

Social

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Social Policies and Philosophy

Nissan’s business activities are supported by various stakeholders. As well as respecting the rights of all stakeholders, as a global company we conduct our business activities with a constant awareness of society’s needs and social responsibility in order to contribute to the sustainable development of society.

Through an assessment of various business risks and opportunities, we have set six key areas in the Social dimension as part of Nissan Sustainability 2022, and we are conducting related initiatives in these areas. The six areas are Traffic Safety, Diversity and Inclusion, Quality, Supply Chain, Employees, and Community Engagement.

In Traffic Safety, our goal is zero fatalities: reducing the number of deaths from accidents involving Nissan vehicles to virtually zero. To this end, we continue working to help reduce traffic accidents.

Regarding Diversity and Inclusion, we are proactively hiring more diverse talent with different backgrounds to embrace gender and diverse nationalities as a strength for the organization. We also aim to be a truly inclusive company so that employees can demonstrate their potential to the fullest.

Quality is fundamental to Nissan’s activities. Employees at all levels of the organization are sincerely listening to each one of our customers to improve quality.

We are strengthening our sustainability initiatives in all phases of our Supply Chain, from the procurement of raw materials to manufacturing, distribution, sales, and aftersales service, covering all the activities involved until the finished product reaches our customers.

With respect to Employees, we are expanding opportunities for our employees to learn so that they can each achieve their maximum potential. We aim to make continuous learning a part of our corporate culture to encourage talent development and achieve sound labor practices and thus create a dynamic work environment where the health and safety of our staff is a top priority.

Furthermore, Nissan recognizes local communities are an essential part of its business in every region, and is working to promote Community Engagement around the world in three strategic areas: environment, traffic safety, and diversity.

In this Sustainability Report, we report on activities in those six areas and the human rights initiatives which are fundamental principles to all of them.

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Human Rights

Human Rights Policies and Philosophy

As the value chains of global corporations expand, social interest is growing with regard to respect for human rights and how business affects these rights. The automobile industry is also recognizing the issues of human rights as they relate not only to business processes such as the work environment for its own employees but also to the supply chain, such as the procurement of parts and materials. The response by industry participants to addressing these rights is attracting attention.

Nissan has long regarded valuing people and respecting human rights as fundamental to its management, and this stance is clearly stated in the Global Code of Conduct established in 2001. All Nissan employees share the recognition that compliance with the laws, regulations, standards, and company rules applicable in all countries and regions is fundamental to conducting business, that the human rights of all stakeholders are respected, and that it is essential that they act in accordance with the highest ethical standards.

We do not condone discrimination on the basis of race, nationality, gender, religion, disability, age, place of origin, gender identity, sexual orientation or any other characteristic nor infringement on human rights in the supply chain, such as forced labor and child labor.

This respect for human rights is reflected in our corporate purpose, "Driving innovation to enrich people's lives". In addition, the NISSAN WAY (revised in 2019), a guideline for action common to all employees, defines "Respect others, respect society" as one of the five values, positioning respect for human rights as the foundation of our corporate culture.

In the process of formulating the long-term vision Nissan Ambition 2030

announced in November 2021, many executives, including the CEO, engaged in lively discussions on various issues and initiatives related to human rights. The participants reaffirmed their commitment to further strengthen their efforts to respect human rights and ensure that they are put into practice in order to realize our corporate purpose.

In fiscal 2021, a special project team for human rights was established reporting directly to the CEO. For about eight months, team members selected from various departments across the company exchanged opinions with external experts, confirmed social trends and demands, and discussed the direction Nissan should take. The team's proposal was submitted to and approved by the Executive Committee, the company's highest decision-making body. The proposal defines "Nissan's Human Rights Want-to-be Statement" and clarifies key issues, measures, and internal systems for strengthening human rights management. Going forward, Nissan will work to instill the "Nissan's Human Rights Want-to-be Statement" throughout the company and promote even fuller respect for human rights on a global scale.

Nissan's Human Rights Want-to-be Statement

- To address various issues and risks through proactive and open communications with our stakeholders and ensure that human rights are respected and naturally incorporated into our daily work.
- To allow each individual, including Nissan employees and business partners, to maximize their abilities in a diverse and inclusive workplace with a peace of mind.

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Human Rights Policy Statement

In addition to being a signatory of the UN Global Compact, Nissan is committed to respect all human rights as set out in the Universal Declaration of Human Rights (UDHR), as well as the International Covenant on Civil and Political Rights (ICCPR), the International Covenant on Economic, Social and Cultural Rights (ICESCR), and the International Labour Organization Declaration on Fundamental Principles and Rights at Work (ILO Core Labour Standards).

Based on the UN Guiding Principles on Business and Human Rights (UNGPs), we formulated and published the Nissan Human Rights Policy Statement*1 (First Edition) in June 2017 to actively prevent adverse human rights impacts and updated it in July 2021.

Also in 2021, Nissan formulated and published the Nissan Global Guideline on Human Rights,*2 which outline specific measures for employees regarding respect for human rights, with the aim of ensuring compliance with and thorough implementation of the Nissan Human Rights Policy Statement. The guideline is intended to help Nissan employees in the countries and regions where Nissan operates feel more secure in their work and to ensure consistency between Nissan's activities and the way the company addresses human rights issues as required by international and local communities.

Under the revised policy statement and newly formulated guideline, Nissan is fulfilling its corporate responsibilities, practicing its mission, conducting business activities, and promoting initiatives to respect human rights in order to realize its corporate purpose.

Click here to download the Global Code of Conduct.

https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/NISSAN_GCC_E.pdf

*1 Click here for download the Nissan Human Rights Policy Statement (revised version).
https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/HUMAN_RIGHTS/

*2 Click here for download the Nissan Global Guideline on Human Rights
https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/HUMAN_RIGHTS_GUIDELINE/

Milestones Related to Respect for Human Rights

	Policies and Philosophy	Approaches
2001	Formulates Global Code of Conduct	
2004	Signs United Nations Global Compact	Establishes Diversity Development Office
2010	Publishes Renault-Nissan CSR Guidelines for Suppliers	
2013	Formulates Action Against Conflict Minerals	Starts the research for conflict minerals and publishes research results annually thereafter
2015	Publishes revision to Renault-Nissan CSR Guidelines for Suppliers	
2016		Starts third-party assessment of suppliers' sustainability activities
2017	Formulates and publishes Nissan Human Rights Policy Statement Updates Global Code of Conduct	Introduces SpeakUp system
2018	Announces Nissan Sustainability 2022	Implements Corporate Impact Assessment
2019		Conducts a human rights assessment at Nissan South Africa (Pty)
2020	Updates Global Minerals Sourcing Policy Statement Publishes Customer Privacy Policy	Conducts a human rights assessment at Nissan Motor Thailand (NMT) and group companies (Nissan Powertrain (Thailand) Co., Ltd. and SNN Tools & Dies Co., Ltd.)
2021	Publishes Nissan Global Guideline on Human Rights Publishes revision to Nissan Human Rights Policy Statement	Conducts a human rights assessment at Nissan North America Inc. (NNA) Launches a special project team for human rights reporting directly to the CEO to strengthen human rights management
2022	Publishes "Renault-Nissan CSR Guidelines for Suppliers" Supplementary Handbook for Nissan Suppliers	

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Human Rights Management

Governance Related to Human Rights

At Nissan governance related to human rights is directed by the Global Sustainability Steering Committee chaired by the Chief Sustainability Officer (CSO) in accordance with the Nissan Human Rights Policy Statement.

Discussions at the Global Sustainability Steering Committee are reported and proposed to the Executive Committee (EC), the highest decision-making body at Nissan, to ensure that respect for human rights is instilled and established at all levels of Nissan's business activities.

Furthermore, Nissan regularly reviews Nissan Human Rights Policy Statement and the Nissan Global Guideline on Human Rights in accordance with relevant internal policies and rules as well as external laws, regulations, guidelines, and social demands.

It continuously conducts human rights due diligence based on these policies, in order to enhance its efforts to respect human rights and reduce risks of human rights issues.

We also disclose and report the status of these human rights initiatives both internally and externally in a timely and appropriate manner. In addition, we have also incorporated "human rights" into our corporate risk map based on the Global Risk Management Policy.

* Click here for more information on "Risk Management Enhancement Efforts".

[>>> P180](#)

Human Rights Management for Employees and in Collaboration with Suppliers

The Nissan Human Rights Policy Statement and the Nissan Global Guideline on Human Rights are applicable to all of Nissan's executives and employees.

Nissan's fundamental ethical expectations from society are also clarified in the Global Code of Conduct. All executives and employees recognize the importance of applying the aforementioned statement beyond Nissan's own operations. At every level of our global supply chain, we aim to conduct ethical, social, and environmentally conscious business activities. We also work together with suppliers, contractors, and other business partners to achieve this goal.

Since 2006, Nissan has shared a set of common values and processes around purchasing known as The Renault-Nissan Purchasing Way with its worldwide network of suppliers. Common values regarding human rights and labor are also shared via the Renault-Nissan CSR Guidelines for Suppliers. It details our expectations and request implementation regarding respect for human rights and prohibition of child labor and forced labor. We also evaluate our suppliers' sustainability activities including respect for human rights through third-party assessment. In addition, we require businesses we deal with to take the initiative and carry out due diligence on responsible minerals sourcing.

Please refer to the Supply Chain Management section for further information on human rights initiatives in the supply chain.

We are also strengthening communication with our sales companies and promoting consistent sustainability management, including on human rights issues.

At the same time, Nissan has grievance mechanisms and processes in place and it allows collecting and remedying various types of complaints, including complaints related to allegations of potential human rights abuses. The whistleblowing system provides for anonymity where legally allowed. We are committed to investigating, addressing, and responding to concerns raised, and employees who make inquiries are protected from retaliation as defined in whistleblowing processes.

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- * Click here for more information on the Nissan Global Guideline on Human Rights. [>>> P146](#)
- * Click here for more information on supply chain-related human rights initiatives. [>>> P133](#)
- * Click here for more information on a globally integrated reporting system. [>>> P187](#)

See below for more details about our policies and guidelines.

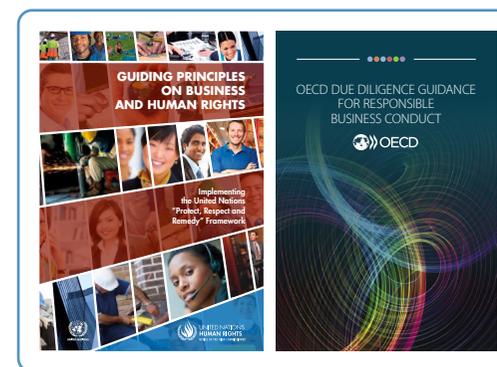
- Global Code of Conduct
https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/NISSAN_GCC_E.pdf
- Renault-Nissan CSR Guidelines for Suppliers
<https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/SUPPLIERS2015/>
- "Renault-Nissan CSR Guidelines for Suppliers" Supplementary Handbook for Nissan Suppliers
https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/SUPPLIERS_SH/
- Global Minerals Sourcing Policy Statement
https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/Minerals_Sourcing_Policy_e.pdf
- Customer Privacy Policy
https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/Customer_Privacy_Policy_e.pdf
- Nissan Global Guideline on Human Rights
https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/HUMAN_RIGHTS_GUIDELINE/index.html

Human Rights Achievements

Nissan recognizes the need to take a comprehensive approach to managing human rights. After respecting local laws and identifying actual or potential risks related to human rights that we might have inadvertently caused or contributed to cases of human rights violations, we consider it vital to monitor and assess such risks, as well as to develop appropriate response strategies.

Human Rights Due Diligence

Nissan has established and operates the human rights due diligence process in accordance with the United Nations Guiding Principles on Business and Human Rights (UNGPs) and the OECD* Due Diligence Guidance for Responsible Business Conduct. We conduct regular human rights assessments to identify, prevent, and mitigate human rights risks, take corrective actions, track implementation and results, and communicate how we have addressed impacts, thus implementing a PDCA cycle for human rights management.



Human Rights Due Diligence Process



* Incl. Grievance Mechanism

*Organization for Economic Co-operation and Development

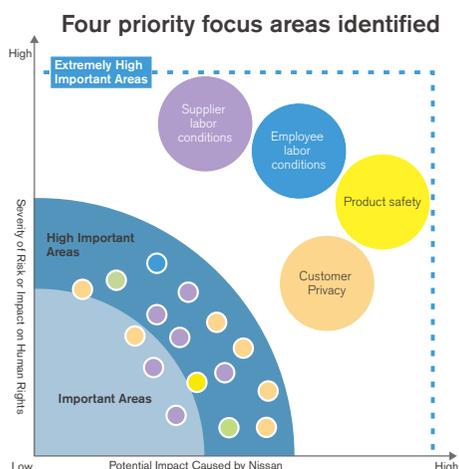
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In fiscal 2017, in addition to formulating the Nissan Human Rights Policy Statement, we cooperated with Business for Social Responsibility (BSR), a U.S. organization promoting sustainability to implement a human rights assessment that identified areas of requiring focus in Nissan's efforts to respect human rights.

