

Contents	CEO Message	CSO Message	Corporate Purpose / ESG Highlights	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	GRI Content Index	Quick Guide For Investors

SUSTAINABILITY AT NISSAN

GRI102-11 GRI102-15 GRI102-16 GRI102-46 GRI103-1 GRI103-2 GRI103-3

SUSTAINABILITY STRATEGY

Sustainability at Nissan

Guided by the corporate purpose of “Driving Innovation to Enrich People’s Lives,” Nissan, as a company worthy of trust, provides unique and innovative automotive products and services that deliver superior measurable values to all stakeholders.

As it develops as a company through its full range of global activities, Nissan seeks to not only create economic value but also contribute solutions to society as a leading global automaker. Nissan is committed to all stakeholders—including customers, shareholders, employees and the communities where it does business—and contributing to the development of society, through the realization of a cleaner, safer and more sustainable mobility.

Corporate Purpose

Driving Innovation to Enrich People’s Lives

Societal Issues Analysis and Identification of Key Issues

At Nissan, top management regularly discuss key societal and environmental themes in order to determine which key issues Nissan and all its Group companies should address as both a global corporation and an automobile manufacturer, and then ensure that the results are reflected in its sustainability strategy. Nissan also reviews key issues in light of the latest trends, including stakeholder concerns and interests as well as technological developments, and incorporates them into the formulation of its sustainability strategy.

As expectations on corporate human rights initiatives grow higher, Nissan continuously works to meet these expectations through the development of its own initiatives. Nissan has identified focus areas to work on by clarifying the types of human rights issues relevant to the company and checking them against our business strategies and activities.

*For a highlight of our human rights initiatives

[>>> P013](#)

Contents	CEO Message	CSO Message	Corporate Purpose / ESG Highlights	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	GRI Content Index	Quick Guide For Investors

Sustainability Strategy: “Nissan Sustainability 2022”

Today’s society is broadly affected by megatrends like demographic shifts and advancing urbanization, both of which are increasing global demand for mobility. Rapid technological advances are transforming the automobile industry, inaugurating a period of unprecedented change. To allow Nissan to lead in responding to these social trends and providing new value through innovation, the company has formulated a sustainability strategy in 2018 called Nissan Sustainability 2022.

Under Nissan Sustainability 2022, Nissan clarifies its activities in terms of the ESG (Environmental, Social and Governance) aspects. Nissan Sustainability 2022 also outlines Nissan’s initiatives toward contributing to the sustainability of society as well as its own sustainable growth as a company.

GRI102-47

Key Themes for Nissan Sustainability 2022: Realizing a Zero-Emission, Zero-Fatality Society

The wide availability of automobiles has let countless people enjoy the convenience that comes with automotive mobility as well as the pleasure of driving itself. At the same time, however, increased greenhouse gas emissions and traffic accidents are pressing issues for the world today. Nissan is using its position as a world-leading automaker to pursue the ultimate goals of achieving zero emissions, through the elimination of CO₂ emissions from new Nissan vehicles, and zero fatalities, through the elimination of virtually all fatalities that result from traffic accidents involving Nissan cars. To this end, the company will work together by growing as



an inclusive organization that supports a diverse range of employees in demonstrating their abilities and developing as professionals over the medium and long term.

Contents	CEO Message	CSO Message	Corporate Purpose / ESG Highlights	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	GRI Content Index	Quick Guide For Investors

Environmental: Under its environmental philosophy of “a Symbiosis of People, Vehicles and Nature,” Nissan contributes to resolving environmental challenges based on social needs together with long-term vision.

Nissan Green Program 2022

· Nissan’s midterm environmental action plan Nissan Green Program 2022 (NGP2022) calls for actions to be taken on four challenges: Climate Change, Resource Dependency, Air Quality and Water Scarcity.

Social: Nissan respects the rights of all stakeholders.

Traffic safety

· Aiming for virtually zero fatalities in traffic accidents involving Nissan vehicles as an ultimate goal, Nissan will promote the development and implementation of autonomous driving and other effective safety technologies.

