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# ESG Data

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# Corporate Overview

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## Corporate Profile

Date of Establishment	December 26, 1933
Location of Organization's Headquarters	1-1, Takashima 1-chome, Nishi-ku, Yokohama, Kanagawa 220-8686, Japan
Group Structure and Business Outline	The Nissan Group consists of Nissan Motor Co., Ltd., subsidiaries, affiliates and other associated companies. Its main business includes sales and production of vehicles and related parts. The Nissan Group also provides various services accompanying its main business, such as logistics and sales finance.
Brands	Nissan, Infiniti, Datsun
Consolidated Number of Employees (as of March 31, 2020)	136,134
Global Network (as of March 31, 2020)	<p><b>R&amp;D: 17 markets</b> (Japan, U.S., Mexico, U.K., Spain, Belgium, Germany, Russia, China, Taiwan, Thailand, Vietnam, Indonesia, India, South Africa, Brazil, Argentina; total of 47 sites)</p> <p><b>Design: 7 markets</b> (Japan, U.S., U.K., China, Brazil, Thailand, India; total of 8 sites)</p> <p><b>Automobile Production: 34 bases in 18 markets</b> (excludes plants providing OEM vehicles to Nissan [Renault, Mitsubishi Motors, Fuso, Suzuki, etc.] )</p>

## Financial Data

	(¥ billion)		
	FY2017	FY2018	FY2019
Net sales	11,951.2	11,574.2	9,878.9
Operating income (loss)	574.8	318.2	(40.5)
Ordinary income	750.3	546.5	44.0
Profit (loss) before tax	710.7	477.7	(573.0)
Net income (loss) attributable to owners of the parent	746.9	319.1	(671.2)
Capital expenditure	485.4	509.9	509.2
Depreciation	384.2	377.8	372.9
Research and development costs	495.8	523.1	544.8

Click here for more information on Financial Data.

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

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## Global Sales Volume and Production Volume

(Thousand units)

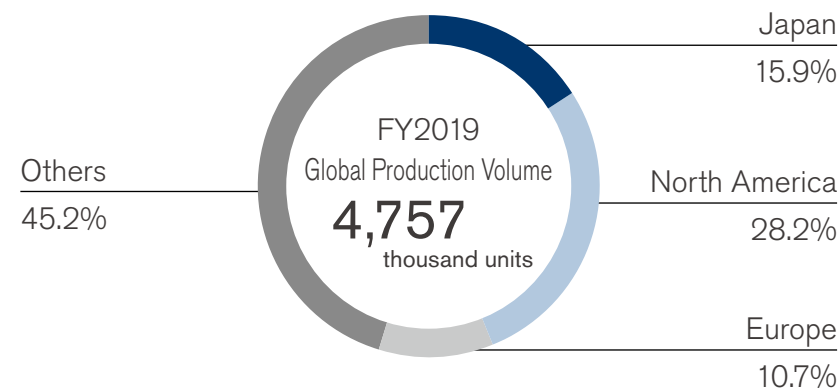
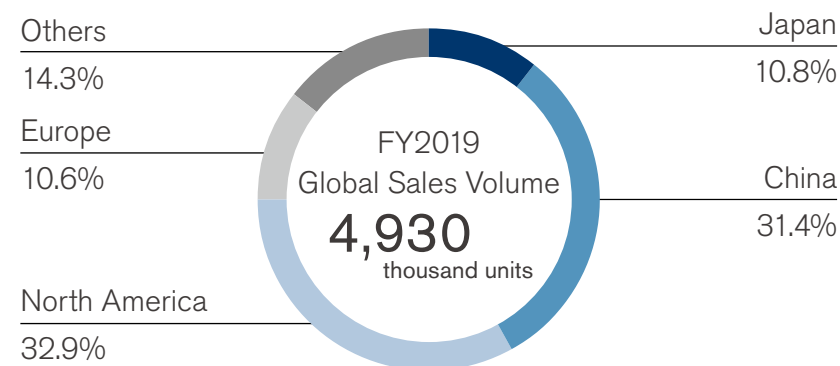
	FY2017	FY2018	FY2019
Global sales volume	5,770	5,516	4,930
Japan	584	596	534
China	1,520	1,564	1,547
North America	2,091	1,897	1,620
Europe	756	643	521
Others	819	816	708

(Thousand units)

	FY2017	FY2018	FY2019
Global production volume	5,672	5,362	4,757
Japan	986	901	758
North America	1,694	1,587	1,340
Europe	777	661	508
Others	2,215	2,213	2,151

Click here for more information on Financial Data.

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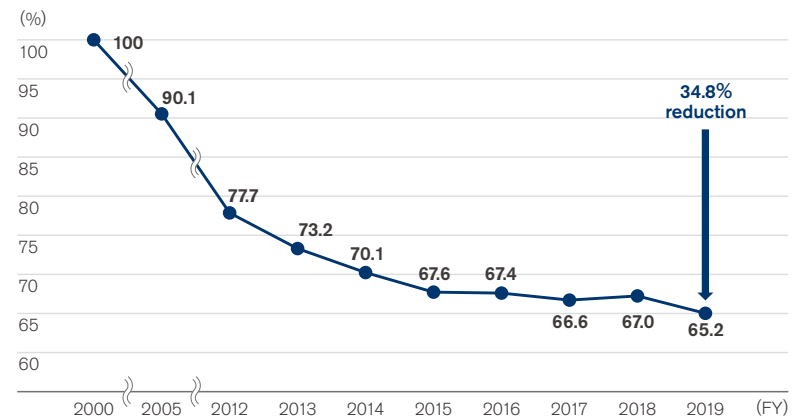
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Estimates (as of July 2020) have been used for the FY2019 actuals for CO<sub>2</sub>, VOC, industrial waste, and water at European facilities.

## Climate Change (Products)

### CO<sub>2</sub> Emissions from New Vehicles (Global)\*

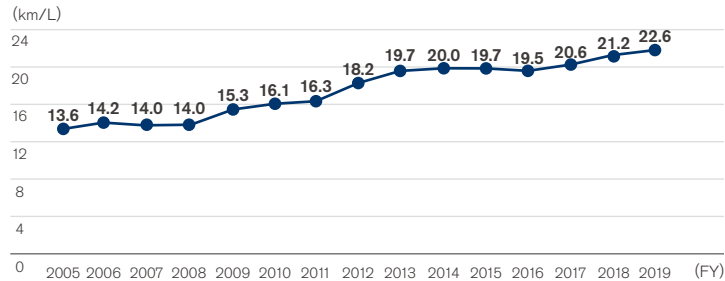


In fiscal 2019, CO<sub>2</sub> emissions in Nissan's main markets of Japan, the U.S., Europe, and China were 34.8% lower than fiscal 2000 levels, as measured by Corporate Average Fuel Economy (CAFE). Especially, improved in China from 2018 due to EV expansion and fuel consumption improvement.

\* Reduction in CO<sub>2</sub> emissions calculated by Nissan.

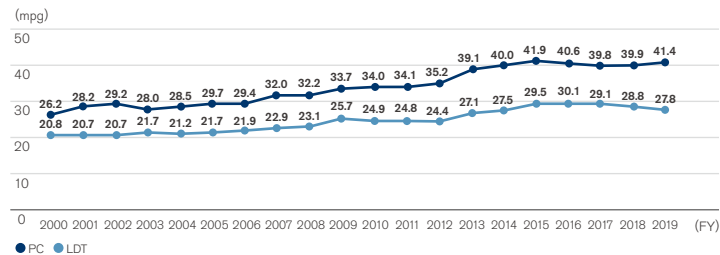
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## Corporate Average Fuel Economy (CAFE, JC08 Mode) in Japan



In fiscal 2019, mainly due to strong sales of the Serena e-POWER and new DAYZ, the average fuel economy improved to 22.6 km/L. This represents an improvement of 7% compared to fiscal 2018. Provisional values determined by Nissan are used.

