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Social Data

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Employee Data

(FY)

| | | 2018 | 2019 | 2020 |
|---|-----------------|-----------|-----------|-----------|
| Nissan Motor Co., Ltd. | | | | |
| Number of employees | | 22,791 | 22,717 | 22,827 |
| | Male | 20,269 | 20,100 | 20,199 |
| | Female | 2,522 | 2,617 | 2,628 |
| Average age (years) | | 41.8 | 41.4 | 41.6 |
| | Male | 42.0 | 41.8 | 42.0 |
| | Female | 38.2 | 38.3 | 38.5 |
| Average length of service (years) | | 18.4 | 17.7 | 16.9 |
| | Male | 18.9 | 18.1 | 17.4 |
| | Female | 14.3 | 13.9 | 13.4 |
| Employee turnover rate (%) ^{*1} | | 6.2 | 6.6 | 4.6 |
| | Voluntary leave | 2.0 | 3.1 | 2.4 |
| Average annual salary (yen) ^{*2} | | 8,154,953 | 8,102,672 | 7,965,467 |
| Disabled employment ratio (%) | | 2.30 | 2.22 | 2.33 |
| Number of employees taking parental leave | | 378 | 379 | 413 |
| | Male | 38 | 44 | 96 |
| | Female | 340 | 335 | 317 |
| Male employee parental leave acquisition rate (%) ^{*3} | | 6 | 7 | 24 |
| Ratio of returnees from parental leave (%) | | 97.3 | 95.6 | 98.3 |
| | Male | 100 | 97.2 | 100 |
| | Female | 96.7 | 95.2 | 96.6 |
| Number of employees taking nursing care leave | | 6 | 7 | 17 |
| | Male | 4 | 3 | 13 |
| | Female | 2 | 4 | 4 |
| Days of paid holiday taken | | 19.0 | 19.5 | 17.5 |

| | | | | |
|---|-----------|--------|--------|--------|
| Taken paid holiday ratio (%) | | 97 | 99 | 89 |
| Average overtime hours/month | | 23.9 | 24.16 | 18.75 |
| Number of unionized employees ^{*4} | | 25,789 | 26,316 | 26,503 |
| Number of female managers | | 320 | 325 | 334 |
| * Manufacturing base and office closures due to COVID-19 prevented the finalizing of FY2019 data in Sustainability Report 2020. FY 2019 data has been updated for Sustainability Report 2021. | Ratio (%) | 10.4 | 10.1 | 10.4 |
| - Female general and higher-level managers | | 79 | 80 | 92 |
| | Ratio (%) | 7.6 | 7.4 | 8.6 |
| Number of female corporate officers | | 2 | 2 | 2 |
| | Ratio (%) | 4.1 | 4.1 | 3.9 |
| Number of female board members | | 1 | 2 | 2 |
| | Ratio (%) | 12.5 | 16.7 | 16.7 |
| - Female board members (internal) | | 0 | 0 | 0 |
| | Ratio (%) | - | - | - |
| - Female board members (external) | | 1 | 2 | 2 |
| | Ratio (%) | 33.3 | 28.6 | 28.6 |
| Number of female auditors | | 0 | 1 | 1 |
| | Ratio (%) | - | 20 | 20 |
| Number of new hires | | 1,758 | 1,479 | 828 |
| | Male | 1,479 | 1,296 | 715 |
| | Female | 279 | 183 | 113 |

*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)

| | 2018 | 2019 | 2020 |
|-----------------------------------|---------------------|---------------------|---------------------|
| Consolidated | | | |
| Consolidated number of employees* | 138,893 (19,240) | 136,134 (22,761) | 131,461 (16,092) |
| Japan | 58,966 | 58,134 | 58,577 |
| North America | 36,594 | 36,148 | 35,120 |
| Europe | 16,119 | 14,824 | 13,891 |
| Asia | 20,872 | 21,023 | 18,745 |
| Other countries | 6,342 | 6,005 | 5,128 |