Diversity and inclusion

· Nissan will build an inclusive, innovation-creating organization designed for sustainable development, where individual employees with diverse backgrounds in terms of gender, nationality, ethnicity, race and age can demonstrate their potential to the fullest.

Quality

· With the voice of the customer as our top priority, Nissan will provide top-level quality in its products and services around the world.

Supply chain

· Nissan will establish a sustainable supply chain with due regard to human rights and the environment.

Employees

· To ensure that each individual employee can continuously learn and develop their potential to the fullest, Nissan will provide opportunities for learning that employees can access wherever and whenever they wish. Furthermore, Nissan will also aim to create lively workplaces where the health and safety of employees is the top priority.

Community engagement

· Through activities that contribute to local communities on the themes of “zero emission,” “zero fatality” and “zero inequality,” Nissan will aim to realize “a Cleaner, Safer and More Inclusive Society.”

Governance: Nissan complies with laws, regulations and rules and engages in business activities that are just, fair and transparent.

Corporate governance/internal control

· Nissan will strengthen its corporate governance and enhance its compliance systems globally, promoting business activities that comply with laws and regulations and are highly transparent.

Contents	CEO Message	CSO Message	Corporate Purpose / ESG Highlights	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	GRI Content Index	Quick Guide For Investors

GRI102-12

Selecting Key Report Themes

To share the company's sustainability activities and the thinking behind them to as broad an audience as possible, each year Nissan publishes a Sustainability Report. By sharing this information, we increase the level of transparency of our actions while creating opportunities to improve our activities by incorporating feedback from stakeholders, thereby contributing to the development of a sustainable society.

Reporting themes are selected on the basis of potential impact on business activities and level of interest from stakeholders. Potential impact on business activities is evaluated by referring to previously recognized issues, various sustainability guidelines, trends and current global events inside and outside the automobile industry. Stakeholder interest is evaluated based on interviews conducted as necessary with both internal and external stakeholders and analyses provided by external consultants.

Participation in the U.N. Global Compact

Nissan actively supports a number of international guidelines and agreements, respecting international policies and standards as it conducts its business operations.

Since January 2004, Nissan has participated in the United Nations Global Compact, a corporate responsibility initiative built around 10 universal principles regarding human rights, labor, the environment and anti-corruption. The U.N. Global Compact was originally proposed by U.N. Secretary-General Kofi Annan in an address to the World Economic Forum (Davos forum) in 1999. Businesses may pledge to support its principles of their own free will. Nissan's sustainability management aims to enhance the full range of the company's activities based on these 10 principles.



Click here for more information on the U.N. Global Compact.
<https://www.unglobalcompact.org/>

Contents	CEO Message	CSO Message	Corporate Purpose / ESG Highlights	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	GRI Content Index	Quick Guide For Investors

GRI102-21 GRI102-40 GRI102-42 GRI102-43 GRI102-44

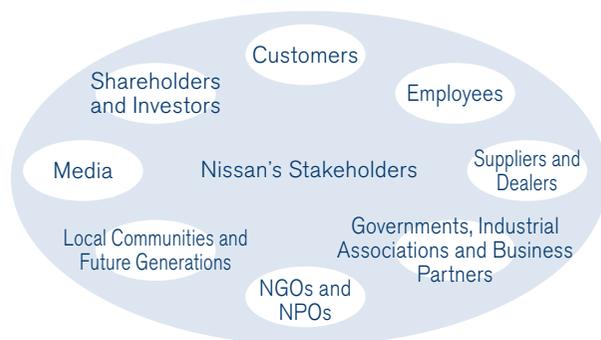
STAKEHOLDER ENGAGEMENT

Dialogue with Stakeholders

Nissan defines its stakeholders as those individuals and organizations that affect or are affected by the company's business. Our management approach aims to align corporate activities with societal needs. We focus on gathering feedback from stakeholders and building relationships of trust, reflecting this input in our operations. To incorporate as many voices as possible, we provide a variety of opportunities for dialogue with stakeholders and work to identify opportunities and risks in their early stages. This interaction takes place at Global Headquarters and at other business facilities in Japan and overseas. Structures are in place to ensure that feedback is shared within the company.