## Corporate Average Fuel Economy (CAFE) in the United States

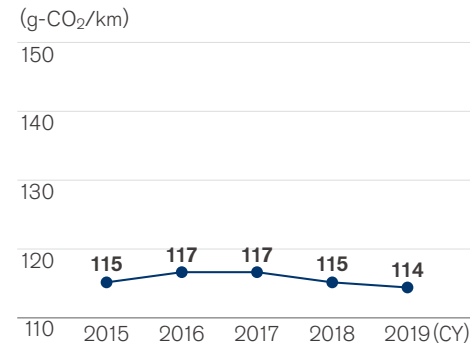


In fiscal 2019, sales resulted in a CAFE of 41.4 mpg for passenger cars, the same performance observed for fiscal 2018. In the light-duty truck segment,

comparatively heavier models have received more market acceptance which decreases the CAFE from 28.8 mpg to 27.8 mpg.

Updated 2018 results on PC to 39.9 from 39.8mpg and LDT to 28.8 from 28.5 due to revision in the official report.

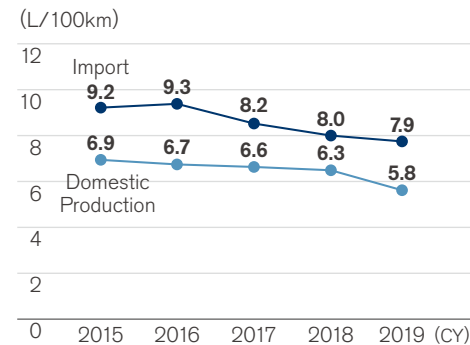
## CO<sub>2</sub> Emission Index from Nissan Vehicles in Europe\*



In 2019, average CO<sub>2</sub> emission in Europe was improved by 1g due to EV mix increase and heavier models mix decrease.

\*2018 result was updated.

## Corporate Average Fuel Consumption in China



In 2019, fuel economy for domestically produced and imported vehicles improved approximately 8% and 1%, respectively. The incremental introduction of EVs and fuel consumption improvement for ICEs are the main factor for domestic production models.

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## Revenue, Global Sales Volume and Production Volume Data

(¥ billion)			(k unit)			(k unit)		
	FY2018	FY2019		FY2018	FY2019		FY2018	FY2019
Revenue*1	12,968.7	11,217.6	Global Sales Volume*2	5,516	4,930	Global Production Volume*2	5,362	4,757
			Japan	596	534	Japan	901	758
			North America	1,897	1,620	North America*3	1,587	1,340
			Europe	643	521	Europe*4	661	508
			Asia	1,888	1,821	Asia*5	2,046	1,991
			Other	492	434	Other*6	167	160

\*1 Management pro-forma basis (includes Chinese joint ventures in proportionate consolidation).

\*2 Global sales volume and global production volume for China and Taiwan consider values from January to December.

\*3 Production in the U.S. and Mexico.

\*4 Production in the U.K., Spain, Russia and France.

\*5 Production in Taiwan, Thailand, Philippines, Indonesia, China, India and South Korea.

\*6 Production in South Africa, Brazil, Egypt and Argentina.

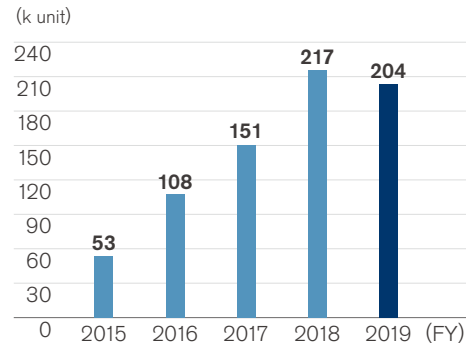
## Powertrain Type Ratios (Shipment-Based)

	Unit	Gasoline-powered vehicles	Diesel-powered vehicles	e-POWER vehicles	Electric vehicles	Hybrid drive vehicles	Natural-gas drive vehicles
Japan	%	63.7	2.4	21.5	3.2	9.2	0.1
North America	%	98.7	0.4	0	0.9	0.1	0
Europe	%	67.7	24.1	0	8.2	0	0
Other	%	91.3	7.4	0	0.8	0.5	0
Global	%	87.8	6.4	2.5	1.9	1.3	0

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## EVs

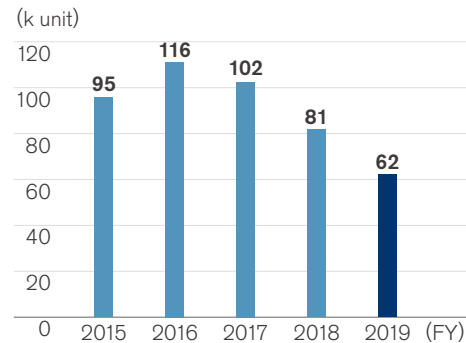
### EV and e-POWER Vehicle Sales



\*Includes the sale of EVs by joint ventures in China.

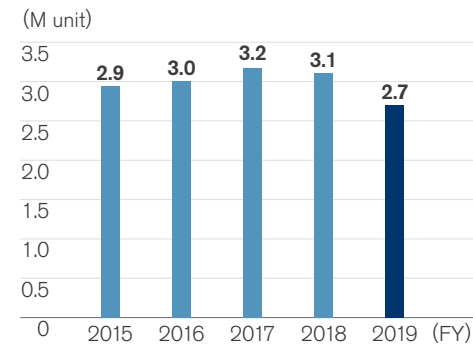
## Hybrids

### Hybrid Units Shipped



## The Xtronic Transmission

### ICE with CVT\* Sales



\*CVT: Continuously Variable Transmission

In fiscal 2019, we sold 2.7 million additional Xtronic CVT vehicles, bringing the cumulative total to 29.7 million.

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## Climate Change (Corporate Activities)

### Energy Input

(FY)

	Unit	2015	2016	2017	2018	2019
Total	MWh	9,683,528	10,189,082	9,532,840	9,252,737	8,443,465
By region						
Japan	MWh	4,115,353	4,497,562	4,084,912	3,700,532	3,522,281
North America	MWh	2,583,613	2,643,303	2,452,299	2,570,438	2,269,797
Europe	MWh	1,107,279	1,093,103	1,126,186	1,048,201	838,714
Other	MWh	1,877,283	1,955,115	1,869,443	1,933,566	1,812,673
By energy source						
Primary						
Natural gas	MWh	3,346,141	3,537,674	3,701,640	3,579,998	3,126,933
LPG	MWh	303,826	249,426	179,945	191,405	175,996
Coke	MWh	206,307	217,431	218,618	200,527	172,500
Heating oil	MWh	188,943	209,232	147,522	113,200	91,315
Gasoline	MWh	302,564	303,040	299,000	259,045	241,010
Diesel	MWh	55,099	57,488	48,259	53,074	23,044
Heavy oil	MWh	34,289	43,853	27,652	15,995	16,287

(FY)

	Unit	2015	2016	2017	2018	2019
External						
Electricity (purchased)	MWh	4,979,114	5,247,663	4,755,897	4,711,467	4,445,380
Renewable energy*1	MWh	141,076	157,226	133,212	135,574	153,773
Chilled water	MWh	12,116	12,919	6,661	7,487	7,025
Heated water	MWh	4,630	4,690	5,000	5,000	5,000
Steam	MWh	100,000	136,593	128,038	102,324	126,811
Internal						
Electricity (in-house generation)	MWh	9,423	11,847	14,609	13,214	12,164
Renewable energy*2	MWh	9,423	11,847	14,609	13,214	12,164
Total renewable energy	MWh	150,499	169,073	147,821	148,788	165,937

\*1 Volume of renewable energy in electricity purchased by Nissan.

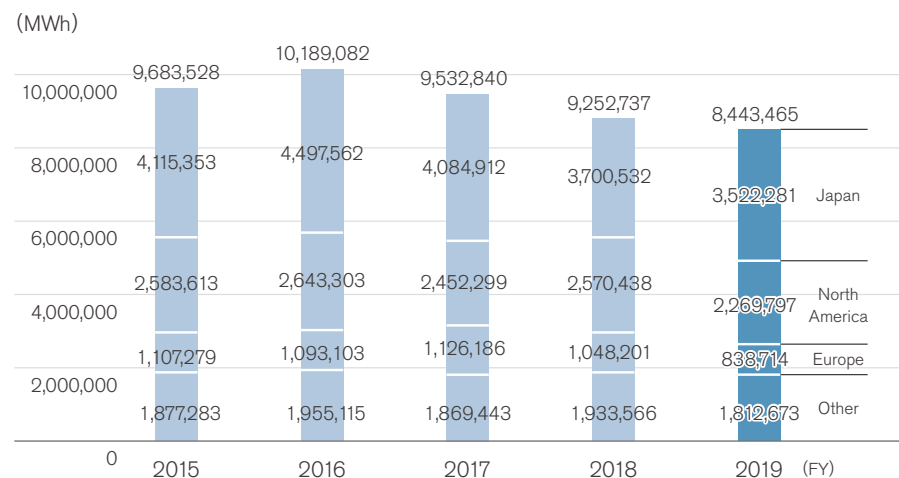
\*2 Volume of renewable energy generated by Nissan at its facilities and consumed for its own purposes.