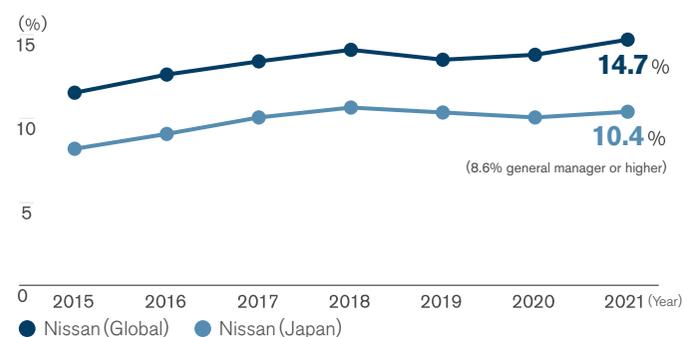
* Numbers in brackets represent part-time employees not included in the consolidated number of employees.

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 26,503 including those of Nissan Motor Kyushu as of March 31, 2021. 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 *

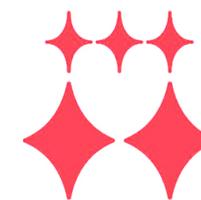
| Year | Award | Sponsor |
|------|--|---|
| 2020 | PRIDE Index: Gold Award (4th consecutive year) | work with Pride |
| 2020 | Great Place to Work® (2nd consecutive year)*1 | Great Place to Work® Institute (Canada) |
| 2020 | Best LGBT Places to Work 2021*2 | Human Rights Campaign (Mexico) |
| 2017 | Perfect Score (100) in Corporate Equality Index (5th consecutive year)*3 | Human Rights Campaign (U.S.) |
| 2017 | Level-three Eruboshi accreditation | Kanagawa Labor Bureau, Ministry of Health, Labour and Welfare (MHLW) |
| 2017 | Nadeshiko Brand (5th consecutive year) | Ministry of Economy, Trade and Industry(METI) and Tokyo Stock Exchange(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 Awarded to NCI.

*2 Awarded to NR Finance Mexico.

*3, *4 Awarded to NNA.

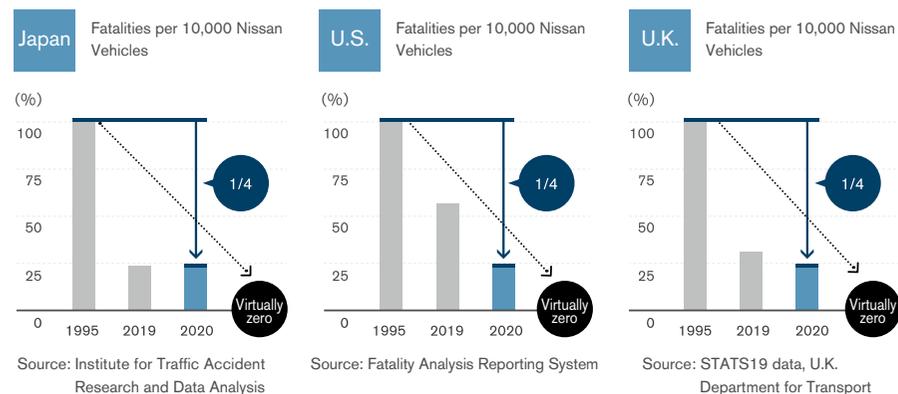


女性が輝く
先進企業表彰

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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 available on nearly all models and 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, from fiscal 2020 JNCAP*1 has introduced a comprehensive assessment in its "Car Safety Performance 2020" evaluations encompassing the three criteria of collision performance ratings, preventative safety performance ratings, and

automatic accident emergency call devices. To receive the highest score of five stars, high scores must be achieved in each criteria (automatic accident emergency call devices is, fitment requirement). In the overall ratings, the Nissan DAYZ was the only "kei" minicar to receive five stars, a testament to its overall high safety. Furthermore, a certification system for advanced safety technology was launched by the Ministry of Land, Infrastructure, Transport and Tourism in fiscal 2018. In fiscal 2020, the scope of cars and devices subject to this system was expanded and 9 models and 25 types equipped with intelligent emergency braking and pedal misapplication prevention devices (Nissan DAYZ, Nissan ROOX, Note, Serena, Nissan LEAF, March, Clipper series) were approved.