For specific examples of our dialogue with stakeholders, see the pages introducing our sustainability strategy.

Nissan's Stakeholders and Engagement Opportunities



Stakeholders	Stakeholder Engagement	Stakeholder Interests, Main Topics
Customers	Customer service interaction, contact through dealers, websites, showrooms, events, customer surveys, media (TV, magazines, social media, etc.), owners' meetings, vehicle maintenance, mailing service	<ul style="list-style-type: none"> Product and service quality Customer support
Employees	Direct contact (including whistleblowing system), intranet, internal events, interviews, surveys	<ul style="list-style-type: none"> Company performance and issues Workplace diversity Workplace environment Career, training
Suppliers and Dealers	Suppliers conferences, dealer conventions, business meetings, direct contact, briefings, events, corporate guidelines, websites	<ul style="list-style-type: none"> Fair trade Nissan's sustainability policies, medium-term business plan, and purchasing policies
Shareholders and Investors	Direct contact with IR team, shareholders meetings, financial results briefings, IR events, IR meetings, websites, Annual Report, mailing service	<ul style="list-style-type: none"> Nissan's business strategies, performance and sustainability initiatives
Governments, Industrial Associations and Business Partners	Direct contact, joint research studies, initiatives with industry organizations, roundtables, working groups, conferences, events	<ul style="list-style-type: none"> Legal compliance Cooperation with demonstration experiments and other public measures Promote joint programs
NGOs and NPOs	Direct contact, management of philanthropic programs, donations, disaster relief activities, events, assistance via foundations	<ul style="list-style-type: none"> Cooperation with and support for the resolution of societal issues
Local Communities and Future Generations	Direct contact with business facilities, local events, plant visits, philanthropic activities, conferences, traffic safety awareness campaigns, assistance via foundations, educational programs, websites	<ul style="list-style-type: none"> Local community contributions Corporate philosophy Nissan's sustainability initiatives
Media	Contact with PR team, press conferences, PR events, press releases, interviews, mailing service, websites	<ul style="list-style-type: none"> Announcement on organizational structure, business performance, and business plans Announcement of sustainability strategies

Contents	CEO Message	CSO Message	Corporate Purpose / ESG Highlights	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	GRI Content Index	Quick Guide For Investors

Nissan's Approach to Shareholder and Investor Engagement

Nissan's shareholders and investors are partners in the creation of a more sustainable society. To facilitate a deeper understanding of our company, we have an active investor relations (IR) program that provides information both promptly and transparently. Our Chief Financial Officer (CFO) and the IR department conduct constructive dialogue with shareholders and investors. To build trusting relationships, we communicate our long-term vision, the innovations we are adopting to boost our competitiveness and the latest market trends on a timely basis. The IR department is responsible for working with the relevant sections, such as corporate planning, general affairs, finance, accounting and legal affairs, to collect the information needed to make appropriate disclosures. The questions and opinions of our shareholders and investors are reported to our executives by the corporate officers in charge so that they can be reflected in our management decisions. To prevent insider trading, we refrain from conducting dialogues between the quarter end and the announcement of our quarterly results.

Communication with Shareholders and Investors

To communicate with shareholders and investors, our IR department holds quarterly results briefings, meets frequently with institutional investors and sell-side analysts and responds to inquiries in a timely manner. We proactively disclose information on our operations through business briefings and participation in conferences hosted by securities companies. We also cooperate with securities companies to hold briefings for individual investors. The latest information is also available on our IR website.

Each year we hold events to present our business activities to investors and analysts, focusing on themes most relevant to them and making available our divisional and regional managers to actively provide the required information. In fiscal 2019, the Nissan CEO and independent outside directors held briefings on governance and efforts to prevent the recurrence of final vehicle inspection problems. In addition, factory tours were conducted with a focus on final vehicle inspection lines.