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## Global Energy Consumption

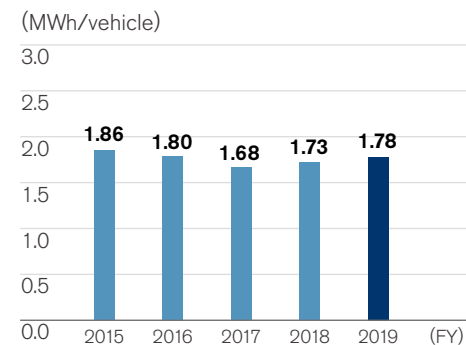


The total energy consumption of our global corporate activities during fiscal 2019 was about 8.443 million MWh, a 9% decrease from fiscal 2018. This reduction was primarily due to the promotion of energy-saving activities at facilities and a decline in total production volume. Production sites globally accounted for 7.486million MWh\* of total energy consumption.

\* This figure is subject to assurance by KPMG AZSA Sustainability Co., Ltd. For details, please see here.

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## Energy per Vehicle Produced



In fiscal 2019, energy per vehicle produced was 1.78MWh increased by 3.3% compared to fiscal 2018.

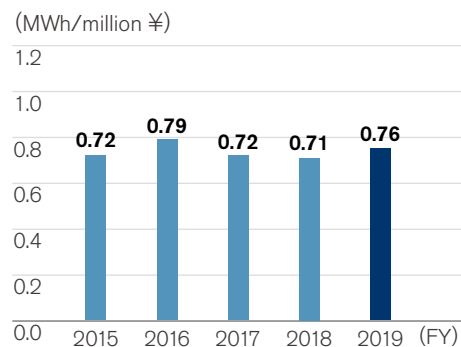
Data for the Japan region includes the manufacture of powertrains and other components for overseas assembly. Since the denominator is vehicles produced in the region, this tends to result in higher values for Japan.

By region	Unit	2019
Japan	MWh/vehicle	4.70
North America	MWh/vehicle	1.69
Europe	MWh/vehicle	1.65
Other	MWh/vehicle	0.84

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## Energy per Revenue



In fiscal 2019, global Nissan facilities saw energy per revenue result of 0.76 MWh, increased by 20% from 2018. We are taking ongoing steps toward decoupling financial capital generation from energy use.

## Carbon Footprint

(FY)

	Unit	2015	2016	2017	2018	2019
Scope 1	t-CO <sub>2</sub>	926,790	963,661	912,476	889,444	765,370
Scope 2	t-CO <sub>2</sub>	2,547,951	2,614,028	2,394,109	2,339,883	2,173,236
Scope 1+2	t-CO <sub>2</sub>	3,474,741	3,577,689	3,306,584	3,229,327	2,938,606
Japan	t-CO <sub>2</sub>	1,479,572	1,579,089	1,333,335	1,208,303	1,142,233
North America	t-CO <sub>2</sub>	800,724	823,340	683,332	738,234	607,605
Europe	t-CO <sub>2</sub>	208,088	176,285	228,998	221,692	182,973
Other	t-CO <sub>2</sub>	986,359	998,976	1,060,920	1,061,098	1,005,794
Scope 3	t-CO <sub>2</sub>	144,145,000	150,462,000	213,715,000	203,106,900	173,138,601

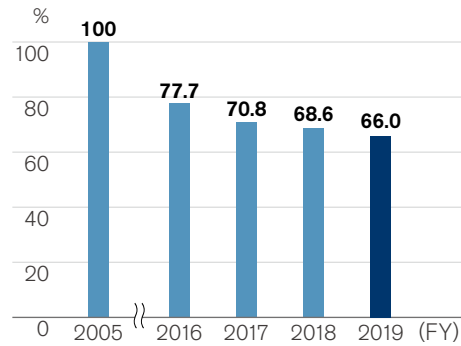
In fiscal 2019, the total of Scope 1 and 2 emissions was 2.939 million tons. Total CO<sub>2</sub> emissions from manufacturing processes were 2.408 million tons (Scope 1 emissions: 0.670 million tons; Scope 2 emissions: 1.738 million tons).\*

\* This figure is subject to assurance by KPMG AZSA Sustainability Co., Ltd. For details, please see here.

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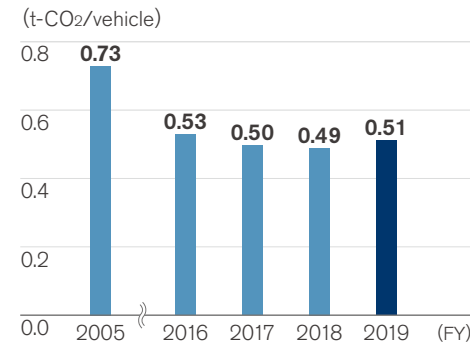
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## Corporate Carbon Footprint per Vehicle Sold



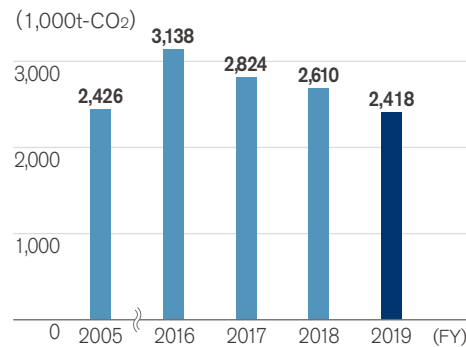
In fiscal 2019, overall corporate emissions were reduced by 34.0% compared to fiscal 2005, representing steady progress toward our fiscal 2022 goal.

## Manufacturing CO<sub>2</sub> per Vehicle Produced

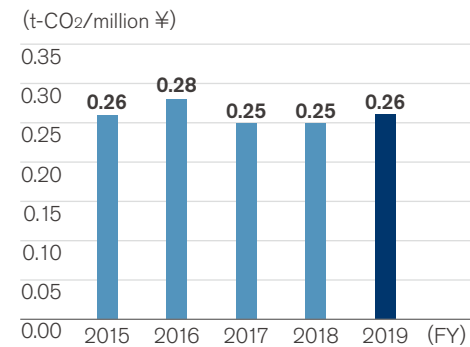


In fiscal 2019, our manufacturing CO<sub>2</sub> emissions per vehicle produced were 0.51 tons, 30.1% less than fiscal 2005.

## Carbon Footprint of Manufacturing Activities



## Scope 1 and 2 Emissions per Revenue



In fiscal 2019, CO<sub>2</sub> emissions from our global operations were 0.26 ton per ¥1 million of revenue.

\* Value in 2018 was corrected.

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## Logistics Volume

(FY)

	Unit	2015	2016	2017	2018	2019
Total	mil ton-km	35,546	39,930	35,635	34,903	28,288
Inbound	mil ton-km	11,221	10,634	9,699	10,164	8,083
Outbound	mil ton-km	24,325	29,296	25,935	24,739	20,205

Sea	%	60.1	60.9	57.6	60.9	63.8
Road	%	26.5	24.8	25.9	23.3	23.0
Rail	%	13.0	14.0	16.1	14.9	12.7
Air	%	0.3	0.4	0.4	0.9	0.6

In fiscal 2019, global shipping decreased by around 19% compared to the previous fiscal year, to 28,288 million ton-km. We continue to strengthen our efforts to reduce shipping by upsizing trucks, improving truck loading rates, improving the fuel economy of car-transporting ships and shifting to rail and sea shipping.