Specifically, in order to identify factors that impact human rights as an automobile manufacturer, we conducted a human rights impact assessment from two perspectives: the impact on human rights risks and the potential impact caused by Nissan, and classified them into priority areas and areas requiring a response.

Four priority focus areas that Nissan should address by incorporating business strategies and business activities from among the elements identified as priorities were identified, namely 1) employee labor conditions, 2) supplier labor conditions 3) product safety and 4) customer privacy. Based on the results of this impact assessment, as part of human rights due diligence, we worked with BSR to conduct human rights assessments at Nissan South Africa (Pty) in fiscal 2019 and again in fiscal 2020 at

Nissan Motor Thailand (NMT) and group companies (Nissan Powertrain (Thailand) and SNN Tools & Dies). We confirmed human rights risk was generally low at all companies assessed. We formulated action plans to remediate items requiring improvement identified in the assessments and are improving them on an ongoing basis by executing those plans.



In fiscal 2021 we conducted human rights assessments at Nissan North America (NNA) in collaboration with BSR as part of human rights due diligence in accordance with the Nissan Human Rights Policy Statement and the newly formulated Nissan Global Guideline on Human Rights. In the human rights assessment of NNA, we continued to gain support from BSR, leveraging their expertise. We conducted a self-assessment using a questionnaire, as was done in the previous assessments, then gained more comprehensive knowledge of the situation through interviews with local employees. In selecting interviewees, we considered attributes such as employment status, job title, gender, and race in order to include diverse perspectives. The assessment criteria incorporated international standards from the International Labor Organization (ILO) and the Organization for Economic Cooperation and Development (OECD), as well as the Nissan Global Guideline on Human Rights while also incorporating compliance with local laws and regulations.

The assessment did not suggest any inconsistencies with local laws. The assessment identified potential areas NNA could consider revising to better reflect the seven themes* outlined in the Nissan Global Guideline on Human Rights. We will consider and implement mitigation measures for each of those that are recognized as being at actual risk. As a specific example, in relation to the theme of labor management systems, the interviewees raised the concern that employees were not fully aware of the existence of an Employee Handbook containing work rules and regulations. In response, we have decided to once again review our internal communications and training regarding the handbook to ensure that all employees understand its contents. In deciding on improvement activities, we engage in dialogue with the relevant local employees who are affected and make proposals which are reviewed and approved at the Global Sustainability Steering Committee. Going forward, for each theme, we will check the progress and effectiveness

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of the improvement activities with the local employees, while at the same time monitoring and managing the process through the Global Sustainability Steering Committee.

* Seven themes(evaluation items): Labor Management System & Access to Remedy, Forced Labor, Child Labor & Young Workers, Working Conditions, Discrimination, Freedom of Association, and Health and Safety

Employee Education and Training Related to Human Rights, Internal Reporting System

Nissan holds an “Unconscious Bias e-learning” course to raise human rights awareness among employees which has been completed by approximately 16,400 people cumulatively. In addition, approximately 730 people have taken part in our LGBT seminars, held annually since fiscal 2014. Since fiscal 2016, all senior managers have been required to take an e-learning program about LGBT issues. In fiscal 2020 the content of the e-learning program was updated and made mandatory training not only for managers but also for all staff. We also have proactive initiatives to support LGBT staff.*1 From fiscal 2021, “Nissan Human Rights e-Learning” for all global employees is newly established as a compulsory training program. This training focuses on introducing the content of the Nissan Human Rights Policy Statement and the Nissan Global Guideline on Human Rights and includes messages from the CEO/CSO, the definition of human rights, business and human rights, respect for human rights at Nissan, case studies, and knowledge checks. Through the training, participants learn basic knowledge of human rights systematically and work to respect human rights in their daily business activities.

Furthermore, as described in the Global Code of Conduct, employees can submit inquiries related to human rights issues via the SpeakUp global reporting system.*2 We are committed to investigating, addressing and responding to any concerns reported, and employees who make inquiries are protected from any form of retaliation.

*1 Click here for more information on initiatives to support LGBT staff.
[>>> P115](#)

*2 Click here for more information on our global reporting system.
[>>> P187](#)

* Click here for more information on Responsible Minerals Sourcing.
[>>> P138](#)

* Click here for more information on Global Code of Conduct training.
[>>> P185](#)

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Traffic Safety

Traffic Safety Policies and Philosophy

The automobile has transformed people’s lives, bringing mobility, convenience, and the pleasure of driving. In recent years, the automotive industry has made significant advances, particularly in autonomous driving technologies and driver-assist features. The world is also undergoing major structural shifts due to aging populations and the rapid progression of urbanization. Technological innovation in the automotive sector is expected to help realize societies with less urban traffic congestion and more ways for senior citizens to move about safely.

Nissan designs and engineers cars that embody the pleasure and richness of driving while offering a high level of safety. More than 90% of traffic accidents are caused by human error. Our goal is zero fatalities: reducing the number of deaths from accidents involving Nissan vehicles to virtually zero. To this end, we continue working to help reduce traffic accidents.

Traffic Safety Management

In 2021, there were 2,636 fatalities in Japan caused by traffic accidents. While this is 203 fewer than in 2020, there are still more than 2,000 deaths per year due to traffic accidents. According to the World Health Organization (WHO), approximately 1.35 million people die each year in traffic accidents globally.

Unless significant steps are taken, traffic accidents could become the seventh leading cause of death worldwide by 2030.

Nissan is working to develop vehicle control technologies aimed at significantly reduce accidents by utilizing next-generation LIDAR technology. We are working to enhance technologies that help lessen the severity of unavoidable accidents and bolster occupant protection.

While pushing forward with technological advancements on the vehicle side, we are also conducting educational initiatives to help raise safety awareness for the motoring public.

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Traffic Safety Achievements

Enhancements to Nissan’s Safety Technology and External Ratings Received

Intelligent Emergency Braking* is available on nearly all vehicle categories sold in Japan, including EVs and commercial vehicles, and standard on all major models. In North America and Europe, Intelligent Emergency Braking* is available on 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 (Japan New Car Assessment Program) commenced comprehensive assessments in its “Car Safety Performance” evaluations encompassing the three assessment areas 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 assessment area (automatic accident emergency call devices are a fitment requirement). Following on from the Nissan DAYZ in fiscal 2020, in “Car Safety Performance 2021” for fiscal 2021 the Nissan ROOX, Note/Note Aura, and Nissan Kicks received five stars, a testament to their overall safety performance. 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 devices subject to this system was expanded, and by fiscal 2021 10 models and 29 types equipped with intelligent emergency braking and pedal misapplication prevention devices (Nissan DAYZ, Nissan ROOX, Note, Serena, Nissan LEAF, March, Clipper series, and Elgrand) had been approved.

* Automatic Emergency Braking in North America

Major External Safety Ratings (Based on 2021 Assessments)

Regions	External Assessments	Models	Rating
Japan	JNCAP*1 Car Safety Performance 2021	Nissan ROOX	5★ (Highest score)
		Note/Note Aura	5★ (Highest score)
		Nissan Kicks	5★ (Highest score)
U.S.	NCAP*2	Nissan LEAF, Nissan LEAF Plus, Murano, Altima, Maxima, Sentra, Versa, INFINITI QX50,	5★ Overall Rating (2022 model year)
		TITAN (Crew Cab), Rogue, Nissan Kicks	4★ Overall Rating (2022 model year)
	IIHS*3	Maxima, Altima, Rogue, Murano	2022 Top Safety Pick+
		Sentra	2022 Top Safety Pick
Europe	Euro NCAP	Qashqai	5★

*1 JNCAP: 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: U.S. National Highway Traffic Safety Administration's New Car Assessment Program.

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

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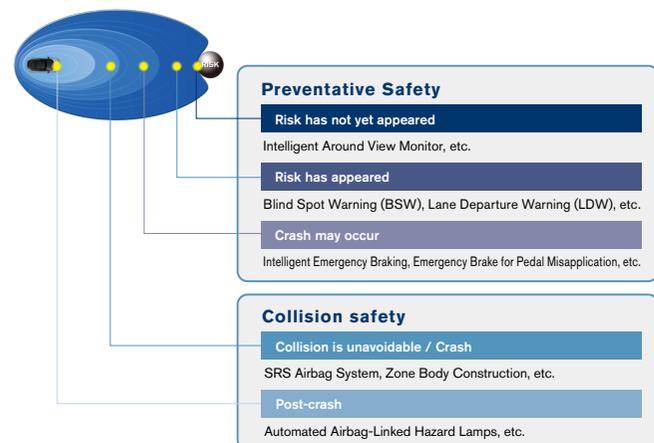
Aiming for Virtually Collision-Free Cars

Our Safety Shield concept helps support the safety of vehicle occupants in a variety of scenarios from a comprehensive perspective, from accident prevention and avoidance to occupant protection.

For example, during normal driving or parking, sensors and cameras can monitor vehicles and pedestrians that may be difficult for drivers to see; this supports drivers and allows them to drive with peace of mind.

We are committed as an automobile manufacturer to widespread availability of our safety technologies.

Safety Shield



* Click here for more information on Nissan's Safety Technology Development Concept.
https://www.nissan-global.com/EN/INNOVATION/TECHNOLOGY/ARCHIVE/SAFETY_TDC/

Dissemination of Advanced Driver Assistance Technologies: ProPILOT/ProPILOT Assist

ProPILOT/ProPILOT Assist was originally brought to market in 2016. In September 2019, ProPILOT2.0/ProPILOT Assist2.0 was equipped as standard in the all-new Nissan Skyline hybrid. The technology is highly acclaimed, winning Best Innovation Award in the 2019-2020 Japan Car of the Year awards and the RJC Technology of the Year at the RJC Car of the Year awards.

We are progressively deploying ProPILOT/ProPILOT Assist globally in a wider range of vehicle types. In total, more than 1,630,000 vehicles equipped with ProPILOT/ProPILOT Assist have been sold as of the end of March 2022.

ProPILOT/ ProPILOT Assist-equipped vehicles * As of March 31, 2022



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Driver-Assistance Technology Leading to a Dramatic Enhancement in Collision Avoidance Performance

Nissan believes that driver-assistance technology, by which some highly complex accidents can be avoided, will be instrumental in enabling its customers to use their vehicles with confidence in the upcoming era of autonomous driving. We have therefore announced ground truth perception technology, which is a driver-assistance technology that can lead to dramatic enhancements in the collision avoidance performance of vehicles. Aiming to complete the development of this technology by the mid-2020s, Nissan will first make ground truth perception technology available on selected new models, and on virtually every new model by fiscal 2030.

Installation of SOS Call (HELPNET)

SOS Call (HELPNET), an advanced automatic accident reporting system that enables data and voice communication to a dedicated operator in case of emergencies such as a traffic accident, sudden illness, risk of an accident, and tailgating and other forms of road rage, is now installed in the Nissan DAYZ, the first in the minicar segment in Japan. We will be gradually expanding the number of models where the system is available. There are two types of notifications: automated notification when the airbag is triggered in a traffic accident, etc., and manual notification using the SOS call switch. After the call is made, a dedicated operator uses the information obtained from the vehicle to quickly contact the fire command center or the police, and supports the driver for example by arranging for ambulances.

Applying NASA Technology to Develop AI for Autonomous Vehicles

To realize fully autonomous city driving, we are developing the Seamless Autonomous Mobility system (SAM). SAM will be able help cars navigate unforeseen situations like accidents, road construction, and other obstacles. When autonomous decision-making is difficult, a remote operator can draw up an ideal route to help manage the situation and sends it to the vehicle for execution.

Promote educational initiatives for traffic safety activities

Traffic accidents are statistically more likely to occur during the dusk hours from 4:00 to 6:00 p.m. As part of the Hello Safety Campaign, Nissan's Omoiyari Light Promotion urges drivers to turn on their headlights earlier in the evening. We have been involved in this campaign since 2010 and promote civic activities with two-way communication to raise public awareness of traffic safety.

Furthermore, we launched a traffic safety project* in 2018 together with a research department in Niigata University. One of the outcomes from these efforts is the "Wheel Spinning (Guru-Guru) Exercise," developed in March 2020, which promotes and encourages safe driving among senior drivers. Furthermore, in March 2021, in collaboration with Niigata University, Kitasato University, and Sagami Women's University, we established a virtual laboratory called the Traffic Safety Future Creation Lab.

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We are engaged in a wide range of activities with the aim of realizing a mobile society with virtually zero traffic fatalities. We stand by the members of society who are at a social disadvantage including in the area of transportation, such as small children, the elderly, foreign visitors, and those cut off from public transportation because of depopulation.

* Traffic safety project
 ToLiTon (Town, Life, and Transportation) Safety Initiative
 This project was named to promote proposals to town, life, and transportation that are not bound by past conventions.