We will continue to disclose information appropriately to meet the needs of stakeholders and investors, thereby increasing understanding of our business.

Major shareholder engagements in FY2019

Q1	<ul style="list-style-type: none"> • The Extraordinary General Shareholders Meeting • FY2018 full year financial results • The 120th Annual General Shareholders Meeting 	Q3	<ul style="list-style-type: none"> • FY2019 first half financial results • Annual Report 2019 launch
Q2	<ul style="list-style-type: none"> • FY2019 Q1 financial results 	Q4	<ul style="list-style-type: none"> • FY2019 Q3 financial results • The Extraordinary General Shareholders Meeting

Contents	CEO Message	CSO Message	Corporate Purpose / ESG Highlights	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	GRI Content Index	Quick Guide For Investors

Shareholders Meeting

The General Meeting of Shareholders is an opportunity for Nissan's executive team and the company's owners to communicate directly. We aim to develop trust through these meetings and various other forms of interaction with shareholders, paying full attention to their opinions and offering appropriate explanations to enhance their understanding.

The 120th Ordinary General Meeting of Shareholders was held at Pacifico Yokohama on June 25, 2019, and was attended by 2,814 shareholders.

Extraordinary Shareholders Meetings were also held on April 8, 2019, at the Grand Prince Hotel Shin Takanawa, and on February 18, 2020, at Pacifico Yokohama. The attendance was 4,119 and 666 shareholders, respectively.

* Click here for more IR information.

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

Contents	CEO Message	CSO Message	Corporate Purpose / ESG Highlights	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	GRI Content Index	Quick Guide For Investors

GRI102-11 GRI102-26 GRI102-27 GRI102-28 GRI102-31 GRI102-32 GRI103-2 GRI103-3

INTERNAL EFFORTS TO PROMOTE SUSTAINABILITY

Company-wide management of specific activities under Nissan's sustainability strategy, from setting goals to monitoring progress, is the responsibility of the Global Sustainability Steering Committee chaired by the company's Chief Sustainability Officer (CSO). The committee meets biannually and includes management representatives from functions for each of the ESG areas. Each function is responsible for advancing its own activities and progress is reported to the committee. Nissan swiftly implements the PDCA (plan, do, check, act) cycle in pursuit of improved sustainability performance. As in past years, two committee meetings were held in fiscal 2019.

Discussions at the Global Sustainability Steering Committee are reported and proposed to the Executive Committee (EC), Nissan's highest decision-making body, which then uses that information to make decisions on sustainability policies and future initiatives.

Nissan's Sustainability Decision-Making Process



Contents	CEO Message	CSO Message	Corporate Purpose / ESG Highlights	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	GRI Content Index	Quick Guide For Investors

GRI102-16 GRI102-31 GRI102-47 GRI103-2 GRI103-3

LONG-TERM VISION AND GOALS FOR 2022

In promoting its sustainability strategy, Nissan Sustainability 2022, Nissan has established goals that must be achieved by 2022 in accordance with initiatives for each of the ESG (Environmental, Social and Governance) aspects. The 2022 goals are an important milestone towards realizing our Long-Term Vision, which were developed based on consideration of opportunities and issues in our business operations, as well as societal expectations and issues. In achieving goals for each of the initiatives and realizing our Long-Term Vision, we are aiming to achieve both our own sustainable growth and the sustainable development of society.