## CO<sub>2</sub> Emissions from Logistics

(FY)

	Unit	2015	2016	2017	2018	2019
Total	t-CO <sub>2</sub>	1,598,891	1,926,477	1,567,248	1,482,982	1,144,338
Inbound*	t-CO <sub>2</sub>	797,034	809,088	739,610	762,314	582,957
Outbound*	t-CO <sub>2</sub>	801,857	1,117,389	827,638	720,667	561,381

Sea	%	18.3	17.8	20.0	19.9	21.1
Road	%	65.7	62.1	64.6	60.3	64.1
Rail	%	5.4	5.6	7.0	6.7	5.9
Air	%	10.6	14.5	8.4	13.1	8.9

\*\*Inbound\* includes parts procurement from suppliers and transportation of knockdown parts;

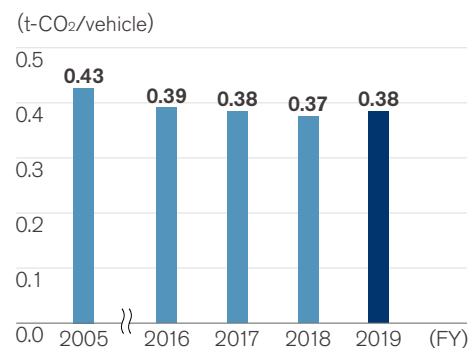
\*Outbound\* includes transportation of complete vehicles and service parts.

\* Value in 2016 were corrected after recalculation.

In fiscal 2019, CO<sub>2</sub> emissions from logistics were 1,144,338 tons, down approximately 23% from the previous fiscal year. A substantial contribution to the reduction of overall CO<sub>2</sub> emissions was made by production volume decrease and reduction of air shipping.

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## CO<sub>2</sub> Emissions per Vehicle Transported



In fiscal 2019, CO<sub>2</sub> emissions per vehicle transported were 0.38 tons,

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## Scope 3 Emissions by Category

We conducted a study based on the Corporate Value Chain (Scope 3) Accounting and Reporting Standard from the GHG Protocol and found that about 90% of Scope 3 emissions were from the use of sold products.

(FY)

Category	Unit	2019
1.Purchased goods & services	kt-CO <sub>2</sub>	15,620
2.Capital goods	kt-CO <sub>2</sub>	994
3.Fuel- and energy-related activities	kt-CO <sub>2</sub>	358
4.Upstream transportation & distribution	kt-CO <sub>2</sub>	583
5.Waste generated in operations	kt-CO <sub>2</sub>	171
6.Business travel	kt-CO <sub>2</sub>	221
7.Employee commuting	kt-CO <sub>2</sub>	238*
8.Upstream leased assets	kt-CO <sub>2</sub>	0
9.Downstream transportation & distribution	kt-CO <sub>2</sub>	760
10.Processing of sold products	kt-CO <sub>2</sub>	8
11.Use of sold products	kt-CO <sub>2</sub>	153,428*
12.End-of-life treatment of sold products	kt-CO <sub>2</sub>	369
13.Downstream leased assets	kt-CO <sub>2</sub>	389
14.Franchises	kt-CO <sub>2</sub>	0
15.Investments	kt-CO <sub>2</sub>	0
Total		173,139

\* This figure is subject to assurance by KPMG AZSA Sustainability Co., Ltd. For details, please see here.

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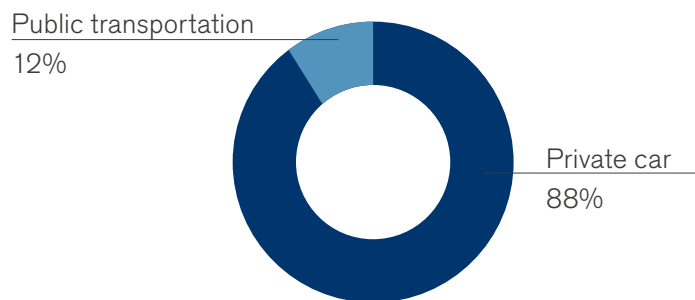
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## Carbon Credit

Nissan Motor Iberica, S.A. in Barcelona and Cantabria, Spain, entered EU-ETS, and the verified allowance earned for fiscal 2019 was 38,845 tons.

## Employee Commuting CO<sub>2</sub> Emissions



In fiscal 2013, Nissan introduced a companywide CO<sub>2</sub> reduction plan for car commuting employees in Japan. This plan encourages car commuters to shift from internal combustion engine vehicles to electric vehicles. For fiscal 2019, CO<sub>2</sub> emissions from car commuting in Japan were approximately 28 kton\*, or 2.6 ton-CO<sub>2</sub>/vehicle annually.

\* Calculated by using the parameters below together with vehicle homologation data:

- Average car commuting range (Japan): 9,227 km/vehicle-year
- CO<sub>2</sub> emission factor for gasoline-powered vehicles (National Greenhouse Gas Inventory Report of Japan [2009]): 0.33 kg-CO<sub>2</sub>e/km
- CO<sub>2</sub> emission factor for electricity (Tokyo Electric Power Company [FY2018]): 0.000455 t-CO<sub>2</sub>/kWh
- Employees of Nissan offices and manufacturing plants in Japan, fiscal 2018

## Air Quality

### Emissions

In fiscal 2019, NO<sub>x</sub> and SO<sub>x</sub> emissions from Nissan facilities in Japan were 380 tons and 14 tons respectively, both NO<sub>x</sub> and SO<sub>x</sub> reduced due to production volume decrease in 2019.

	Unit	2015	2016	2017	2018	2019
NO <sub>x</sub>	ton	450	430	619	418	380
SO <sub>x</sub>	ton	37	31	36	34	14

### Volatile Organic Compounds (VOCs)

In fiscal 2019, VOCs from manufacturing plants were 6,465 tons globally, a reduction from fiscal 2018. We actively continue to promote activities to reduce VOCs, such as switching to materials including water-based paints.

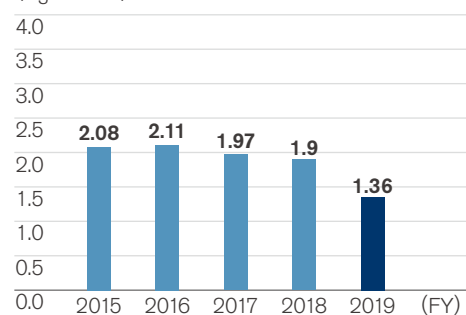
	Unit	2015	2016	2017	2018	2019
Total	ton	10,820	11,933	10,564	8,433	6,465
Japan	ton	2,850	3,580	3,232	2,188	2,016
North America	ton	5,309	4,851	4,284	3,847	3,135
Europe	ton	2,661	3,502	3,048	2,397	1,315

\* Value in 2017 and in 2018 were corrected after recalculation.

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## VOCs per Vehicle Produced

(Kg/vehicle)



In fiscal 2019, VOCs per vehicle produced were 1.36 kg.

By region	Unit	2019 (FY)
Japan	kg/vehicle	2.66
North America	kg/vehicle	2.34
Europe	kg/vehicle	2.59

## Released Substances Designated by PRTR Law (Japan)\*

In fiscal 2018, released substances designated by the PRTR (Pollutant Release and Transfer Register) Law in Japan were 3,914 tons, decrease from fiscal 2017.

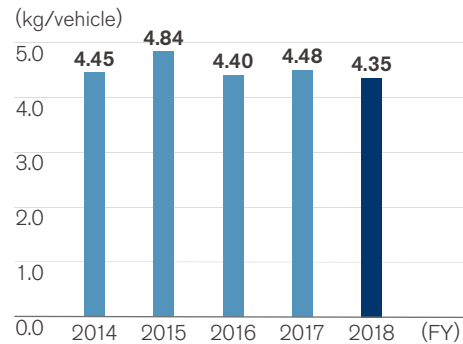
	Unit	2014	2015	2016	2017	2018 (FY)
Japan site total	ton	3,879	4,129	4,472	4,422	3,914
Oppama	ton	402	488	872	796	715
Tochigi	ton	1,317	1,435	1,179	920	655
Kyushu	ton	1,152	1,173	1,406	1,697	1,573
Yokohama	ton	547	531	545	559	539
Iwaki	ton	114	132	144	62	54
NTC	ton	347	370	325	388	378

\* The table shows chemical substance emissions calculated based on the Japanese government PRTR guidelines. PRTR emissions show total volume excluding substances adherent to the product.