Omoiyari Light Promotion

On November 10, designated “Day of Good Lighting,” we supported people in 16 regions nationwide in taking the initiative to encourage drivers to turn on their headlights before dark. In addition, the TRY-LIGHT ONLINE forum was held in December 2021 to promote safety in a fun way befitting the Omoiyari Light Promotion. This year, under the theme of “Traffic safety created by women, led by women,” an initiative discussed a variety of ideas from the perspectives of called-upon journalists and participants from all over Japan as well as from the side of drivers. This event was also streamed, and we received comments from viewers in support of the movement. Throughout the year, the Global Headquarters Gallery hosts daily presentations at dusk about the Omoiyari Light Promotion during which



Nationwide voluntary participation in the campaign to turn on headlights

Nissan’s “Miss Fairlady” staff members hold up signboards encouraging drivers to turn on their headlights. By urging greater awareness of, and action on, safety among corporations, NPOs, car-lovers, and other stakeholders, these activities have helped our Omoiyari Light Promotion steadily gain broad acceptance among the public.



TRY-LIGHT ONLINE forum

Traffic Safety Future Creation Lab

The laboratory will prioritize reducing the number of traffic accidents caused by elderly drivers, which has become a major social problem. This year, we announced the prototype of an “effective field of view* measurement system” developed with Kitasato University. We also made announcements on research study communications: #1 Visibility evaluation (brightness/line-of-sight analyses) based on differences in mask color, #2 Social design research: Elderly driver driving behavior awareness survey, and #3 a survey on colors of pedestrian clothing. Also, when we conducted an experiment to verify the effects of the “Wheel Spinning (*Guru-Guru*) Exercise,” it was proved that this has the effect of improving the flexibility and muscle strength of the body necessary for proper driving operation. For the benefits of the “Wheel Spinning (*Guru-Guru*) Exercise” to become more widely known, we held a hands-on experience at the “NISSAN CROSSING” virtual gallery in the Metaverse and also released a video on YouTube in which influencers in the Metaverse perform the exercise in a variety of settings.

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From now on, we will continue to create and disseminate information on traffic safety solutions that will help elderly drivers to drive safely and with greater confidence for many years to come.

* Effective field of view refers to the range at which drivers are able to discern objects that they need to identify.



Effective field of view measurement system



Virtual "Wheel Spinning (Guru-Guru) Exercise"

Field Operation Test of Smart City

In January 2022, five companies including Nissan commenced a proof-of-concept experiment for mixed cargo and passenger carrying in Namie Town, Fukushima Prefecture, to match on-demand vehicle dispatch services with the needs for moving people and goods, thereby verifying the efficiency of the flow of people and logistics.



Based on the "Agreement on Collaboration for Community Development Using New Mobility in the Hamadori Region of Fukushima Prefecture," which was signed in February 2021, this proof-of-concept experiment represented the second phase of the "Namie Smart Mobility" proof-of-concept

experiment that had started in November 2021. In addition to expanding the target area of the vehicle dispatch service from Namie town center to the entire town, including the area where the evacuation order has been lifted, the companies will also conduct a proof-of-concept demonstration for mixed cargo and passenger carrying that will combine parcel delivery by a shopping support service. Based on the results of last year's demonstration, we will contribute to the creation of a comfortable town in a rural area by improving the convenience of mobile services.

Also in January 2022, three companies including Nissan started the Namie Virtual Shopping Street Service proof-of-concept experiment for a new shopping and home delivery model that will turn the local economy around. The three companies are aiming to revitalize the local economy by combining a system that allows people to select products while watching real-time images of multiple stores using VR technology with the efficient mixed delivery of cargo and the carrying of passengers as well as a simple and convenient shopping and home delivery service.

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Diversity and Inclusion

Diversity and Inclusion Policies and Philosophy

Diversity and Inclusion Mission

Nissan has a global diversity and inclusion mission and promotes diversity and inclusion as one of its corporate key strategies.

Diversity & Inclusion

Foster a diverse and inclusive environment where we value and respect employees to drive innovation in automotive products and services that enrich people's lives

Create & provide greater value

Personal growth

✓ Sustainable Growth ✓ Creating Innovation

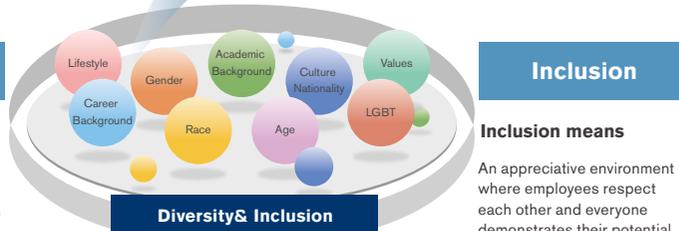
A culture without discrimination or prejudice, where you can demonstrate your uniqueness to the fullest

Meet the diverse needs of our customers

Diversity

Diversity means to

Embrace having diverse talents with different backgrounds such as gender, nationality, culture, age, gender identity, sexual orientation, career background, education, and lifestyle.



Inclusion

Inclusion means

An appreciative environment where employees respect each other and everyone demonstrates their potential to the fullest.

Diversity and Inclusion as Strategy

Promoting Diversity and Inclusion with Everyone Working at Nissan

Nissan is striving to create an environment in which everyone can demonstrate their potential to the fullest. Diversity and inclusion are the strengths of our company, helping it to adapt to the changes in the business environment and remain to be a company that is needed by our customers and society.

- Diversity and inclusion should be considered as a foundation for an organization to express its full capabilities, not just as an objective.
- We aim to create an environment where everyone can work actively, make diversity and inclusion our strength, and enhance competitiveness of our business.
- All of us can promote diversity and inclusion and work on it. Diversity and inclusion would not be promoted only by executives, managers, or diversity-related organizations.

To foster the concepts above and encouraging everyone to think and act proactively, we are working to promote diversity and inclusion at all of our locations.

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Respect for Human Rights and Equal Opportunity

Nissan's respect for human rights and equal opportunity is also clearly stated in our Global Code of Conduct*.

- All employees respect one another's human rights, and discrimination or bullying on the grounds of race, nationality, gender, religion, disability, age, place of origin, gender identity, sexual orientation or other reasons is unacceptable.
- We respect the diversity of employees, work to maximize the performance of each individual and actively strive to create an environment in which teams can come together and work toward ambitious goals.

* Global Code of Conduct: Describes how employees should act and applies to all Nissan Group companies worldwide. Click here for more information.

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Diversity and Inclusion Management

Diversity and Inclusion Actions

Nissan shares the common goal to promote diversity and inclusion with its Mission. It states "Diversity enhancement in the organization" and "Embed diversity and inclusion in our corporate culture" as the pillars of our activities, with "Inclusive workstyles and work-life style enhancement" as the foundation to promote diversity and inclusion.

Mission

Nissan Diversity & Inclusion Mission
Foster a diverse and inclusive environment where we value and respect employees to drive innovation in automotive products and services that enrich people's lives

Actions

Diversity enhancement in the organization

- Talent development / Career support
- Various seminars and training
- Enhancement of programs, etc.

Foundation

Embed diversity and inclusion in our corporate culture

- Enhance corporate communication
- Develop leaders with diversity management skills
- Implement diversity and inclusion training, etc.

Foundation

Inclusive workstyles and work-life style enhancement

(Initiatives in Japan)

- Remote work program
- In-house childcare centers, family support leave, maternity / childcare / nursing care leave
- Happy 8 (No overtime day), Happy Friday (Premium Friday)

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Diversity and Inclusion: Decision-Making and Action-Driving Bodies

Nissan has constructed a framework to promote diversity and inclusion worldwide with collaboration among the corporate organization and each regions.

Global Diversity & Inclusion Council

- Chaired by CEO with executives representing respective divisions and regions as members.
- Makes decisions on diversity and inclusion policies and direction of initiatives globally.

Regional Diversity & Inclusion Council

- Organizations set up in each region to promote diversity and inclusion
- Chaired by respective senior management of each region, with executives representing each divisions as members
- Established a structure to execute the initiatives as corporate actions as well as a structure to handle various diversity and inclusion issues that differ by region.

Diversity & Inclusion Promotion Organizations

We have dedicated organizations to promote diversity and inclusion or a person in charge of within local human resources department in Japan and each regions. We work together to operate Diversity & Inclusion Councils and liaise with respective divisions to implement diversity and inclusion measures.



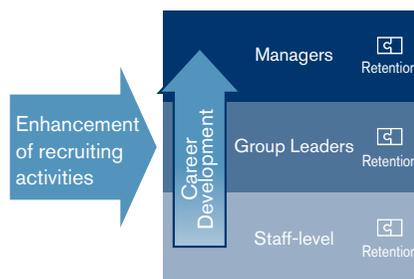
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Diversity and Inclusion Achievements

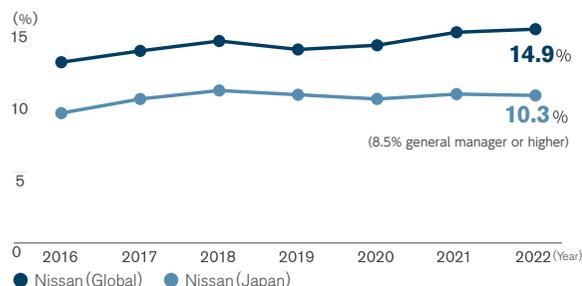
Enabling Diverse Human Resources

Female Talent Development Initiatives

Nissan is continuing efforts to promote female talent development and has taken gender diversity as an important part of diversity enhancement since the beginning. Expectations for female talent development are growing with the necessity of making decisions based on diverse values in order to meet the diverse needs of our customers. Other factors include the decline in the labor force due to a shrinking population and mounting social concerns over the enforcement of “The Act on Promotion of Women’s Participation and Advancement in the Workplace”. As a result of these initiatives, the percentage of women among Nissan managers globally has increased from 6.7% in 2008 to 14.9% in April 2022, and women are active at Nissan globally.



Transition in the Ratio of Women in Management Positions



Development and Retention Measures (Japan):

We support women’s careers in terms of recruitment and development enhancement.

Tailored career support

We hold career development meetings for female employees attended by the employee’s manager, the human resources department, and a career advisor to discuss and implement their development plans and measures for these employees, since their career plans are particularly affected by their life stages.



Training and workshops for *monozukuri* divisions

The “Career Roundtable Career Discussion in *Monozukuri* Division”, “Career Development Training in *Monozukuri* Division”, and “Career Workshop in *Monozukuri* Division” have been held since 2020. In the *monozukuri* division, where the percentage of female employees is relatively low, these programs provide opportunities for female employees to have a positive view of their future careers and actively think about their own career development.

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Roundtables with executives

For female leaders and mid-level female employees, we provide roundtables for dialogue on management and leadership from a closer perspective with senior management. Top management actively supports female talent development, providing opportunities to think about management and leadership.

Networking and introducing role models

We encourage active networking with women outside the company and female managers in Nissan. In addition, through an intranet dedicated to diversity and inclusion, employees can view interviews with female employees who are building their careers in their own way.

Thanks to these various initiatives, women now comprise 10.3% of managers in Japan as of April 2022. This compares favorably to the average of 3.9% for Japanese manufacturers with 1,000 or more employees (according to the 2021 Basic Survey on Wage Structure from Japan's Ministry of Health, Labour and Welfare). As of April 2022, a total of 8.5% of general managers or higher positions are filled by women 4.3 times larger than the 2008 level of 2.0%. In principle, we will target to have the same level of female ratio in management as indirect employees. For the time being, we will strive to improve the female ratio in management positions (10.3% as of April 2022) to reach that of indirect employees (19.9% as of April 2022).

To further increase the female management ratio, we will target to raise the female ratio of indirect employees to 30% by accelerating hiring and development of women to enrich pipeline.

Initiatives at Car Development / Production Sites and Sales

Companies (Japan):

Nissan is developing an environment in which women can play an active role in all processes of its business, from the development of new models to production and sales, including at our affiliates and sales companies.

Car development stage

The Serena minivan released in Japan reflects women's requirements, such as a capless fuel tank allowing drivers to refuel their vehicles without dirtying their hands and dual back doors that require minimal force to open and allow cargo to be loaded even in confined spaces.

Production sites

We contribute to create the manufacturing lines that everyone can work on, regardless of age or gender. In 2017, the Nissan Group's first female plant manager took up her role at the Oppama Plant in Yokosuka, Kanagawa Prefecture, and others have followed since then.

Sales companies

Many female car-life advisors (CAs) are active at our sales companies nationwide in Japan. As of end-February 2022, 1,265 female CAs are active across Japan, this number continues to rise and accounts for 10.5% of the national total. Additionally, female technical advisors (TAs) have been appointed to bridge between customers and dealer technicians.

"Woman act." (Japan):

As an activity in collaboration with the local community, Nissan is participating in "Woman act." for female active participation enhancement in Kanagawa since 2015. CEO Makoto Uchida has published a declaration of this project.



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Development of Female Leaders :

At the executive level, the international race driver Keiko Ihara became Nissan's first female outside director in June 2018; Jenifer Rogers followed her in June 2019. "Woman Leadership Program" has been implemented to develop female leaders.

Cross-Cultural Cooperation

Nissan has a global workforce of more than 100 nationalities. The senior management and team leadership levels also include members of diverse nationalities. It is necessary to enhance empathy for others in order to create innovation by taking advantage of differences in culture and nationality. We provide opportunities to enhance skills and experience in working collaboratively across diverse cultures by acquiring knowledge through cross-cultural e-learning and other programs, talent exchanges among overseas offices, and collaborating through projects.