Approach to Nissan's Long-Term Vision and Goals for 2022



Long-Term Vision Initiatives and Main Goals for 2022

Activities within ESG	Long-Term Vision	Main Goals for 2022	
Environmental	Manage the environmental dependence/impact caused by our operations and products to a level that can be absorbed by nature, and pass on rich natural capital to future generations		
	Climate change	Carbon-neutral · Achieve 90% reduction of CO ₂ emissions from new vehicles by 2050 (vs. FY2000) · Achieve 80% reduction of CO ₂ emissions from corporate activities by 2050 (vs. FY2005)	· Product CO ₂ emissions reduction: 40% reduction of CO ₂ emissions from new cars (vs. FY2000; JPN, U.S., Europe, China) · Overall reduction of CO ₂ emissions from corporate activities: 30% reduction of CO ₂ emissions per vehicle sold (vs. FY2005; global)
	Resource dependency	Zero new material resource use · Reduce dependency on new materials by 70%	New resource usage minimization · Reduce new natural resource usage by 30% per vehicle
	Air quality	Zero impact	· Cabin air quality improvement: Promote research on technical solutions · Reduce VOC from MFG: Promote reduction of VOC per paint area (vs. FY2010)
	Water scarcity	Zero stress	· Water withdrawal reduction (manufacturing): 21% reduction of water withdrawal per global production (vs. FY2010)

Contents	CEO Message	CSO Message	Corporate Purpose / ESG Highlights	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	GRI Content Index	Quick Guide For Investors

Activities within ESG	Long-Term Vision	Main Goals for 2022	
Social	Traffic safety	Reduce the number of fatalities involving Nissan vehicles to virtually zero	75% reduction from 1995 levels in fatalities involving Nissan vehicles by 2020
	Diversity and inclusion	Achieve sustainable development by creating innovation through building an inclusive organization where individual employees with diverse backgrounds in terms of race, nationality, gender, religion, disability, age, place of origin, gender identity and sexual orientation can demonstrate their potential to the fullest	Improvement in ratio of women in managerial positions · Global: 16% by 2023 · Japan: 13% by 2023
	Quality	Product quality	Strive for top-level quality from the customer's perspective
		Sales and service quality	Achieve top-level quality in all focus markets and maintain top-level quality for sales and service over the longer term
	Supply chain	Aim to establish a sustainable supply chain with due regard to the environment and human rights	· All of our suppliers follow Renault-Nissan CSR Guidelines for Suppliers · Aim to reduce our collective environmental footprint through environmental data survey and collaboration with suppliers
	Employees	Learning and development	Nurture an ability to cope with a range of potential future developments
Occupational safety and health		Realize zero-accidents, zero-illnesses and a safe workplace	Reduce accident frequency rate (globally) by 50% by FY2022 vs. FY2016 (Total injury cases ÷ total working hours × 1 million)
Community engagement	Realize a cleaner, safer and more inclusive society		All regions are executing philanthropy programs for strategic areas, such as "zero emission," "zero fatality" and "zero inequality"

Activities within ESG	Long-Term Vision	Main Goals for 2022	
Governance	Compliance	A fully functioning framework for the prevention of conduct violations and for compliance at Nissan globally	· Enhance monitoring of each compliance risk area, and establish framework to oversee progress of each monitoring activity · Enhance third-party compliance system to ensure entire Nissan business process is compliant
		Risk management	Achieve benchmark levels for maintenance and enhancement of information security, prevention of information leaks, damage limitation and maintenance of transparency in the event of leaks

Contents	CEO Message	CSO Message	Corporate Purpose / ESG Highlights	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	GRI Content Index	Quick Guide For Investors