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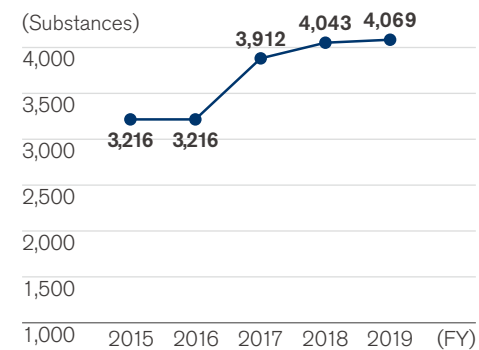
## PRTR Emissions per Vehicle Produced (Japan)



In fiscal 2018, PRTR emissions per vehicle produced in Japan were 4.35 kg, a decrease from fiscal 2017.

## Resource Dependency: Achievements in Reuse

### Proper Use of Regulated Chemical Substances



Nissan revised its standard for the assessment of hazards and risks in the Renault-Nissan Alliance, actively applying restrictions to substances not yet covered by regulations but increasingly subject to consideration around the world. As a result, the number of substances covered by the

Nissan Engineering Standard in fiscal 2019 rose to 4,069. These steps are thought to be necessary for future efforts in the repair, reuse, remanufacture and recycle loop for resources.

For more information on chemical substances governance.

[>>> P102](#)

### Recycled Plastic Usage in Vehicle

We are making efforts to expand the use of recycled plastic in our vehicles, as well as developing technologies for this. Recycled plastic use in fiscal 2019 was 11%, based on the rate achieved by our best-selling model in Europe.



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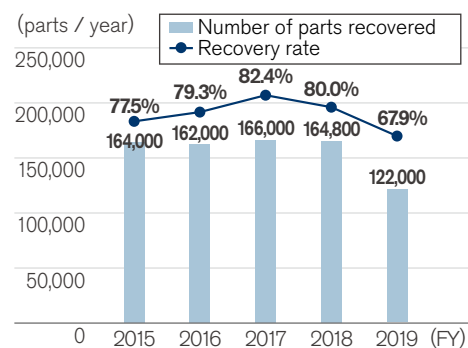
## Automotive Shredder Residue to Landfill Ratio

After removing ferrous and nonferrous metals from ELVs, in accordance with the End-of-Life Vehicle Recycling Law in Japan, the ratio of ASR taken to landfills for final disposal was zero in fiscal 2019 as same as 2018's result. This was achieved by enhancing recycling capability through the acquisition of additional facilities that comply with the law.

## Material Ratio

In 2019, ferrous metals accounted for 61% of the materials used in our automobiles by weight. Nonferrous metals made up another 12% and resins 15%, with miscellaneous materials making up the final 13%. To further reduce our use of natural resources, we are advancing initiatives to expand the use of recycled materials in each of these categories.

## Recovered Bumpers



## Resource Dependency (Facility Waste)

### Waste

Waste generated globally in fiscal 2019 amounted to 188,556 tons, a slight decrease from 206,645 tons in fiscal 2018. Waste generated globally from production sites in fiscal 2019 was 184,573 tons.\*

\* This figure is subject to assurance by KPMG AZSA Sustainability Co., Ltd. For details, please see here.

[>>> P100](#)

(FY)

	Unit	2015	2016	2017	2018	2019
Total	ton	159,345	158,939	152,674	206,645	188,556

By region

Japan	ton	63,630	61,115	61,327	69,829	63,315
North America	ton	49,129	45,459	35,177	64,514	57,762
Europe	ton	37,204	41,110	45,268	49,662	48,187
Other	ton	9,382	11,255	10,903	22,639	19,291

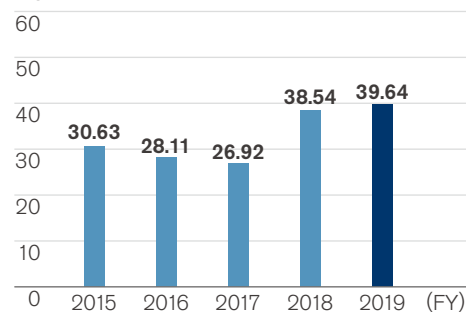
By treatment method

Waste for disposal	ton	11,355	8,707	8,041	7,231	6,414
Recycled	ton	147,990	150,231	144,633	199,414	182,141

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## Waste per Vehicle Produced

(kg/vehicle)



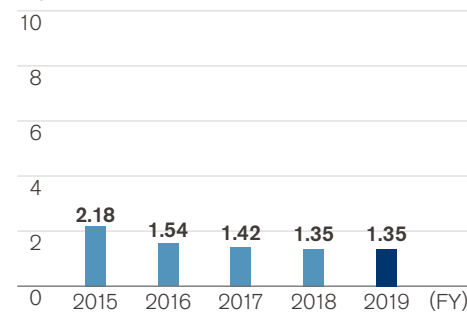
In fiscal 2019, waste per vehicle produced slightly increased to 39.64kg.

(FY)

地域別	Unit	2019
Japan	kg/vehicle	83.53
North America	kg/vehicle	43.11
Europe	kg/vehicle	94.86
Other	kg/vehicle	8.97

## Waste for Disposal per Vehicle Produced

(kg/vehicle)



In fiscal 2019, we reduced the volume of waste for disposal to a total of 1.35 kg per vehicle produced as same level of 2018's.

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## Water Resource Management

### Water Input for Corporate Activities

In fiscal 2019, water input for corporate activities was 23,714 km<sup>3</sup>, a 10% decrease compared with the fiscal 2018 level. Water input from production sites was 22,613,338 m<sup>3</sup>.\*

\* This figure is subject to assurance by KPMG AZSA Sustainability Co., Ltd. For details, please see here.

[>>> P100](#)

	Unit	2015	2016	2017	2018	2019
Total	1,000m <sup>3</sup>	28,570	29,118	26,197	26,420	23,714
Japan	1,000m <sup>3</sup>	14,990	15,563	13,115	13,022	11,932
North America	1,000m <sup>3</sup>	5,427	5,483	4,905	4,930	4,776
Europe	1,000m <sup>3</sup>	2,330	2,299	2,155	2,093	1,798
Other	1,000m <sup>3</sup>	5,823	5,774	6,023	6,376	5,207

## Cleaner Effluent Through Wastewater Treatment

Nissan thoroughly processes and is promoting activities to reduce wastewater at its various plants.

	単位	2015	2016	2017	2018	2019
Total	1,000m <sup>3</sup>	20,680	20,516	17,410	17,345	15,512
Japan	1,000m <sup>3</sup>	12,976	12,681	10,376	10,472	9,438
North America	1,000m <sup>3</sup>	3,916	4,028	3,382	3,190	2,752
Europe	1,000m <sup>3</sup>	1,740	1,767	1,564	1,539	1,528
Other	1,000m <sup>3</sup>	2,048	2,040	2,088	2,143	1,794

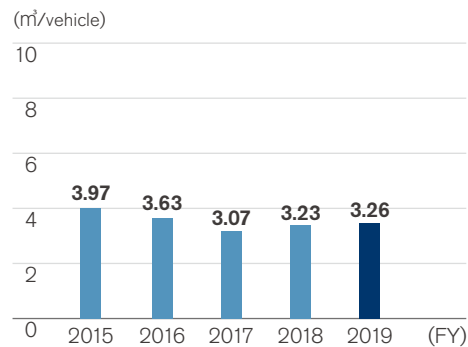
### Quality

Chemical oxygen demand (COD) Japan only	kg	28,042	29,730	26,451	21,149	18,795
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## Water Discharge from Corporate Activities (Per Vehicle Produced)



In fiscal 2019, water discharge per vehicle produced was 3.26 m³, which was a 1% increase compared to fiscal 2018.