Support for Work-Life Balance (Japan)

Aiming to create an environment in which everyone can play an active role, Nissan has established a framework that provides comprehensive support for employees balancing work with childcare, nursing care, medical treatment, and other activities.

- Trainings and seminars to support the activities of the employees themselves
- Trainings and seminars for managers to support the development of their subordinates who are engaged in balancing work and family life
- Infrastructure development, including programs and facilities

We are introducing effective measures by approaching work-life balance from these three directions. In addition, activities are also conducted from

the bottom-up approach, such as "Escargot", a group set up by working parents themselves as a forum to exchange information.

Creating an Environment Conducive to Work-Life Balance

Comprehensive Support for Employees: For Themselves, Managers, Mindset and Infrastructure

Supporting employees: Career development and work-life balance support

- "Seminar for expecting parents" before maternity and childcare leave
- "Reinstatement seminar" Provide employees opportunities to think about their career paths and workstyles before and after maternity and childcare leave
- Nursing care seminars

Supporting managers who have employees engaged in work-life balance

- Guidance on offering promotion exams before parental leave
- Seminar for managers with employees returning from childcare leave
- Training on balancing work and childcare of staff employees engaged in childcare
- Training on paternity leave
- Diversity management training for managers
- Support on paternity leave

Creating program, facilities an other infrastructure conducive to work-life balance

- Remote work program (All employees except those in manufacturing processes are eligible.)
- Super-flextime without core time (There is core time at some sites)
- Short-hour Work Program (for employees engaged in childcare or nursing care)
- Family-Support Leave (special paid holidays for marriage, childbirth by spouse, childcare, nursing care, and fertility treatment)
- Childcare leave, nursing care leave, and maternity protection leave
- Accompanying leave (three years at maximum)

- Re-employment policy
- In-house childcare center (at five sites)
 - 1.Supports employees by helping them balance work and childcare and perform at their best
 - 2.Supports employees' return to work when they wish, rather than when care waiting lists in Japan allow it
- Lending of personal computers to employees on leave (for intranet and email access)
- MM care room (lactation room)
- External nursing care hotline

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Creating Programs, Facilities and Other Infrastructure for Employees Balancing Work with Childcare or Nursing Care :

Establishment of in-house childcare centers

The number of centers has been increasing since Nissan opened the first childcare center at the Nissan Technical Center in 2005.

In 2017, the first childcare center in a plant was opened at the Oppama Plant.

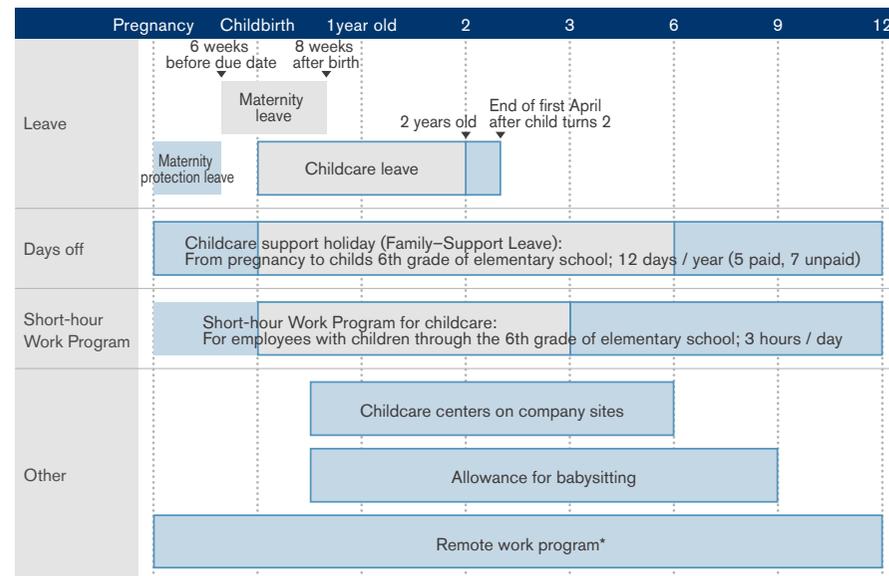
In April 2022, we opened our fifth in-house childcare center, "March Land Yokohama," at the Yokohama Plant. The center's opening hour is set to adapt to the shift schedule at the plant, thereby helping female employees to continue their work at the plant.

Nissan's In-House Childcare Centers

	March Land Atsugi	March Land Atsugi Axt	March Land Minatomirai	March Land Oppama	March Land Yokohama
	Nissan Technical Center (Atsugi)	Nissan Global Information System Center (Atsugi)	Nissan Global Headquarters (Yokohama)	Nissan Oppama Plant (Yokosuka)	Nissan Yokohama Plant (Yokohama)
Capacity*	42	10	15	10	10
Hours	7:30 a.m.–10:00 p.m.	8:30 a.m.–6:30 p.m.	8:00 a.m.–8:00 p.m.	5:00 a.m.–7:30 p.m.	7:00 a.m.–9:00 p.m.
Established	April 2005	October 2012	January 2013	April 2017	April 2022

* Capacity determined based on facility area.

Support Systems for Childbirth and Childcare (Japan)



* Available to all employees (excluding those in manufacturing processes) regardless of their reasons for childcare or nursing care.

Legend: Legally mandated Decided by Nissan For parents of both sexes

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LGBT-related Initiatives

LGBT is an acronym for lesbian, gay, bisexual, and transgender, and is used as a general term for sexual minorities. Nissan is making efforts to create a workplace that is comfortable for the LGBT community, both by improving programs and facilities for LGBT employees and by conducting activities to raise awareness of employees to encourage their understanding.

LGBT-related Programs and Facilities

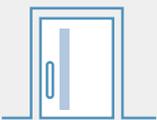


[Recognition of same-sex marriages and common-law marriages]

Marriage leave program
Congratulatory payment



Individualized schedule for health checkup



Locate of multipurpose restrooms

Examples of Activities to Promote Understanding of LGBT :

Nissan is engaged in comprehensive LGBT-related understanding and promotion activities, including those described below. In recognition of these initiatives, the private organization, "work with Pride" awarded Nissan its most prestigious Gold in "PRIDE Index" to recognize corporate initiatives to support LGBT employees. We received a Gold award for five consecutive years, from 2017 to 2021.

LGBT Seminars

Held annually since 2014. Guest speakers from outside the company are invited to provide opportunities for employees to actively learn and think.

LGBT e-learning

Delivered as mandatory training for all employees.

Event participation

We have participated in the "Tokyo Rainbow Pride," the largest LGBT event in Japan since 2017. (From 2020, we participated online due to the COVID-19 pandemic.)

LGBT employee networking

In fiscal 2016, members of the LGBT community and allies (those supportive of LGBT) within the company launched a self-initiated employee network as part of bottom-up activities.

Initiatives for Older Employees and Those with Disabilities

We also provide a workplace where older employees and those with disabilities can fully participate. Necessary training programs are provided for those who have built up their career at other companies so that they can quickly perform to the best of their ability at Nissan.

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Embed a Corporate Culture of Diversity and Inclusion

To leverage diversity as our true strength, create greater value, and meet the diverse needs of customers, we believe it is important to establish a culture of diversity and inclusion, where employees with all sorts of differences, not just of gender and nationality but also sexual orientation, gender identity, disability, age and career history, acknowledge and accept each other without discrimination or prejudice.

Internal and External Communication Activities

By proactively communicating the thoughts and activities of top management regarding diversity and inclusion, we promote a common understanding of the significance of Nissan’s promotion of diversity and inclusion within the company, leading to behavioral change within each individual employee, and to enhance the corporate brand image and recruiting competitiveness outside the company.

Internal Communications:

Interviews with executives

We promote understanding of diversity and inclusion by communicating senior management’s experiences, thoughts, and expectations for employees.

Diversity & inclusion forum

In February 2022, a forum was held and two themes were discussed, “Why does Nissan promote diversity and inclusion” and “Workstyles to maximize the performance of diverse teams” with around 300 Nissan employees participating online. Inviting a guest speaker from outside the company, CEO Makoto Uchida and several executives from Nissan took the stage at

the event which became an opportunity to think once again about diversity and inclusion and workstyles.

Diversity & inclusion mission established

We have set a common global mission and are communicating to ensure that everyone including senior management shares and acts in the direction we are aiming for in diversity and inclusion.

Intranet website and Email newsletter dedicated to diversity and inclusion

Notices on various events and training programs, reports, and content related to diversity and inclusion are posted on the website. We also issue an email newsletter on a regular basis to embed diversity and inclusion within the company.

External Communications:

Diversity and inclusion page on the corporate website

Nissan’s vision and initiatives, as well as messages from Nissan’s top management, are disclosed for external audiences on the corporate website and states that diversity and inclusion as one of the key pillars of our business strategy.

“Iku-Boss Declaration”

In February 2022, CEO Makoto Uchida and COO Ashwani Gupta announced the “Iku-Boss Declaration,” led by the Ministry of Health, Labor and Welfare, to create workplaces where diverse employees can perform to their full potential.

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* Please visit here for details of the "Iku-Boss Declaration" by CEO Makoto Uchida and COO Ashwani Gupta. (Only in Japanese)
<https://global.nissannews.com/ja-JP/releases/release-ea2ada92a067df51a78ce3a3b20900ab-220217-02-j>

* "Iku-Boss" refers to executives and managers who consider the work-life balance of their subordinates and support their careers and lives, while achieving results in organizational performance and enjoying their own work and personal lives. The "Iku-Boss Declaration" is a declaration by the top management and executives of an organization that they aim to become an "Iku-Boss".

Diversity Management in Leadership

We are developing leaders who can manage diverse talent and maximize the performance as a diverse team.

Executive workshop

In November 2021, an external lecturer was invited to speak on "Team Strategies for Diverse Organizations." Positive discussions ensued, and all executives in attendance made declarations of action. Following the workshop, communication was made to employees in each division from senior management.

Diversity management training

This training is incorporated into the training module for newly appointed managers, to deepen their understanding of diversity in management styles and issues at the workplace and to learn skills to deal with them.

Seminars for managers

This program is to learn how to be creative in day-to-day management from the point of view of balancing work with childcare and paternity leave.

Fostering Mindsets

We offer diversity and inclusion-themed regional events and training for employees around the world.

Implementation of Training:

Nissan conducts training, e-learning, and events to raise awareness for target audiences, such as for new graduates, managers, employees who joined Nissan after building their careers at other companies, and for all employees.

"Unconscious Bias e-Learning"

This training is provided to all indirect employees, in which employees can learn the influence of the unconscious biases that everyone has as well as techniques to mitigate their effects. Following its introduction in Japan in fiscal 2018, this training has been gradually rolled out to global sites.

"Gender Diversity e-Learning" (Japan)

The content was updated in fiscal 2019 and is being implemented to realize each individual maximizing their abilities as part of a diverse team.

"LGBT e-Learning" (Japan)

Aiming to make everyone feel comfortable at work, we are implementing this as mandatory training for all employees to learn about LGBT (sexual minority).

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Promotion of Inclusive Workstyles

We are committed to create a working environment in which diverse employees can maximize their performance.

		
<p>Remote work program with no upper limit of hours*</p> <p><small>*For all employees except those in manufacturing processes</small></p>	<p>Super-flextime without core time*</p> <p><small>*There is core time at some sites</small></p>	<p>Standard meeting times that take into account time differences between global locations (between local hours of 7 a.m. and 8 p.m.)</p>

Nissan's remote work program has evolved since the introduction of the telecommuting system for employees balancing childcare and nursing care in 2006. Since then, reflecting the opinions of employees and management, we are expanding locations to work, setting minimum increment for working, and widening the scope of eligible employees. In 2021, the upper limit of hours has been removed, moving beyond a provisional measure in response to the COVID-19 pandemic.

Workstyle Reform "Happy 8" Program

Happy 8 program

In 2015 we introduced the "Happy 8" program, a time-conscious workstyle reform emphasizing the ideal of an eight-hour per workday. It aims to increase individual and organizational productivity while also improving work life, private life, and health by increasing awareness among all employees of working for eight hours everyday.



Happy Friday

In February 2017 we introduced our "Happy Friday" program, encouraging employees to leave the office at 3 p.m. on the last Friday of each month. We are thus encouraging an enhanced work-life balance.

Happy 8 survey

We conduct an employee survey on workstyles every year to review and revise the programs that meet employees' needs and actual conditions conveyed from the survey.

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Achievements at Overseas Sites

Initiatives in Americas

At Nissan North America(NNA), diversity and inclusion is embedded in our culture. In November 2021, we introduced our DEI North Star—Better Conversations Lead to Better Actions—and our DEI Strategic Pillars that focus on people, culture and partners. Overall, we are on a mission of building an inclusive culture. DEI is business imperative and our employees, customers and partners expect us to align with their values and be inclusive of their perspectives and needs.

Business Synergy Teams (BSTs)

BSTs are developed by active groups of employees with shared interests and values in tandem with executive sponsorship. Since the first BST launched in 2007, Nissan employees have embraced these groups and formed BSTs at every major Americas location—United States, Brazil, South America, Canada and Mexico.