Major External Safety Ratings (Based on 2020 Assessments)

| Regions | External Assessments | Models | Rating |
|---------|--|---|--|
| Japan | JNCAP*1 Car Safety Performance 2020 | Nissan DAYZ | 5★ |
| | | Nissan Kicks | 4★ |
| U.S. | NCAP*2 | Nissan LEAF, Nissan LEAF Plus, Murano, Altima, Maxima, Sentra, Versa, Rogue Sport | 5★ Overall Rating (2021 model year) |
| | | INFINITI QX80, Frontier (Crew Cab), TITAN (Crew Cab), Rogue, Nissan Kicks | 4★ Overall Rating (2021 model year) |
| | IIHS*3 | Maxima, Altima, Rogue, Murano | 2021 Top Safety Pick+ |
| | | Sentra | 2021 Top Safety Pick |
| China | C-NCAP | Altima (Chinese name Teana) | 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.

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Product Safety and Quality

Recalls

Recalls in FY 2020*1

| Country/Region | Number of Recalls | Recalled Vehicles (1,000 units) |
|----------------|-------------------|------------------------------------|
| Japan | 14 | 277 |
| North America | 21 | 3,270 |
| Europe | 11 | 352 |
| Other | 21 | 93 |
| Global | 49*2 | 3,993 |

*1 Since they are source from internal data, these figures may differ from data published by government authorities.

*2 The total number of recalls is calculated by counting each recall measure as one case; therefore, the aggregate number of recalls by country/region does not sum to the global total.

Human Resource Development

Training Program Achievements at Nissan Motor Co., Ltd. (FY)

| Performance Indicators for Training Programs | 2018 | 2019 | 2020 |
|---|----------|----------|----------|
| Number of learners | 241,674 | 263,240 | 330,784 |
| Total hours of training | 482,103 | 590,696 | 549,490 |
| Hours per learner | 21.5 | 26.0 | 24.3 |
| Learner satisfaction (out of 5) | over 4.2 | over 4.2 | Over 4.2 |
| Investment per employee (¥) | 86,000 | 90,000 | 83,000 |

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Contributing to Local Communities

Social Contribution Achievements in FY2020

Global social contributions (FY2020): ¥1.99 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

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Breakdown of FY2020 Global Social Contributions

| | Philanthropic activities | Monetary donations | In-kind donations (cash equivalent) | Sponsorships, etc. | Total |
|--------------------|--------------------------|--------------------|-------------------------------------|--------------------|-------|
| Amount (¥ million) | 821 | 726 | 213 | 232 | 1,992 |
| % of total | 41.2 | 36.5 | 10.7 | 11.6 | 100 |

| | Disaster | Contribution in FY2020 |
|--|-------------------------------|--|
| | Donations for disaster relief | <p>Torrential rains in July 2020 (Japan)</p> <ul style="list-style-type: none"> ▪ ¥5 million donation from Nissan Motor Co., Ltd. to Japan Platform ▪ ¥3 million donation from Nissan Motor Kyushu to Japan Platform <p>· Donation from Nissan Motor Kyushu to Council for Kurume-shi Social Welfare of the equivalent of 4,000 masks, 240 bottles of oral rehydration solution, and 20kg of salt candies</p> <p>Typhoon relief for the Bicol and Cagayan states (Philippines)</p> <ul style="list-style-type: none"> ▪ Nissan Philippines (NPI) donated relief goods worth PHP500,000 for 800 families delivered by the Armed Forces |