other associated companies. Its main business includes sales and production of vehicles, forklifts, marine products and related parts. And also the Nissan group provides various services accompanying its main business, such as logistics and sales finance. The Company established Global Nissan (GNX) as a global headquarters function which is to focus on utilizing regional activities by 4 Regional Management Committees and cross regional functions like R&D, Purchasing, Manufacturing, etc., and Global Nissan Group is composed of this matrix.

The corporate group structure is as follows:



\* Consolidated Subsidiaries

\*\* Companies accounted for by equity method

• There are other associated companies; \*Nissan Trading Co., Ltd., \*Nissan Real Estate Development Co., Ltd.

• Our subsidiaries listed on domestic stock exchange markets are as follows:

Nissan Shatai Co., Ltd.---Tokyo Aichi Machine Industry Co., Ltd.---Tokyo, Nagoya  
Calsonic Kansei Corporation---Tokyo

## **2. NISSAN 180 Completion**

At the end of September 2005, Nissan completed its revival by achieving the last and most challenging commitment of the Nissan 180 plan. Nissan increased sales by one million additional units compared to fiscal year 2001. Nissan has met and exceeded every public commitment since October 1999.

## **3. Fiscal Year 2005 First-half Business Performance**

For the first six months of fiscal year 2005, Nissan's sales in all regions totaled 1,834,000 units, an increase of 15% over 2004.

In the first half of the fiscal year, total industry volumes increased slightly in Japan, the United States, and Europe. For the General Overseas Markets, there was significant growth in total industry volumes. Rising incentive levels continued to be challenging in all markets, particularly in the United States, Europe and China.

Nissan launched two all-new models in the first half in Japan, the Serena minivan and Otti minicar. Four more models will be launched in the second half, three in Japan and one in Europe. Nissan's sales growth has also benefited from new products launched during the last year of NISSAN 180, such as the Teana in China and Infiniti M in the United States.

Reviewing volumes by region, in Japan, Nissan sold 421,000 units, up 14.5% from the same period last year, while total industry volume has increased by 3.5%. Nissan's market share stands at 15%, including minicars, 1.4% higher than last year.

New models such as Tiida and Serena are performing well in the market. Nissan's performance in the minicar segment has increased by 37%, primarily due to the introduction of the Otti.

In the United States, sales in the first half increased 16.7% to a record level of 571,000 units. Nissan's U.S. market share also increased to a record 6.1%, up 0.7% from the previous year.

Gains were made in both the Nissan and Infiniti channels. Nissan Division sales were up 17.8% in the first half, largely due to the Altima, Sentra, and recent new models such as the Pathfinder. Infiniti Division sales also continued to grow, rising 9.7% over fiscal year 2004's record level.

In Europe, Nissan sold 287,000 units from January to June, which represented a 0.8% increase from the same period in 2004. Nissan's 4x4s, particularly the Pathfinder and the newly introduced Murano, were significant and steady contributors to sales growth. In the second half of 2005, the launch of the Micra C+C will further extend the appeal of Nissan's small-car range in Europe. In addition, the introduction of the Navara pick-up will round out the 4x4 line-up.

Nissan's performance in General Overseas Markets, including Mexico and Canada, have been strong. In the first half, sales were up 22.4%, to 555,000 units. In China, Nissan unit sales increased from 2004 by 67% to 140,000 units. This was primarily due to the Teana and Tiida, which were introduced in the last 12 months. In the Middle East, sales increased 40% to 62,000 units. This increase was driven by the introduction of Infiniti. In Mexico, unit sales totaled 106,000 units, up 0.5% from the same period last year.

In the first half of fiscal year 2005, consolidated revenues reached 4,491 trillion yen, up 12.1% from the same period in fiscal year 2004. Changes in the scope of consolidation, such as the inclusion of Calsonic Kansei, impacted revenues positively by 53.7 billion yen.

Nissan's consolidated operating profits increased 2.0% to 411.5 billion yen from the first half of fiscal year 2004. The operating margin was 9.2%.

In comparison to last year's consolidated operating profit of 403.4 billion yen, the variance was due to several factors:

- Foreign exchange rate movements resulted in a positive contribution of 10.4 billion yen. This was mainly due to favorable movements in the Mexican Peso, Australian dollar and Canadian dollar.
- Change in scope of consolidation contributed an additional 11.2 billion yen.
- Combined volumes and mix contributed 58.1 billion yen.
- Selling expenses produced a negative impact of 30.7 billion yen, due to higher levels of incentives, particularly in the U.S. market.
- Purchasing continued its good performance as lower net purchasing costs generated a positive contribution of 49.7 billion yen to operating profits.
- Product enrichment and the cost of regulations produced a negative impact of 47.4 billion yen.
- Higher R&D expenses generated a negative impact of 8.3 billion yen, as Nissan continued to boost investments in technology and product development.
- Manufacturing and logistics expenses increased by 17.4 billion yen, which reflected continued capacity and product specific investments required to support the upcoming launch of 28 all-new vehicles during the Nissan Value-Up period.
- Warranty expenses increased by 21.0 billion yen as a result of growing sales and more proactive and swift customer service actions.
- General, administrative and other expenses decreased by 3.5 billion yen.

Net non-operating items totaled a negative 15.9 billion yen. This was due mainly to the negative impact of foreign exchange losses.

Ordinary income came to 395.6 billion yen, down from 401.4 billion yen in the first half of fiscal year 2004.

Net extraordinary losses totaled a negative 28.2 billion yen, which decreased from last year's losses of a negative 30.9 billion yen. The losses are due to one-time charges related to a change in Japanese accounting standards for the treatment of fixed assets and the introduction of Nissan's defined contribution pension plan.

Income before taxes came to 367.4 billion yen. Taxes amounted to 117.2 billion yen, down from 120.7 billion yen in 2004. The consolidated effective tax rate for the period was 31.9%, which was slightly lower than the 32.6% rate in the first half of fiscal year 2004.

Minority interests, which are profits in fully consolidated companies that Nissan does not own 100% such as Calsonic Kansei, Aichi Kikai and Nissan Shatai, totaled 19.5 billion yen.

As a result, net income after tax totaled 230.7 billion yen, which was a 3.4% decrease from the prior year of 238.8 billion yen.

#### **4. Fiscal Year 2005 Financial Forecast**

Considering the risks and opportunities for fiscal year 2005, the most significant risks continue to be the deterioration in the product mix, particularly in the U.S. market, rising levels of incentives worldwide, and higher commodity and energy prices. Major opportunities are favorable foreign exchange rates, especially the yen-dollar relationship, and the flawless execution of the NISSAN Value-Up plan.

Given these risks and opportunities, Nissan believes the favorable foreign exchange rates will offset the identified risks. As such, Nissan maintains its initial forecasts for the full fiscal year.