By region	Unit	2019 (FY)
Japan	m³/vehicle	12.45
North America	m³/vehicle	2.05
Europe	m³/vehicle	3.01
Other	m³/vehicle	0.83

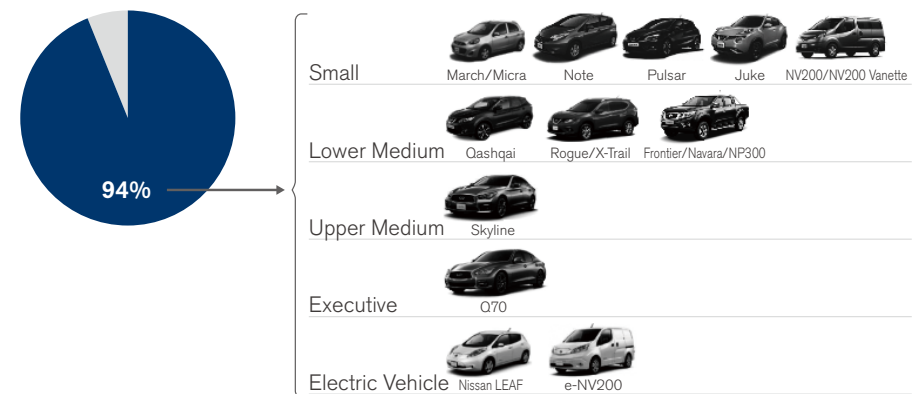
Data for the Japan region includes the manufacture of powertrains and other components for overseas assembly. Since the denominator is vehicles produced in the region, this tends to result in higher values for Japan.

## Strengthening Our Business Foundations to Address Environmental Issues

### Global Top Selling Model's Lifecycle Improvements

We have been expanding the application of the LCA method and enhancing the understanding of the environmental impact of our products in quantitative terms, especially our best-selling models worldwide. LCAs have been conducted for over 90% of these models.

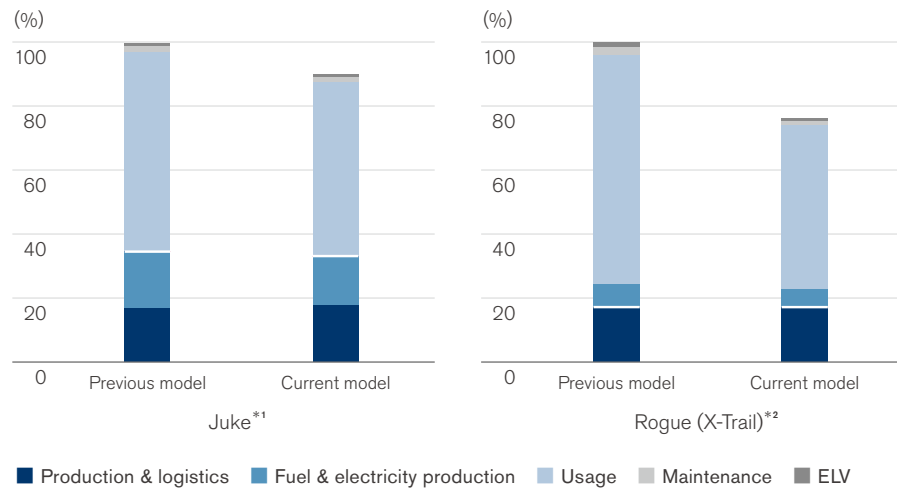
### LCA Conducted Product Ratio in Sales Volume (EU Market)



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With the Altima and Rogue, for example, improvements in internal combustion engine efficiency and vehicle weight reduction have led to both enhanced safety features and lower CO<sub>2</sub> emissions.

### Lifecycle CO<sub>2</sub> Equivalent Emissions (CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, etc.)



\*1 Production in EU, 150,000 km driven in EU (basis for comparison).

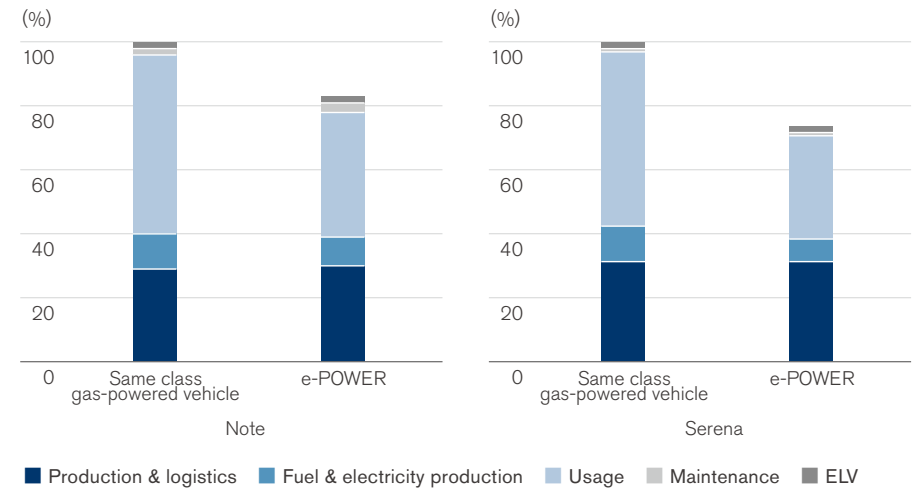
\*2 Production in EU, 150,000 km driven in EU (basis for comparison).

### LCA Comparison for e-POWER Models

Nissan introduced its new e-POWER powertrain in 2016, marking another significant milestone in the electrification strategy with lifecycle emission improvements.

Compared to their gasoline-powered counterpart models, the Note e-POWER and Serena e-POWER have achieved 18%—27% reductions in CO<sub>2</sub> emissions.

### Lifecycle CO<sub>2</sub> Equivalent Emissions (CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, etc.)



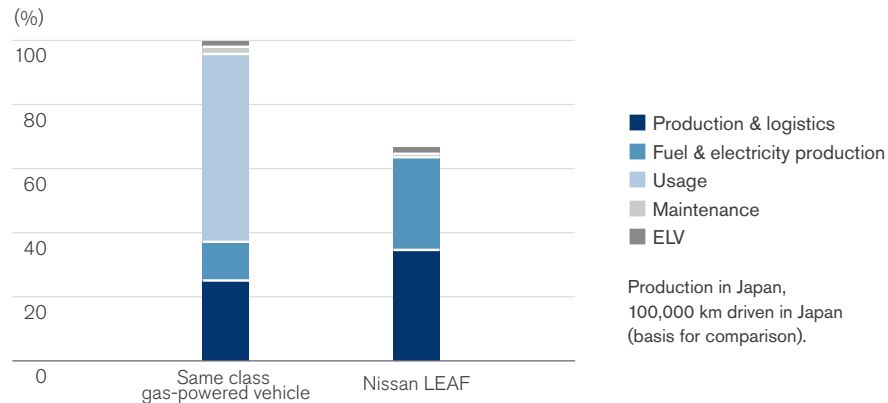
Production in Japan, 100,000 km driven in Japan (basis for comparison).

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## LCA Comparison for the New Nissan LEAF

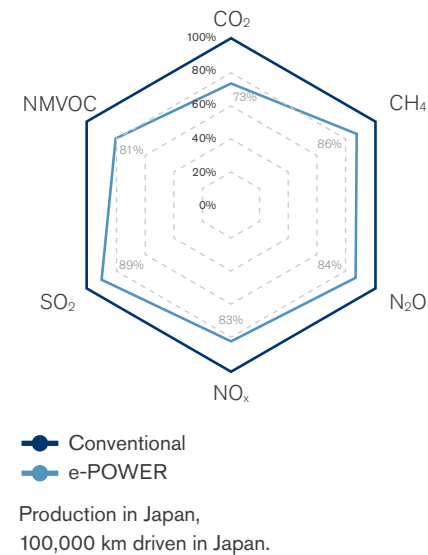
Compared to conventional vehicles of the same class in Japan, the Nissan LEAF results in approximately 32% lower CO<sub>2</sub> emissions during its lifecycle. We are making efforts to reduce CO<sub>2</sub> emissions during EV production by improving the yield ratio of materials, using more efficient manufacturing processes and increasing the use of recycled materials.

### Lifecycle CO<sub>2</sub> Equivalent Emissions (CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, etc.)



## Lifecycle Improvements Beyond Climate Change

### Emissions Improvement in the New Serena e-POWER over Its Lifecycle



Nissan is expanding the scope of LCAs to include not just greenhouse gases but also a variety of chemicals amid growing societal concerns over air quality and ocean acidification and eutrophication. Our calculations show that, compared to conventional gasoline engines, the Serena e-POWER is significantly more environmentally friendly, achieving 11%—27% emission reductions for all targeted chemical substances and achieving environmental benefits throughout its lifecycle.