Acknowledgment and accomplishments

Nissan North America (NNA) :

- Since 2020, NNA developed a strategy to assure representation of diverse talent among the candidates for executive roles. As a result of this, 63% of our promotions to director level in the U.S. and over 60% across the Americas region were diverse talent within the last 12 months.
- NNA is not only promoting diverse employees inside the organization, Nissan is also developing leaders of tomorrow with investments in Historically Black Colleges and Universities (HBCUs) in Mississippi and Tennessee along with non-profit organizations committed to uplifting multicultural youth.

Nissan South America :

- Launched a new program, Women's Talk on International Women's Day, March 2021, to create an open space to share experiences among the female employees.
- Women executives from the region led topics, such as impostor syndrome (underestimating your own abilities), work-life balance, career, positioning, etc.

Brazil :

- The health teams hosted external experts to approach different topics related to pregnancy and motherhood.
- Also launched its first BST, W-Power, to provide its members with networking, professional development, and community involvement opportunities.

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Initiatives in AMIEO (Africa, Middle East, India, Europe, Oceania)

Since April 2021, AMI (Africa, Middle East, India), Europe and Oceania came together to form a new AMIEO region. As a result, we operate in 140 countries, which offers a tremendous opportunity to leverage the inherent diversity within the region: 93 nationalities, a number of religions, a number of generations working alongside each other with Generation Y being the most represented, and 11% of females across the entire region.

Our aim is to move to a philosophy driven diversity and inclusion strategy and create an environment where everyone can be authentic and bring their whole selves at work. We intend to take a holistic approach and embed our diversity strategy and activities in our production and supplier relationships, processes, as well as throughout the full employee lifecycle.

In 2021, we decided to focus on two specific strands of diversity, in line with our regional footprint: gender and culture. Within our framework, we defined five key focus areas: attraction, retention, development, engagement and business growth - that have underpinned our key activities, initiatives and achievements, both regionally and locally:

Initiatives	Details
Diverse Pipeline	Enhance our pipeline via graduate & mid-career hires and regularly monitoring gender and the cultural diversity of our succession plans and promotions.
Talent Development	Diverse participant representation on AMIEO's newly launched regional mentor program & leadership programs
Learning	Dedicated 'Think-Tank' Workshop led by diversity and inclusion experts, exploring potential barriers and solutions within AMIEO. Additionally, preparation to launch Global Learning for all, including dedicated modules relating to unconscious bias and leading diverse teams in fiscal 2022
Internal Awareness	Implemented annual celebration calendar, leading to various events and activities for World day for cultural diversity (May), International women in engineering day (Jun), Zero Discrimination Day (Mar) & International Women's Day (Mar)
External Collaboration:	Various external speaking opportunities to further raise awareness including Expo 2020 and Autocar Great Women podcast. Additionally, AMIEO entities have partnered with various professional institutions as a commitment to enhancing diversity and inclusion including the International Finance Corporation and the American Chamber of Commerce in Egypt.
Nissan Skills Foundation*	Engaged more than 72,000 students in career development and engineering or STEM events. Female students accounted for approx. 49% of participants.

* Established in 2014 at our plant in Sunderland, England, providing a variety of educational programs for students of all ages.

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Initiatives in China (NCIC and Nissan China JVs)

In China, we define ‘Diversity & Inclusion (D&I)’ as respecting individuals and their values and embracing each other to come together as one organization.

Diversity and Inclusion Penetration

A penetration campaign was particularly designed in blended approach in NCIC: initiating from e-learning, promoting “diversity and inclusion” concept via corporate culture ambassadors’ propaganda video, following an “I will do” commitment session and displaying customized sign plates with lively tips to avoid unconscious bias during different communication scenes in all conference rooms to facilitate employee behavior change.

Leadership Workshop for Diversity and Inclusion

Intergeneration leadership workshop for NCIC managers was held in July 2021 and Intergenerational leadership insight workshop conducted in November to general managers from NCIC and joint venture companies, which enabled leaders to foster more inclusive and empathetic perspective on young generations to enhance their motivation and engagement. “Speak my mind” was initiated to cultivate organizational empowerment, diversity and inclusion, and innovation through establishing a mechanism to support open dialogue, empowering the management team by strengthening feedback and listening, improving skills for handling high-risk conversations.

Gender Diversity

Special care was given to female employee such as mental health workshops were organized on International Women’s day, special cubicle setup for new mothers, maternity / paternity leave implemented.

Workstyle

Flexible working scheme has been implemented allowing employees with more work-life balance and better coping with pandemic situation.

Training

- Cross culture training was conducted to inbound and outbound expats for their smooth landing.
- In 2021, Unconscious bias e-learning, with the chairperson’s speech on diversity and inclusion embedded in, was rolled out in NCIC with 100% completion rate, also extended to some joint venture companies.

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Initiatives in ASEAN

In ASEAN, we are committed to creating and respecting the value of people through diversity and inclusion. The key activities are as follows:

Women’s Month and International Women’s Day Celebration

We call to action to employees for accelerating gender equality with the theme #BreakTheBias!. In order to raise employee awareness and encourage action among employees, we arranged Live the Dare Talk Show with four executives from different backgrounds and functions as well as the delivery of e-learning courses.

Flexible Workstyle

During the pandemic, we promote flexible and remote workstyles. To encourage flexibility and prioritize employees’ well-being, we will launch a post pandemic hybrid work arrangement guideline called F.A.S.T.

Equal Opportunities

We provide equal opportunities to employees regardless of their background to drive their own careers. To encourage employees, we launched ASEAN Career Month, and implemented ASEAN Role-Based Learning Pathways and Learner’s Circle to promote learning environment. The regional program called “IGNITE” contributes to develop local leaders, and women consist 60% of the graduates of this program.

In addition, the Unconscious Bias e-learning was launched to indirect employees to develop knowledge and skills to work effectively across borders of culture, gender, generations, and workstyles.

External Recognition for Diversity and Inclusion at Nissan*

Both Nissan’s diversity and inclusion initiatives and its attitude of placing emphasis on employee diversity, have received considerable external recognition.

Japan

Kurumin certification

In 2015, we became the first company in Kanagawa Prefecture to earn “Platinum Kurumin” certification, which is granted to “Kurumin”-accredited companies (certified as supporting childcare) that provide an even higher standard of childcare support. Nissan was the first transportation equipment company to be certified.



Eruboshi

The Ministry of Health, Labour and Welfare recognizes companies successfully promoting female participation in the workplace. In 2017, we received the highest third level “Eruboshi” accreditation.



PRIDE Index

This is an award that recognizes efforts to support LGBT employees. Since becoming the first Japanese automotive company to receive Gold in PRIDE Index, the top award, in 2017, we have received this Gold award for five consecutive years.



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U.S.

Nissan North America (NNA) wins Gold WBENC Top Corporation in 2021: Recognized annually as one of America's top corporations for Women's Business Enterprises (WBEs).



NNA wins Regional Automotive Corporation of the Year 2021.



Canada

Nissan Canada (NCI) was selected for Top 100 Ideal Employer for Interns for the sixth consecutive year.

NCI was certified for A Great Place to Work® for the third consecutive year.

Mexico

NR Finance Mexico is recognized by HRC Equidad MX as one of the "Best Places to Work LGBTQ+ 2022"



U.K.

Nissan Motor (GB) gaining Pride 365 certification.

* Click here for more information on the main examples of external recognition of our diversity and inclusion initiatives to date.

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<https://www.nissan-global.com/EN/COMPANY/DIVERSITY/RECOGNITION/>

Nissan is also committed to enhancing diversity and inclusion as one of the focus areas in its social contribution activities. We are promoting diversity and inclusion as an important value with the aim of realizing a cleaner, safer and more inclusive society where everyone is given equal opportunities.

* Click here for more information on our "Community Engagement".

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Product Safety and Quality

Product Safety and Quality Policies and Philosophy

Product evaluations and automaker brand value are entirely dependent on customer perception of quality. In the automotive industry, rapid technical innovations are seeing customers demand ever-higher levels of quality in the products they purchase. A company can strengthen its brand by consistently providing the value customers expect, but failing to meet expectations even once makes it harder to maintain a platform for providing new value to those customers.

As mobility needs rise worldwide, driven by increased urbanization and structural changes in the global economy, Nissan is fulfilling its mission of offering people everywhere the rich benefits of mobility. At the same time, we believe that automakers have an important responsibility to always offer customers the kind of quality they expect.

Nissan aims to earn its customers' trust by addressing quality as a companywide issue. This means providing top-level quality to customers at every stage, from the planning of new vehicles through development, manufacturing, logistics, and sales to aftersales service.

Quality Policies and Philosophy

Quality has many aspects, and we seek to provide high quality at all stages of the customer experience: how it feels to use the product itself, the way customers are treated by sales staff in showrooms, the response if problems arise with the product. To achieve this, we pursue effective companywide cooperation at the cross-functional and cross-regional levels.

Based on a customer-centric ethos, Nissan places the highest priority on customer feedback and aims to enhance the quality of products and services that provide customers with a deep sense of satisfaction to ensure they choose Nissan vehicle over the long term through efforts focused on product, sales and service quality.

Vehicle product quality is essential for safe and comfortable long-term use. We aim to provide a high level of quality that meets customer expectations over the entire life cycle of the product. This includes the perceived quality when a customer opens the vehicle's door in the showroom, sits in the seat, and takes a test drive; the initial quality when the vehicle is delivered to the customer; and the durability that allows the vehicle to provide many years of use.

We also conduct initiatives to increase customer satisfaction (CS) regarding sales and service quality. Our aim is to exceed expectations at every customer contact point, including dealership visit, purchase, maintenance, inspection, and repurchase.

We listen to customers and incorporate their feedback in every process throughout the company in our pursuit of CS.

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Product Safety and Quality Management

Ensuring the safety of customers who purchase Nissan cars and consistently providing the quality they expect are both important issues. To achieve sustainable growth as a company that is trusted by its customers, Nissan has created organization to promote quality improvement globally, and all Nissan employees are engaging in activities as one. Clearly defined by an ISO9001-compliant quality management system, the persons in charge are assigned and the processes applied to a wide range of quality improvement activities on a global basis.

As of January 2023, 23 out of 24 vehicle production bases*, including consolidated and non-consolidated sites, have acquired ISO9001 certification. One base is proceeding with the process to obtain certification by the end of March.

* Excluding non-consolidated OEM plants

Management Systems for Product Safety and Quality

To achieve top-level quality, we have assigned a number of Senior Vice Presidents, headed by the Chief Quality Officer (CQO), to focus exclusively on quality issues. A CQO meeting, chaired by the CQO, is held every month and attended by executives representing each division and region. These meetings work to promote the swift solution and improvement of issues related not just to product quality but also to sales and service quality experiences before and after purchase.

Additionally, in order to fully implement compliance, we have established a three-layer monitoring and audit system and are working to strengthen our audit activities. The first layer consists of each division implementing monitoring activities to ensure strict observance of laws and standards.

In the second layer, the Conformity Audit Office conducts audits of those efforts to observe laws and standards. And in the third layer, the Internal Audit Office conducts risk-based audits in accordance with annual plans.

Product Safety and Quality Achievements

Reflecting Customer Feedback in Activities to Enhance Quality

Quality reflects how successfully Nissan interacts with its customers. To provide the value that customers expect and respond rapidly if they are not satisfied, we listen to all feedback and put what we learn to use in measures to improve quality at every stage, from product design and development to aftersales service.

Responding Rapidly to Customer Feedback and Timely Sharing of Information

We receive and respond to customer comments and questions worldwide through a range of contact points, including dealers, call centers, and surveys. Our customer call center in Japan, for example, receives around 200,000 comments and questions from customers annually. To respond rapidly to customer feedback, we are utilizing digitized catalogs and technical materials from the past 50 years and a frequently asked question (FAQ) search system. Opinions and comments received by our customer call center in Japan are anonymized and shared companywide on the intranet, where employees can access and view them at any time. Information is also promptly sent by email to executives and senior managers.

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Employees who buy Nissan vehicles are also customers and important stakeholders. Having installed the “Quality Listening Box” on our intranet, we are utilizing employee feedback in promoting activities designed to raise the quality of products and services.

To achieve faster and more accurate customer responses, the FAQ search system underwent complete renovation in fiscal 2021, by which its displays and searchability were greatly enhanced. Some of the FAQs have been made publicly available for customers, and we are devising ways to save customers the trouble of making inquiries by solving them by themselves.

Incorporating Customer Feedback into Products and Services

We have implemented a system for reflecting customer feedback in our products and services. Reliable information sharing ensures that this feedback is incorporated in the work of all functions, including product planning, R&D, manufacturing, and sales. Product quality is about more than just a lack of mechanical faults—it includes any factors that could lead customers to feel dissatisfied.

We see these factors as issues requiring action and strive to improve quality across all areas. The value that customers expect from products varies according to their region, age, and personal tastes and can also be affected by market factors, such as product diffusion levels or even climate. Although we have basic specifications for global design, we fine-tune these to meet regional needs. The Chief Quality Engineer (CQE) performs this role, participating in the vehicle manufacturing process from the product planning stage in order to reduce customer dissatisfaction and defects. We glean customer perspectives from market information and employee monitors and prioritize our response to these from the planning and development stages for both products and services.