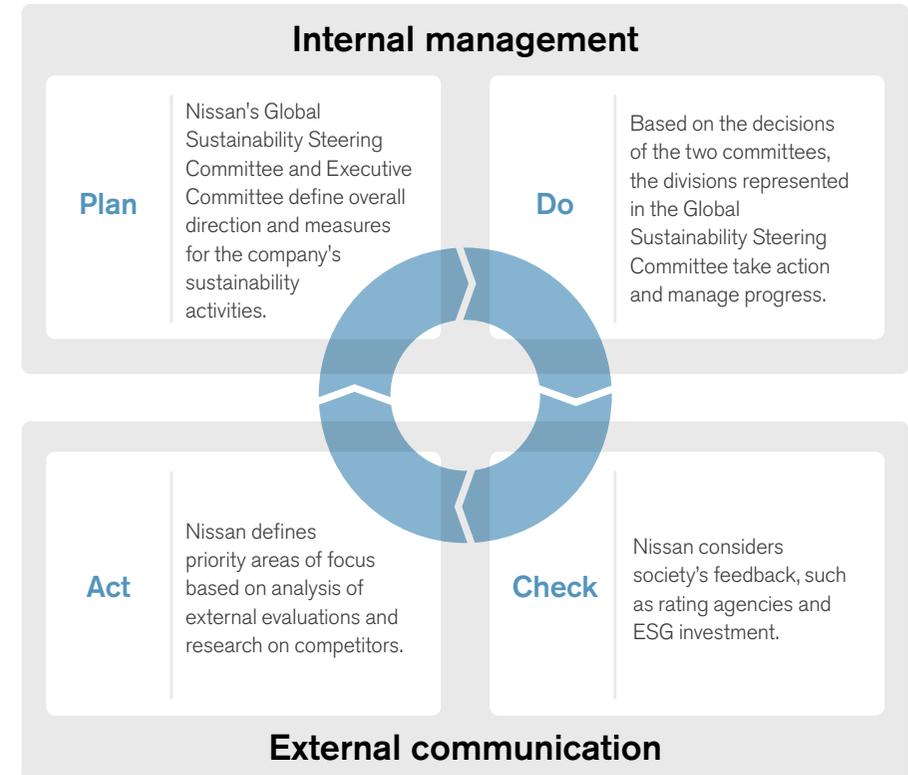
GRI102-29 GRI103-2

MANAGING THE ADVANCEMENT OF SUSTAINABILITY

PDCA Cycle to Promote Sustainability

At Nissan, sustainability activities are promoted through the PDCA (plan, do, check, act) cycle. After the Global Sustainability Steering Committee and Executive Committee (EC) decide the overall direction on sustainability initiatives, progress on activities is managed, societal views are incorporated into corporate activities, and external trends are analyzed.

PDCA Cycle



Contents	CEO Message	CSO Message	Corporate Purpose / ESG Highlights	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	GRI Content Index	Quick Guide For Investors

EXTERNAL ASSESSMENT

Today companies are assessed on their environmental and social performance as well as their financial performance. An increasing number of investors use these assessments to guide their ESG investment decisions. To meet these investor needs, Nissan takes a focused approach to sustainability activities and proactively discloses information about its business operations. Our initiatives for sustainability have received high praise from external assessors.

FTSE4Good Index Series

The FTSE4Good Index Series was developed by FTSE, an independent company jointly funded by the Financial Times of the UK and the London Stock Exchange. Nissan continues to be a constituent of this index in the 2019 review.

Click here for more information on the FTSE4Good Index Series <https://www.ftserussell.com/products/indices/ftse4good>



FTSE4Good

FTSE Blossom Japan Index

Developed by global index provider FTSE Russell, the FTSE Blossom Japan Index measures the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. The FTSE Blossom Japan Index are used by a wide variety of market participants to create and assess responsible investment funds and other products.

Nissan continues to be a constituent of the FTSE Blossom Japan Index for the fourth consecutive year.

Click here for more information on the FTSE Blossom Japan Index <https://www.ftserussell.com/products/indices/blossom-japan>



FTSE Blossom Japan

CDP Climate Change and Water Security 2019

Nissan was certified as an "A List" company by CDP, a non-profit and world-class authority on the environment, in the survey conducted on its commitment to climate change countermeasures as well as its water resource management. Nissan achieved the top-rated "A List" in both categories announced in January and February 2020, respectively.



Contents	CEO Message	CSO Message	Corporate Purpose / ESG Highlights	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	GRI Content Index	Quick Guide For Investors

Derwent Top 100 Global Innovators 2020

For the seventh consecutive year, Nissan was selected as one of the Derwent Top 100 Global Innovators by Clarivate Analytics. In deciding this award, Clarivate Analytics uses its proprietary database of patent information to analyze not just recipients' advanced and innovative technologies but also whether or not their development of solutions has broad application in the real world. The award recognizes the most innovative companies and organizations in all industries around the world.