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## Material Balance

### Input

	Unit	2019
Raw materials	ton	5,818,699
Energy	MWh	8,481,499
Renewable energy	MWh	154,606
Water withdrawal	1,000m <sup>3</sup>	23,714

### Output

	Unit	2019
Vehicles produced		
Global production volume	k unit	4,757
CO <sub>2</sub> emissions	t-CO <sub>2</sub>	2,962,403
Water discharge	1,000m <sup>3</sup>	15,512
Emissions		
NO <sub>x</sub>	ton	380
SO <sub>x</sub>	ton	14
VOC	ton	6,465
Waste		
For recycling	ton	193,229
For final disposal	ton	6,914

## Environmental Conservation Cost

	Unit	2018		2019	
		Investment	Cost	Investment	Cost
Total	mil ¥	3,790	171,245	2,538	183,578
Business area	mil ¥	20	1,775	15	1,790
Upstream/downstream	mil ¥	0	706	0	639
Management	mil ¥	0	8,041	0	8,973
R&D	mil ¥	3,770	160,263	2,523	172,011
Social activities	mil ¥	0	308	0	146
Damage repairs	mil ¥	0	153	0	19

	Unit	2018	2019
Total	mil ¥	8,262	6,207
Cost reduction	mil ¥	372	540
Profit	mil ¥	7,890	5,667

\* All environmental costs are based on the guidelines provided by Japan's Ministry of the Environment, and calculated for activities in Japan only.

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# Social Data

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## Employee Data

(FY)

		2017	2018	2019
Nissan Motor Co., Ltd.				
Number of employees		22,272	22,791	22,717
	Male	19,908	20,269	20,100
	Female	2,364	2,522	2,617
Average age (years)		42.5	41.8	41.4
	Male	43.0	42.0	41.8
	Female	38.1	38.2	38.3
Average length of service (years)		19.4	18.4	17.7
	Male	20.0	18.9	18.1
	Female	14.2	14.3	13.9
Employee turnover rate (%) <sup>*1</sup>		5.4	6.2	6.6
	Voluntary leave	1.3	2.0	3.1
Average annual salary (yen) <sup>*2</sup>		8,184,466	8,154,953	8,102,672
Disabled employment ratio (%)		2.08	2.30	2.22
Number of employees taking parental leave		255	380	386
	Male	29	40	51
	Female	226	340	335
Male employee parental leave acquisition rate (%) <sup>*3</sup>		4	6	5
Ratio of returnees from parental leave (%)		95.2	97.3	95.6
	Male	100	100	97.2
	Female	94.5	96.7	95.2
Number of employees taking nursing care leave		13	6	7
	Male	8	4	3
	Female	5	2	4
Days of paid holiday taken		19.0	19.0	19.5
Taken paid holiday ratio (%)		97	97	99
Average overtime hours/month		22.1	23.9	24.16

Number of unionized employees <sup>*4</sup>		25,377	25,789	26,316
Number of female managers		314	320	325
	Ratio (%)	10.7	10.4	10.1
- Female general and higher-level managers		82	79	80
	Ratio (%)	8.2	7.6	7.4
Number of female corporate officers		2	2	2
	Ratio (%)	3.8	4.1	4.1
Number of female board members		0	1	2
	Ratio (%)	-	12.5	16.7
- Female board members (internal)		0	0	0
	Ratio (%)	-	-	-
- Female board members (external)		0	1	2
	Ratio (%)	-	33.3	28.6
Number of female auditors		0	0	1
	Ratio (%)	-	-	20
Number of new graduates hired		684	815	738
	Male	558	651	614
	Female	126	164	124

\*1 Employee turnover rate includes retirement.

\*2 Average annual salary for employees includes bonuses and overtime pay.

\*3 Ratio of male employees taking parental leave:

(Numerator) Number of male employees who take parental leave at least 1 day in the year.  
(Denominator) Number of male employees whose spouses give birth in the year.

\*4 Number of unionized employees includes full-time employees, Senior Partners (reemployment after retiring) and contract employees. Number of unionized employees includes those of Nissan Motor Kyushu.



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## Consolidated Basis

(FY)

	2017	2018	2019
Consolidated			
Consolidated number of employees*	138,910 ↓ (19,924)	138,893 ↓ (19,240)	136,134 ↓ (22,761)
Japan	59,431	58,966	58,134
North America	36,080	36,594	36,148
Europe	16,807	16,119	14,824
Asia	20,807	20,872	21,023
Other countries	5,785	6,342	6,005

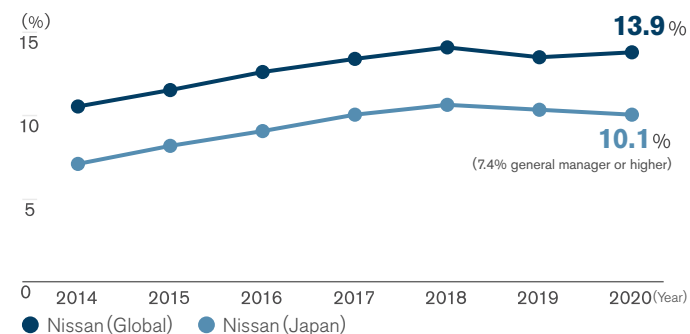
\* Numbers in brackets represent part-time employees not included in the consolidated number of employees.

## Trade union

Most of the company's employees are affiliated with the Nissan Motor Workers' Union, for which the governing body is the All Nissan and General Workers Unions, and the Japanese Trade Union Confederation (RENGO) through the Confederation of Japan Automobile Workers' Unions. The labor-management relations of the company are stable, and the number of union members was 26,316 including those of Nissan Motor Kyushu as of March 31, 2020. At most domestic Group companies, employees are affiliated with their respective trade unions on a company basis, and the governing body is the All Nissan and General Workers Unions. At foreign Group companies, employees' rights to select their own trade unions are respected according to the relevant labor laws and labor environment in each country.

## Diversity and Inclusion

### Ratio of Women in Management Positions



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### Nissan's Awards for Diversity\*

Year	Award	Sponsor
2019	PRIDE Index: Gold Award	work with Pride
2018	PRIDE Index: Gold Award	work with Pride
2017	PRIDE Index: Gold Award	work with Pride
2017	Perfect Score (100) in Corporate Equality Index (5th straight year)*1	Human Rights Campaign (U.S.)
2017	Level-three Eruboshi accreditation	Kanagawa Labor Bureau, Ministry of Health, Labour and Welfare (MHLW)
2017	Nadeshiko Brand (5th straight year)	METI and TSE
2015	Incentive prize, Empowerment Award	Japan Productivity Center
2015	Platinum Kurumin Mark	Kanagawa Labor Bureau, MHLW
2015	Prize for excellence, 15th Telework Promotion Awards	Japan Telework Association
2015	Japan's Minister of State for Special Missions Prize, Advanced Corporation Awards for the Promotion of Women	Gender Equality Bureau, Cabinet Office
2014	DiversityInc Top 25 Noteworthy Companies for Diversity & Inclusion*2	DiversityInc (U.S.)
2013	Diversity Management Selection 100	METI
2013	Grand Prize, J-Win Diversity Awards	J-Win
2008	Catalyst Award	Catalyst Inc. (U.S.)

In the United States, Nissan has also received awards other than those listed above.

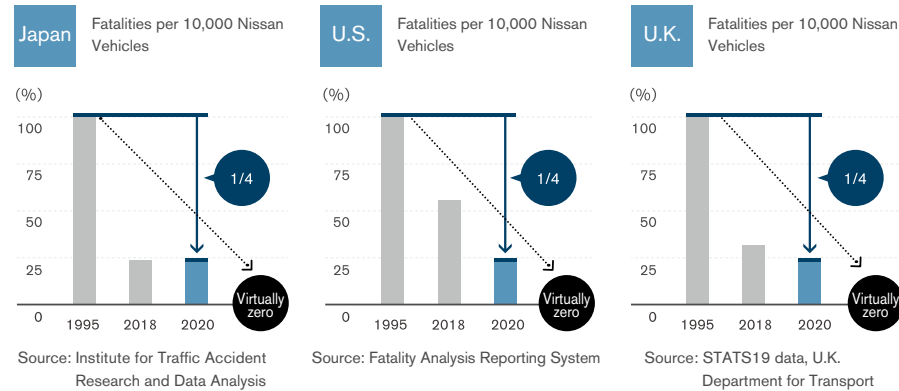
\*1, \*2 Awarded to NNA.