Adopting a Customer Perspective

We believe all employees must have a customer-centric perspective and are implementing a variety of activities, including companywide training to foster this mindset and efforts to provide opportunities to experience customer feedback on a daily basis.

Since 2003, we have also held Nissan Quality Forums for executives, employees, and suppliers. These annual forums use information displays, video presentations and actual vehicles, and parts to showcase our latest quality results, customer feedback, and activities aimed at meeting targets. The forums are organized cross-functionally by all divisions from R&D to service. In recent years, experiential events that lead to actions being taken have been organized to raise all employees’ focus on customers and the importance of quality and to help them think and act from the customer’s perspective. They are held globally in Japan, North America, Europe, China, Southeast Asia, and other regions.

Improving Product Quality

Product quality is a basic feature in allowing customers to use a product safely and comfortably over the long term. For Nissan, a leading automaker with a strong history of *monozukuri*, Japan’s tradition of careful craftsmanship, product quality is the foundation for our sustainability as a company. We consider quality from the customer’s perspective at all times and respond quickly if a defect occurs, striving to prevent recurrence so as not to inconvenience the customer. We ascertain customer dissatisfaction and address it through all possible means, improving quality to increase satisfaction.

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Approaches in Development and at Manufacturing Plants

Improving Perceived Quality and Developing Vehicles with Valued Designs

Perceived quality is the quality that customers feel when seeing, touching, and operating a vehicle. For example, when customers come to the showroom, they open vehicle doors, sit in seats, and check things like the texture of interior fittings.

The perception of quality is a particularly subjective matter, and applying objective criteria requires thorough studies. We conduct consumer research around the world targeting customers who have purchased or are considering purchasing a Nissan car in order to understand their perceptions better and incorporate those perceptions in new vehicles. Our perceived quality specialists communicate the voice of customers around the world and support us to develop attractive stylish vehicles that are valued by our customers.

Producing Products of Consistent Quality Worldwide

At Nissan, we will continue to produce products of a quality that exceeds our customers' expectations. At the Tochigi Plant, we launched the Nissan Intelligent Factory to meet environmental considerations, such as carbon neutrality and the effective use of resources, and to meet the needs for electrified, intelligent cars, and are realizing *monozukuri* that places less of a burden on our employees. The Intelligent Factory will be deployed horizontally to global plants in the years to come.

Including these activities, Nissan will deploy quality initiatives in four areas, make comprehensive efforts from the development stage of new vehicle offerings to the pipeline that delivers vehicles to customers, and stably supply high-quality products.

Four Areas in Nissan Production/Supply Chain Management (SCM)

New Model Quality Initiatives	At the digital stage of a new model, we will simulate a virtual factory, utilize simulation and virtual reality, and collaborate with design departments to create vehicle designs in digital form. The Global Production Engineering Center is also making efforts to realize high-quality vehicle production from the outset at all plants worldwide through the verification of the structural construction method of prototype vehicles.
Power Train Quality Initiatives	To complete quality manufacturing in each process, we set Quality Gates for each process, establish non-defective product conditions, and carry out activities designed to deliver non-defective products to the next process. We will also reflect the opinions of our customers in product and process designs, work to further improve the quality of new products, and contribute to the realization of stable quality.
Production Vehicle Quality Initiatives	Having developed highly reliable forming and joining techniques and tools that can reliably comply with quality requirements, we are improving the Built in Quality of each process. In addition, to leverage the Global Training Center and to devise ways to stabilize the quality brought about by manual labor, we are promoting the global development of advanced skills through the Master Trainer training program, and aiming to realize stable quality at all global plants.
Logistics Quality Initiatives	In the transport process that delivers completed vehicles to customers, we utilize the same global evaluation index to rate the quality of the accessory installation work and logistics transport operations. Through benchmarks at each site, we are promoting further improvements, maintaining factory shipping quality, and promoting the provision of high-quality vehicles to our customers.

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Implementing Quality Tests Envisioning a Myriad of Situations

Each of our production cars and development models is evaluated using a system called AVES* to monitor quality on a daily basis. Feedback from customers is incorporated in standardized evaluation criteria, which are used to train quality assessment specialists. Only these company-certified experts, known as "AVES Masters," can perform our strict daily assessments. The assessment process evaluates the vehicle's interior and exterior and tests it while it is in operation, focusing on whether it meets quality standards defined in terms of customer requirements. During the running tests, carried out on actual roads, assessors check the vehicle in areas including unexpected noise, vibration, stability of handling, and the functionality of its various advanced systems. Final responsibility for overall quality is the responsibility of the COE, who envisages different use scenarios for Nissan vehicles and carries out stringent quality checks accordingly.

* AVES stands for "Alliance Vehicle Evaluation Standard." AVES is a quality evaluation system used across the Renault-Nissan-Mitsubishi Alliance, in which specially trained experts assess vehicles using more than 300 quality assessment criteria established from the customer's perspective.

Activities to Improve Market Quality

Swiftly Improving Quality in Local Markets

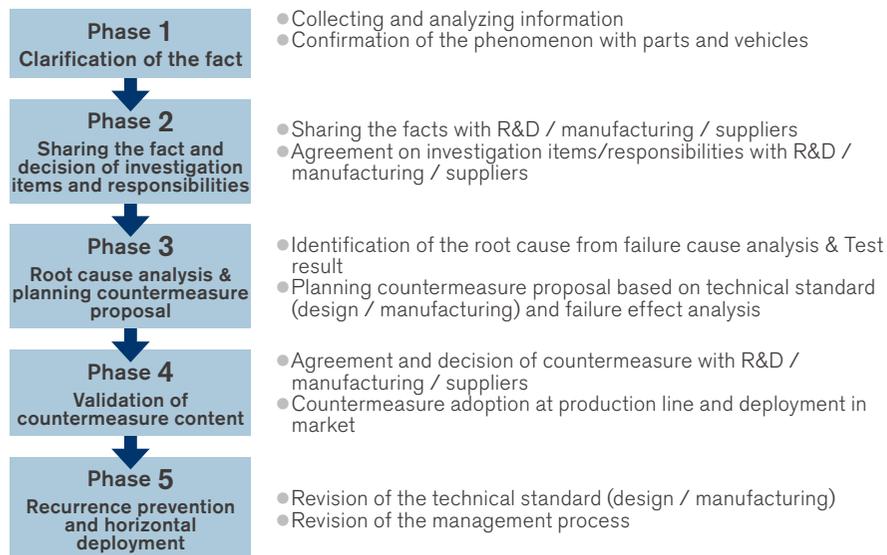
We are strengthening direct communication with sales companies and customers to promptly identify and respond to customer dissatisfaction and defects. Our Total Customer Satisfaction Function Division (TCSX) addresses customer dissatisfaction and quality issues based on information from sales companies and the customer call center. It shares information with the R&D and manufacturing divisions to investigate the causes and come up with countermeasures. These countermeasures are incorporated in production models on the market. In this way, we seek permanent solutions to prevent outflow of quality issues.

The global expansion of our corporate activities has increased our potential exposure to customer dissatisfaction and quality issues in more regions around the world. In response, we have established Field Quality Centers (FQCs) with the goal of promptly gaining an understanding of regional quality issues and analyzing their causes locally. There are now 18 FQCs in Japan, the U.S., Europe, China, Mexico, Brazil, South Africa, India, Australia, Thailand, Malaysia, and other locations.

Our FQCs conduct market quality research and analysis in five phases. First, they recall problem products from the market to clarify the facts and conduct detailed interviews to replicate the defects (Phase 1). Next, they bring suppliers together with our R&D and manufacturing divisions to share information, decide on areas for further investigation, and assign responsibilities (Phase 2). Based on the findings of these detailed studies, staff members gather again to scientifically pinpoint the cause of the problem and decide on specific countermeasures (Phase 3). These measures are incorporated in future R&D and manufacturing activities and new management structures are put in place to prevent recurrence of reliability issues or incidents (Phases 4 and 5).

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Conceptual representation of the five phases of market quality research and analysis



Improving Initial Quality

We are strengthening our efforts to deliver high-quality new vehicles to our customers.

The Chief Vehicle Engineer (CVE), who is responsible for development, meets with the CQE to share information from the market in order to promptly respond to customers' wishes and potential satisfaction concerns. We confirm quality improvements for each process and explore necessary risk-reduction measures by visualizing potential risks at the planning stage. Applying all of these processes with transparent criteria lets us ensure that new models offer high quality from the outset.

Enhancing Durability

So that our customers are able to continue enjoy driving in our vehicles for many years, we are promoting efforts to address the deterioration caused over time by long-term vehicle use, such as the discoloration or deformation of resin, abrading of the surface materials, stripping away of chrome plating, and abnormal noises due to material fatigue. We consistently obtain data of warranty after the initial sale and conduct quality checks on recovered vehicles and parts actually used by customers to identify defects earlier. Analyzing this data helps us develop technologies that are more resistant to durability issues.

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Fair and Prompt Response to Material Quality Issues

As an automobile manufacturer, Nissan's primary responsibility is to do its best to prevent product defects from occurring. At the same time, it is our responsibility to be prepared for worst-case scenarios in the manufacture of automobiles, which are extremely complex industrial products. Nissan's basic stance on recalls is to respond in a transparent, fair, and prompt manner. It is our policy that decisions on recalls should be made from the perspective of compliance with laws and regulations, as well as from the perspective of how the issue affects customer safety. Specifically, Nissan makes decisions on recalls with the highest priority on ensuring customer safety, minimizing customer inconvenience, and complying with laws and regulations. When the recall decision is made, Nissan encourages customers to receive prompt repair information and visit repair facilities.

If a problem is found in a vehicle manufactured or sold by Nissan, a recall decision is made in accordance with internal regulations together with representatives from the region closest to the customer.

After a recall decision is made, the following measures will be implemented to enable prompt repairs with top priority given to customer safety and security.

- Notification will be sent in a prompt and fair manner by postal mail to customers who own vehicles covered by the recall. Dealers will also contact customers, if necessary.
- Recall notifications will be posted on the website and on the mass media to inform the customer.
- We also make the required reports, including notifications to the authorities in accordance with the laws and regulations of each country.

Recalls in FY2021*1

Country / Region	Number of Recalls	Recalled Vehicles (1,000 units)
Japan	11	504
North America	25	3,149
Europe	9	56
Other	20	381
Global	47*2	4,090

*1 Since they are sourced 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.

Approaches with Suppliers

As our production network expands worldwide, the risk of problems related to the quality and supply of parts increases. Our efforts to ensure product quality include working with suppliers to improve quality at all production sites from the design stage onward.

Promoting Risk Evaluation and Reduction Management Among Suppliers

We promote stronger global management at the head offices of our suppliers with global operations even as we work to enhance our own global quality management. Nissan representatives visit each supplier's plants and check the quality control conditions on their production lines. We also

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offer support for suppliers' efforts to meet the quality control standards we require.

In addition to these activities, we have prepared checklists based on successful resolution of past issues and work not only with direct suppliers but also with tier-2 suppliers to implement quality improvement measures.

Supplier Inspections and Training for Improving Product Safety and Quality

To ensure product safety, we work together with suppliers and conduct inspections for products as well as components.

Each component from our suppliers represents the end-product of a complex manufacturing process that includes planning and development validation, turning design blueprints into prototypes, performance testing, and, finally, mass production. We have created a system called Alliance New Product Quality Procedure (ANPQP)* for regulating the necessary quality assurance across this entire series of activities. The ANPQP requires tests to be carried out on every component delivered by suppliers to confirm their high quality.

To determine whether new suppliers are able to carry out these tests, we developed the Alliance Supplier Evaluation Standard (ASES)* system.

The ASES contains 240 evaluation criteria to determine if a component is defective and analyze the systems in place to prevent problems occurring.

The ASES is applied on-site, at the supplier's factory. New suppliers undergo ANPQP training and are certified as trainers themselves after they reach a specified level. They then conduct training on the supplier's premises and build a system for supplying precision-built components.

For all Nissan suppliers, we are implementing a "Supplier Score Card" containing an assessment of diagnostic measurements such as delivered quality and market quality as well as the Supplier Health Check (SHC)*

supplier audit to check their management system. This ensures that suppliers maintain their systems for consistently delivering high-quality components and conduct new initiatives to further improve quality. We are implementing initiatives to ensure quality in response to changes in the environment, such as remote checks from fiscal 2020.

* Click here for more information on ANPQP, ASES, and SHC
<https://www.nissan-global.com/EN/SUSTAINABILITY/SOCIAL/QUALITY/PRODUCTS/ASSURANCE/>

Sales and Service Quality Improvement

Nissan continues to improve not only vehicle quality but also quality of service at Nissan dealerships seeking to exceed customer expectations at all touch points. Through effective management of sales and service quality at dealerships in major markets around the world, we strive to improve Customer Satisfaction (CS) by adhering to the Nissan Sales and Service Way (NSSW).

Nissan Sales and Service Way (NSSW)

NSSW is a set of global guidelines designed to improve sales & service quality. It aims to increase satisfaction with our sales and aftersales service in targeting to achieve top-level CS in key markets including Japan, the U.S., China, and major European markets and we conduct a range of activities based on the NSSW. In particular, we set global standards in hardware and software aspects to provide customers with a consistent sales and service experience.