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## Traffic Safety

### Fatalities per 10,000 Nissan Vehicles



## Key Achievements for Nissan Safety Technology

In January 2015, we expanded Intelligent Emergency Braking to more models. By the end of fiscal 2015, the technology was available on nearly all vehicle categories sold in Japan, including electric vehicles and commercial vehicles, and standard on all major models. In North America, it is now standard on several models including the Pathfinder, Altima and Rogue. In Europe, it is available on the Juke, X-Trail, Qashqai, Micra and other key models.

Our vehicles have earned high safety ratings on many public and governmental tests held in various regions.

In particular in Japan, the Serena minivan received a perfect score and the Nissan Dayz received the highest score for a “kei” minicar in JNCAP’s Active Safety Assessment for fiscal 2019. The assessment has added a rigorous test of the autonomous emergency braking system for pedestrians at night to simulate driving on roads without streetlights. In addition, through fiscal 2019, 13 major models featuring Intelligent Emergency Braking were approved under the Advanced Emergency Braking System certification launched by the Ministry of Land, Infrastructure, Transport and Tourism in fiscal 2018.

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## Major External Safety Ratings (Based on 2019 Assessments)

Regions	External Assessments	Models	Rating
Japan	JNCAP*1	Collision Safety Performance Assessment	Nissan Dayz 5★ (Highest rating)
		Preventive Safety Performance Assessment	Nissan Dayz (highest score for a "kei" minicar) Serena (perfect score) ASV+++ (Highest rating)
		Automatic Accident Emergency Call System Assessment	Nissan Dayz SOS+ (on-board type)
U.S.	NCAP*2	INFINITI QX60, INFINITI QX50, Murano, Altima, Pathfinder, Maxima, Sentra	5★ Overall Rating (2020 model year)
		INFINITI QX80, Armada, Frontier (Crew Cab), Rogue	4★ Overall Rating (2020 model year)
	IIHS*3	Maxima	2020 Top Safety Pick+
		Altima	2020 Top Safety Pick
Europe	Euro NCAP	Juke	5★
China	C-NCAP	Sylphy	5★

\*1 JNCAP: The Japan New Car Assessment Program. An automobile assessment program run by the Ministry of Land, Infrastructure, Transport and Tourism and the National Agency for Automotive Safety and Victims' Aid (NASVA).

\*2 NCAP: The U.S. National Highway Traffic Safety Administration's New Car Assessment Program.

\*3 IIHS: The U.S. Insurance Institute for Highway Safety.

## Human Resource Development

### Training Program Achievements at Nissan Motor Co., Ltd.

Performance Indicators for Training Programs	FY2017	FY2018	FY2019
Number of learners	171,949	241,674	263,240
Total hours of training	689,536	482,103	590,696
Hours per learner	30.6	21.5	26.0
Learner satisfaction (out of 5)	over 4.2	over 4.2	over 4.2
Investment per employee (¥)	73,000	86,000	90,000

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## Contributing to Local Communities

### Social Contribution Achievements in FY2019

Global social contributions (FY2019): ¥1.61 billion

Social contributions include:

- Expenses for implementing philanthropic activities (excluding labor costs)
- Monetary donations and NPO membership fees for philanthropic purposes
- Cash equivalents of in-kind donations
- Sponsorship fees for philanthropic initiatives

### Breakdown of FY2019 Social Contributions (Nissan Global)

	Philanthropic activities	Monetary donations	In-kind donations (cash equivalent)	Sponsorships, etc.	Total
Amount (¥ million)	549	741	60	264	1,614
% of total	34.0	45.9	3.7	16.4	100

	Disaster	Contribution in FY2019
	Wide-area power outages caused by Typhoon Faxai (Japan)	<ul style="list-style-type: none"> <li>▪ To supply power to areas suffering outages, Nissan Motor Co., Ltd. provided 53 Nissan LEAF electric vehicles with portable power stations to local government authorities and welfare facilities, etc.</li> </ul>
Torrential rains from Typhoon Hagibis (Japan)	<ul style="list-style-type: none"> <li>▪ ¥10 million donation from Nissan Motor Co., Ltd. to Japan Platform</li> <li>▪ Donation from employees of Nissan Motor Co., Ltd. plus matching donation from the company to Japan Platform</li> <li>▪ Nissan Motor Co., Ltd. lent out 68 vehicles to the disaster-struck area and dispatched employee volunteers to Iwaki City (275 volunteers in total)</li> <li>▪ Nissan Motor Co., Ltd. and dealership lent out four Nissan LEAF to the volunteer center for disaster relief in Nagano to supply electricity</li> </ul>	
Volcano eruption (Philippines)	<ul style="list-style-type: none"> <li>▪ Donation from Nissan Philippines (NPI) of three Navara</li> </ul>	
Novel coronavirus (COVID-19) outbreak (China)	<ul style="list-style-type: none"> <li>▪ Donation of 5 million RMB and 100,000 masks from Nissan Motor Co., Ltd., Nissan (China) Investment (NCIC) and Dongfeng Motor Co., Ltd.</li> </ul>	
Tornado in Tennessee (U.S.)	<ul style="list-style-type: none"> <li>▪ Donation of \$150,000 to the American Red Cross from Nissan North America (NNA).</li> </ul>	

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## Governance Data

Overview of Corporate Governance (as of March 31, 2020)

Organization form	Company with three statutory committees
Chairperson of the Board of Directors	Independent outside director
Number of directors	12
Number of independent outside directors	7
Number of female directors	2
Chairperson of the Nomination Committee	Independent outside director
Number of directors	6
Number of independent outside directors	5
Number of female directors	1
Chairperson of the Compensation Committee	Independent outside director
Number of directors	4
Number of independent outside directors	4
Number of female directors	2
Chairperson of the Audit Committee	Independent outside director
Number of directors	5
Number of independent outside directors	4
Number of female directors	1

Click here for more information on Corporate Governance.

[https://www.nissan-global.com/EN/DOCUMENT/PDF/GOVERNANCE/g\\_report.pdf](https://www.nissan-global.com/EN/DOCUMENT/PDF/GOVERNANCE/g_report.pdf)

Status of Attendance at Meetings of the Board of Directors and Committees in Fiscal 2019 (June 2019 through March 2020)

Board of Directors		Number of times Board of Directors meetings were convened	11
		Average attendance ratio per meeting	99%
Committee	Nomination Committee	Number of times Nomination Committee meetings were convened	9
		Average attendance ratio per meeting	96%
	Compensation Committee	Number of times Compensation Committee meetings were convened	13
		Average attendance ratio per meeting	100%
	Audit Committee	Number of times Audit Committee meetings were convened	10
		Average attendance ratio per meeting	100%

GRI102-27

### Skill Matrix of Directors

#### Composition of Directors

The role of Nissan's Board of Directors is to decide the fundamental policies for corporate management from a wide range of perspectives and supervise business execution by executive officers and others.

The Directors that comprise the Board of Directors are diverse in terms of nationality and gender. In addition, each individual offers differing expertise and aims as a whole to achieve active discussion and swift decision-making.

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		Global Management	Automobile Industry	Government	Legal/Risk Management	Governance	Finance/Accounting	CSR	Product/Technology	Sales/Marketing
1	Yasushi Kimura	○				○	○		○	○
2	Jean-Dominique Senard	○	○			○	○	○		
3	Masakazu Toyoda	○		○	○	○		○		
4	Keiko Ihara	○	○			○			○	○
5	Motoo Nagai	○			○	○	○	○		
6	Bernard Delmas	○	○			○			○	○
7	Andrew House	○				○	○		○	○
8	Jenifer Rogers	○			○	○	○	○		
9	Pierre Fleuriot	○		○	○	○	○			
10	Makoto Uchida	○	○		○		○		○	
11	Ashwani Gupta	○	○				○		○	○
12	Hideyuki Sakamoto	○	○		○	○			○	

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