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Updating Global Dealership Standards

In response to the diversification of our customers' expectations and lifestyles, we introduced the Nissan Retail Concept (NRC) to dealerships around the world to promote standardization for providing consistent brand experience. The new dealership layout and design is intended to appeal to all customers, from those who come to purchase a new car to those who come for vehicle inspection or servicing, creating comfortable, welcoming spaces that offer needed services as efficiently as possible.

NRC also incorporates key Nissan brand elements such as Nissan Intelligent Mobility*, Electrified vehicles, the NISMO performance sub-brand, light commercial vehicles, and Nissan Intelligent Choice (our premium certified pre-owned car program). Adoption of the new standards has already begun in key markets, and more than 2,900 stores had completed the facility standard adoption by the end of fiscal 2021. We continue to deploy the new concept in our stores around the world.

* Click here for more information on Nissan Intelligent Mobility.
<https://www.nissanusa.com/experience-nissan/intelligent-mobility.html>

Shift to a More Customer-Centric Company

The number of customers who expect a seamless, pleasant online sales and service experience is increasing, but each customer has different needs. We aim to respond to individual needs and provide a customer experience that goes beyond expectations. To ensure the implementation of these initiatives, Nissan Academy, a special team for educating dealers, develops and conducts training for dealership staff and management to go beyond customer expectations. To boost our activities at dealerships, we train area managers and continuously improve our practices. These area managers analyze dealer operations, develop improvement plans based on their individual situations, and support their implementation, to let dealers continue autonomous improvements.

Focusing on the voice of each individual customer and quick problem resolution, we also implemented Quick Voice of Customer (Quick VOC). It is not a survey but rather a powerful tool to capture customer's feedback with three simple questions and free comment. In case a customer shows any concern, Quick VOC provides the Dealer / Nissan a hot alert and allows the Dealer to quickly resolve the specific customer's concern and thereby increases customer promotion for Nissan. We continue to improve the quality of our sales and service in order to improve satisfaction among customers who visit our dealerships.



New logo Nissan dealer outlet

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Supply Chain Management

Supply Chain Strategy

The challenges facing modern societies, such as climate change and energy issues, are increasingly global in their scope. To meet these challenges, it is essential for Nissan to identify relevant issues at each stage along the supply chain and make ongoing efforts to address them. As a business with worldwide operations, Nissan has a supply chain that extends across the globe. We promote consistency in purchasing activities throughout the global supply chain, sharing our vision and policy with business partners and strategically collaborating with them to ensure their adoption.

We aim to achieve sustainable growth built on a foundation of mutual trust with our business partners. We listen closely to and work with our suppliers as equal partners, developing and maintaining cooperative and competitive relations that enable us to implement best practices.

Nissan’s Approach to the Supply Chain

To optimize purchasing activities, the Alliance partners established a common purchasing company, the Renault-Nissan Purchasing Organization (RNPO), in 2001 and have steadily increased the scope of its activities in the years since then. The organization now covers all purchasing domains, incorporates all purchasing functions, and builds mutually profitable business partnerships with all suppliers. Its name was changed to the Alliance

Purchasing Organization (APO) in April 2018, after Mitsubishi Motors joined the Alliance. The new organization aims to help each company in the Alliance achieve sustainable performance through the steady development of the Alliance as well as through the advantage of economies of scale.

We use common, transparent processes and criteria worldwide to select suppliers and are open to doing business with new partners, regardless of nationality, size, or transaction ties in the past. Suppliers are selected after the relevant Nissan divisions meet to examine submitted proposals from a range of perspectives. We explain our decisions to every supplier that takes part in the supplier selection process as part of a thoroughly fair, impartial, and transparent system.

Transactions with suppliers are based on the three values that the Alliance regards as important: trust (work fairly, impartially, and professionally), respect (honor commitments, liabilities, and responsibilities) and transparency (be open, frank, and clear).

Nissan and Renault have produced a booklet, The Renault-Nissan Purchasing Way*, outlining the values and processes the Alliance sees as important when doing business. This booklet has been shared with tier-1 Renault and Nissan suppliers since 2006. In Japan, we also adhere to the “proper trading guidelines” issued by the Ministry of Economy, Trade and Industry for the automotive industry.

* Click here to download The Renault-Nissan Purchasing Way.

https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/Renault_Nissan_Purchasing_Way_English.pdf

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The Alliance Purchasing Organization (APO) created by Renault, Nissan, and Mitsubishi Motors

APO

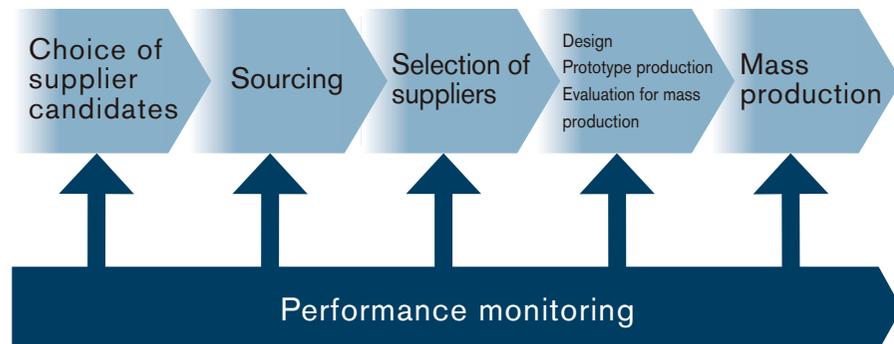
Alliance Purchasing Organization

- Purchasing domains: All (components, materials, equipment, molds, service support)
- Purchasing functions: All (planning, procurement, projects [vehicles/units], vmanagement, supplier quality, etc.)



RENAULT NISSAN MITSUBISHI

Processes from Supplier Selection to Mass Production



Working with Suppliers

We aim to make our global supply chain sustainable by conducting ethically, socially, and environmentally responsible business at every stage. We collate and manage a database of plant locations, total purchase values, and other basic information for all suppliers. We are working together with all suppliers to promote the sustainability principles set out in the Renault-Nissan CSR Guidelines for Suppliers and the Nissan Green Purchasing Guidelines.

Supply Chain Management Policies and Philosophy

Promoting Widespread Permeation through the Renault-Nissan CSR Guidelines for Suppliers

To effectively implement sustainability practices worldwide, Renault and Nissan revised the Renault-Nissan CSR Guidelines for Suppliers*1 in December 2015. Renault and Nissan distributed the revised guidelines to all their suppliers and have also asked suppliers to share the revised guidelines with their own business partners to ensure they permeate throughout the supply chain. Renault and Nissan drew up the first edition of the guidelines for distribution in 2010 with reference to the CSR guidelines of the Japan Automobile Manufacturers Association, Inc.

Key revisions and clarifications in the 2015 edition included, as a response to new laws and ordinances: (1) updating the procurement policy to include responsible mineral procurement and the elimination of antisocial forces based on new Japanese governmental guidelines and regulations; (2) requiring a shared commitment to sustainability activities with suppliers

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at the time the guidelines are distributed; and (3) beginning third-party assessment of supplier sustainability activities as an Alliance initiative from fiscal 2016. As part of efforts to promote sustainability practices among business partners in emerging countries, the revised guidelines were published in Chinese as well as English and Japanese.

To help suppliers review their corporate activities from a sustainability perspective and take sustainability actions, the guidelines explain expected initiatives in 26 categories across the following five areas:

1. Compliance: Complying with laws, preventing corruption, etc.
2. Safety and Quality: Ensuring the safety and quality of products and services, etc.
3. Human Rights and Labor: Prohibition of child labor and forced labor, complying with working hours and remuneration laws, etc.
4. Environment: Environmental management, reducing greenhouse gas emission and industrial waste volumes, and managing chemical substances, etc.
5. Information Disclosure: Open and impartial communication with stakeholders, etc.

In addition, suppliers are requested to undergo assessments by third parties. The guidelines mandate that suppliers comply with laws and regulations. If suppliers are found to be in a state of non-compliance, the guidelines prescribe required responses, such as filing a report immediately, conducting an investigation, and formulating corrective measures. In the case of a noncompliance incident, we will take firm action based on our regulations and do everything necessary to prevent a recurrence.

In 2022, "Renault-Nissan CSR Guidelines for Suppliers" Supplementary Handbook for Nissan Suppliers*2 was published for Nissan suppliers to facilitate better understanding of sustainability issues and responses to social demands. Specifically, we clarified important matters that should be

considered and addressed regarding human rights and labor, which were made known at supplier meetings and on other occasions.

Positioning of "Renault-Nissan CSR Guidelines for Suppliers" Supplementary Handbook for Nissan Suppliers



In fiscal 2021, no human rights violations, such as discrimination, occurred, and no supplier was found to be at serious risk of forced labor or child labor.

*1 Click here for more information on "the Renault-Nissan CSR Guidelines for Suppliers".
<https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/SUPPLIERS2015/>

*2 Click here for more information on the "Renault-Nissan CSR Guidelines for Suppliers" Supplementary Handbook for Nissan Suppliers
https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/SUPPLIERS_SH/index.html

* Working with Suppliers in Strengthening Our Business Foundations to Address Environmental Issues
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Supply Chain Management

Nissan has always been working to improve its supply chain through activities including third-party assessment of suppliers' sustainability activities and sustainability training for workers in its purchasing department. We have also instituted an awards system to recognize suppliers whose performance is outstanding. This awards system aims to encourage suppliers in the global supply chain to embrace Nissan's management approach, which balances the economic activities of quality, cost reduction, and technological development with social responsibility and environmental concern.

Working with Suppliers in Strengthening Our Business Foundations to Address Environmental Issues

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Product Safety and Quality Achievements with Suppliers

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Evaluation, Monitoring, and Auditing of Suppliers' Sustainability Practices

Nissan has been confirming suppliers' acceptance of the Renault-Nissan CSR Guidelines for Suppliers and check their environmental management systems and their willingness to advance environmental activities with us at the time of supplier selection. Among newly selected suppliers in fiscal 2021, 100% of them met both Nissan's social standards and basic environmental principles.

In 2016 the Renault-Nissan alliance began third-party assessment of suppliers' sustainability activities to raise standards through mutual confirmation. When results do not meet Alliance standards, suppliers

are asked to draw up plans for improvement. We then monitor their implementation. We held a seminar for suppliers, where a rating organization spoke to them directly how to answer assessment questions and formulate improvement plans. By now, more than 90% of Nissan's purchase demands are covered by a third-party assessment.

We also conduct sustainability training in our purchasing department to ensure that employees conduct checks of suppliers' sustainability activities in their daily work. In addition, Nissan requires all employees to attend e-Learning courses on the Subcontractors Act*1 and the Anti-Monopoly Act*2 as mandatory training every year in order to maintain fair and impartial relationships with suppliers.

If there are issues with the supply of parts and materials, they may lead to problems not only for Nissan's production but also the supply chain as a whole. We therefore position the following measures as part of sustainability activities and implement; (1) confirming supply risks under normal circumstances; (2) following up annually on quality, cost, delivery, development, management, sustainability, and risk (QCDDMSR) performance; and (3) working with suppliers to craft response plans for natural disasters to ensure production continuity or early restoration of capacity.

We monitor compliance from the perspective of supplier management, constantly assessing the situation at each supplier based on a range of factors. When high risk is identified, we work with the supplier to rapidly draft and implement countermeasures.

In fiscal 2021, there were no suppliers whose compliance was problematic, and no supplier contract was terminated for such a reason.

*1 Act against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors

*2 Act on Prohibition of Private Monopolization and Maintenance of Fair Trade

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Promotion of *Monozukuri* Activities with Suppliers

We work to continually improve the competitiveness of our products through the *Monozukuri* Activities program, a collaboration between suppliers and Nissan that was launched in 2008. Since 2009, these activities have expanded through the joint THANKS Activities initiative, which emphasizes trust and cooperation between Nissan and its suppliers. With the goal of working with suppliers to become cost leaders under today’s challenging market conditions, we strive to improve product quality, reduce costs, and rationalize manufacturing through measures that include increasing production volume per part, promoting localization, and improving logistics. In fiscal 2013, we introduced the Total Delivered Cost (TdC) Challenge, aiming to optimize all fluctuating costs, including for specifications, materials, exchange rates, and logistics. Our various functional departments, together with suppliers, are continuously working to proactively promote the TdC Challenge and improve both quality and supply.



Engagement with Suppliers

Providing suppliers with timely and accurate information is a key task for Nissan. Suppliers’ meetings are held in Japan and overseas to spread understanding of Nissan’s purchasing policy for the fiscal year, midterm business plan, and other matters. In Japan, we hold monthly meetings and directly inform suppliers of our production plans, activities, and requirements. The meetings are also an opportunity for Nissan to respond to supplier questions and requests.

Recognizing Supplier Contributions Worldwide

Each year we recognize the contributions of our suppliers to the development of our business and improvement of our performance with awards presented at the global level as well as in each of the regions where we operate. At the Nissan Global Supplier Awards, we present Global Quality Awards to suppliers showing exceptional performance in quality for the year, and Global Innovation Awards to suppliers whose innovative initiatives improved Nissan’s brand and product power. Global Quality Award recipients are selected by Nissan’s purchasing, quality and other divisions using standard criteria applied worldwide. Global Innovation Award recipients are selected from suppliers nominated by Nissan’s production, development, and other divisions in two categories: product technology and process management. In fiscal 2021, five companies received Global Quality Awards, while Global Innovation Awards went to 16 companies.

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Responsible Minerals Sourcing

Minerals Sourcing Policy

In 2013, Nissan moved quickly to establish a policy against use of conflict minerals and published the policy on its website. Following this, in July 2020 it formulated and published its new Global Minerals Sourcing Policy Statement and expanded the scope from the conflict minerals known as 3TGs (tin, tungsten, tantalum, and gold) to all minerals including cobalt from conflict-affected and high-risk areas.

Nissan's goal is to conduct ethical, social, and environmentally conscious business practices at every level of our global supply chain. We monitor our supply chain to assess whether the mineral resources contained in materials or components used to manufacture our products have any harmful social effect, such as on human rights or the environment. When there are concerns about the minerals being used, Nissan actively works to end that use.

Based on its Global Minerals Sourcing Policy Statement, Nissan references to the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas to implement due diligence related to minerals sourcing in its supply chain. From 2021, the Renault-Nissan-Mitsubishi Alliance has also joined the RMI* and will work with its suppliers to assess risks and will strengthen its efforts to take corrective actions furthermore whenever issues are identified.

* Click here to download the Global Minerals Sourcing Policy Statement.
https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/Minerals_Sourcing_Policy_e.pdf

* RMI stands for Responsible Minerals Initiative, an organization with member companies and associations from the information and communications technology and other industries that works to improve global social and environmental awareness.

Responsible Minerals Sourcing Management

Governance System for Supply Chain Due Diligence

The head of the Purchasing Department is responsible for conducting supply chain due diligence with the cooperation of the R&D Division, Sustainability Development Department, and other related divisions, and reports the results to the Global Sustainability Steering Committee. If necessary, the results are also reported to the Executive Committee (EC), Nissan's highest decision-making body, for use in determining future initiatives.

Conflict Minerals Management

We began conducting conflict mineral surveys in our major areas of operation (Japan, North America, and Europe) in fiscal 2013. Starting in fiscal 2014, we gradually expanded the scope of these surveys to other areas. Surveys on a massive scale are required to grasp the status of minerals usage throughout the global supply chain. We therefore collaborate with organizations including the Japan Automobile Manufacturers Association, Inc., the Japan Auto Parts Industries Association, and the Japan Electronics and Information Technology Industries Association to hold regular working group sessions to consider methods for investigation and analyzing the results of those investigations.

The surveys track minerals back through the chain of suppliers using CMRT (Conflict Mineral Reporting Template) provided by the RMI. This enables Nissan to identify smelting and refining companies that are not procuring minerals that are a source of funds for armed groups in their regions. We provide the suppliers we survey with manuals describing how to fill in required forms and what tools to use to collate results. In this way, we work to increase understanding of conflict mineral issues throughout the supply chain.

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In fiscal 2021 we conducted surveys in nine markets— Japan, the U.S., Mexico, Europe, China, Thailand, India, South Africa and Brazil. No suppliers were found to be using minerals from smelters / refineries believed to be connected to armed groups.

Going forward, we plan to make our surveys more effective by improving its methodology in conjunction with the member companies of the Japan Automobile Manufacturers Association, Inc., and the Japan Auto Parts Industries Association. We will also continue to seek responses from suppliers that did not reply to the survey.

* Click here for more information on our actions for minerals sourcing.
https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/Minerals_e.pdf

Cobalt Management

Nissan is aware that not only geopolitical risk but also environmental impact and human rights issues related to cobalt mining have been pointed out. Together with suppliers, Nissan aims to carry out responsible cobalt sourcing.

Since 2018, Nissan has conducted interviews with its lithium-ion battery suppliers and follows up with them on a regular basis and is identifying its supply chain. We are enhancing our approach to identifying cobalt smelters / refineries by referencing the OECD Due Diligence Guidance. Any identified smelters / refineries will be disclosed on an ongoing basis.

* Click here for more information on our actions for minerals sourcing.
https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/Minerals_e.pdf

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Human Resource Development

Human Resource Development Policies and Philosophy

We value a self-directed stance toward learning by employees, and are working to foster a corporate culture in which they can demonstrate their abilities and potential and in which both the company and employees can continue to grow together, as well as to develop human resources.

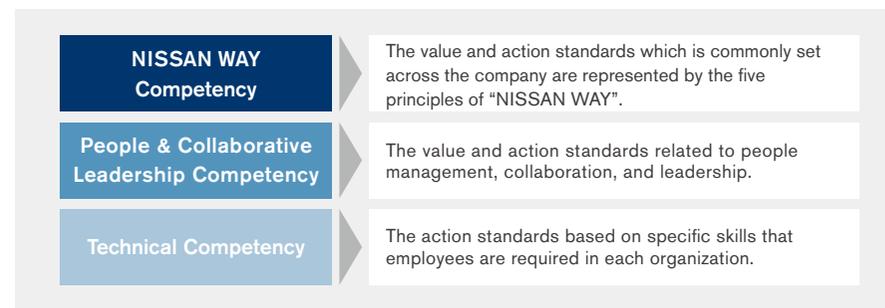
We encourage employees to take ownership of their own careers and promote skill development. We also promote active collaboration and teamwork with others, in addition to the development of team members by their supervisors in their respective workplaces. Specifically, the five values of the NISSAN WAY which evolved in fiscal 2020 as a symbol of the new Nissan, and the appraisal system, which emphasizes the development of human resources and promotion of collaboration, was revised in fiscal 2020 to ensure sustainable growth and development of the organization and human resources.

In addition, to provide employees with effective learning opportunities even in remote work environments, we provide over 20,000 types of e-learning content on a global basis and are also promoting the expansion of digital learning infrastructure by preparing an environment so that employees can take courses on their own mobile devices.

Human Resource Development Management

Continually Improving Human Resource Systems

Nissan is working constantly to improve its human resource systems to achieve growth for its people and organization over the medium to long term. We updated these systems in fiscal 2020 and established three pillars of appraisal, namely appraisal metrics based on the evolved NISSAN WAY People & Collaborative Leadership to support employee's motivation for growth, self-development, and to enhance teamwork, and expertise.



Based on these, we have introduced "Competency Appraisal" measuring an employee's skills, knowledge, and attitude, and "Performance Appraisal" measuring to what extent the employee achieved their goals. The results of the "Competency Appraisal" are linked to wage or ABS (Annual Basic Salary). And the results of the "Performance Appraisal" are linked to bonus or VC (Variable compensation)*. In addition, we offer an employee stock ownership plan as part of our benefits package.

* Variable incentive compensation

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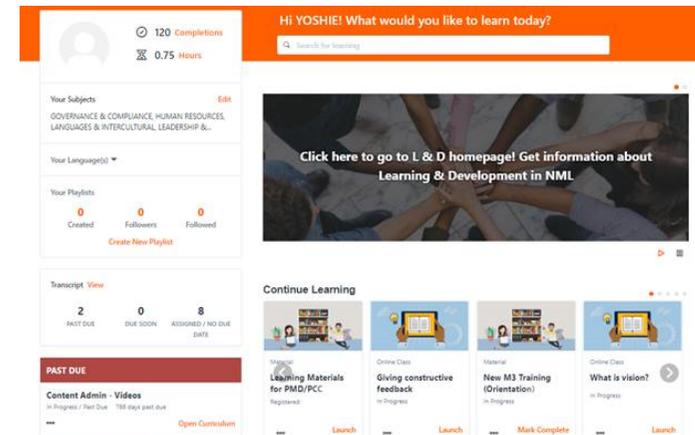
Support for Self-Designed Careers

At Nissan, all employees have an opportunity twice a year to discuss their own careers with their supervisors to support their career designs. Together with “Performance Appraisal” and “Competency Appraisal,” employees and their supervisors reach a consensus through dialogue.

Aiming to enhance measures for career development as well as growth in their dialogues, training programs are provided to improve supervisors’ skills. In addition, guides and e-learning are available for employees to voluntarily consider their own career. We use dedicated tools for evaluation to keep track of evaluation records so that even a newly instated supervisor can immediately confirm employees’ growth progress, which makes it possible to maintain consistency within the human resource development. We conduct surveys to gain employee input regarding the evaluation dialogues and to learn their level of understanding and satisfaction with the system. Based on the results, we implement necessary measures and make improvements. We monitor employee satisfaction regarding the dialogues with their supervisors, and there has been an improvement in employee understanding and acceptance of the evaluation system.

Employees in Japan have a chance to take on the challenge of a new position through the Shift Career System (SCS) and the Open Entry System. The SCS enables employees to apply for positions in other departments or areas in which they are motivated to work in, regardless of whether there is a position immediately available. The OES allows them to apply for all openly publicized positions. During fiscal 2021, a total of 279 employees applied for approximately 480 open posts, and 142 of them succeeded in getting the positions they applied for.

Offering Learning Opportunities



Based on our firm belief that employees are our most important asset and that nurturing them is critical, we support them by providing a large number of learning opportunities. We have developed various programs to help employees improve their management and business skills, and to develop leadership skills. In these ways, employees are encouraged to enhance their skills, their knowledge, and their mindset in order to realize their career visions.

Specifically, in addition to mandatory trainings for each career stage, we implement elective trainings which allow employees to choose what they want to learn. We also expand global common e-learning contents to encourage self-learning. With these measures, we strive to foster a corporate culture of continuous learning and development. In response to changing times, we are actively shifting from face-to-face training conducted in groups to online training to build an effective learning environment that enables each individual to learn using their mobile devices under remote working conditions.

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Nissan Learning Center

In the automobile industry, in which technological innovation is rapidly advancing, in order to maintain and develop Japanese manufacturing that leads global competition, talents are required who not only understand advanced vehicle manufacturing and technology but also have management skills and maturity. We founded Nissan Learning Center with the aim of continuously developing capable leaders to play a central role in *monozukuri* and pass down our technologies and skills to future generations. This is another example of how we offer learning opportunities and promote activities to develop human resources.

Nissan Learning Center consists of three organizations: Nissan Technical College, Genba Kanri (shop-floor management) School, and Engineering School. It offers a variety of programs aimed at developing engineers and technicians who carry forward the “Nissan DNA” and achieve continuous success through the implementation of the evolved NISSAN WAY.

In addition, Nissan Learning Center is responding to remote working by offering online technology training including AI and IoT for approximately 10,000 employees.

Nissan Software Training Center (STC)

In 2017, we established the Nissan Software Training Center (STC) within our Nissan Advanced Technology Center (NATC) and have been working on training engineers to develop skills for both cars and software development. As software holds the key to our competitiveness in an age where CASE is progressively expanding, we continue to develop talent who are well-adapted to digitalization through our STC programs in which we offer necessary knowledge and skills.

To date, a total of 393 employees have joined the program over a period of 13 semesters since the center’s establishment in 2017.

Engineering and Technical Skill Training around the World

To strengthen our efforts to expand our business globally, we must further improve the engineering skills of individual employees working across the globe. We offer opportunities for personal growth equally to all employees in both R&D and manufacturing, whether they work in Japan or elsewhere, to help them enhance their capabilities.

Training for Engineers

Since 2012, we have implemented the Global Training Program (GTP), a common global basic training program for engineers at R&D sites worldwide. Furthermore, in recent years, we have moved forward with plans for more advanced and specialized training, including training in the areas of electric vehicles, autonomous driving technologies and connected car services, in order to develop talent that can lead R&D related to autonomous vehicles and connected cars.

Training for Technicians

In order to improve the day-to-day management skills of foremen and general foremen in all of the plants operated by Nissan, Renault, and Mitsubishi around the world, a common production method known as the Alliance Production Way (APW) has been defined. We are also developing a shared Alliance framework for APW training, which we aim to implement worldwide.

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Improving Management Quality

We are working to improve the quality of management at the global level. We have further emphasized strengthening human resource management within the organization by introducing values of the evolved NISSAN WAY and People & Collaborative Leadership into the appraisal system. In the introduction of the new system, corporate officers and general managers themselves acted with strong leadership, holding dialogues and workshops to promote understanding in their respective departments and to communicate the will to change. In fiscal 2021 and afterwards, we include the contents related to expected roles in companywide trainings by job level (for new employees, for newly promoted managers, etc.), and continue to promote understanding of the new appraisal system and encourage employees to take expected actions. In addition, we have revised the existing training program structure in line with the new NISSAN WAY and People & Collaborative Leadership, creating an environment where employees can take training that strengthens relevant skills and leadership.

Training Future Leaders

To continually foster future leaders and specialists who will lead the company, we take a strategic and systematic approach to training, job rotations, and recruitment. Specifically, we identify future business leader candidates at an early stage and implement various training programs by clarifying their strengths and development areas according to their growth stage, including young employees, middle managers, and corporate officers. Staff rotations beyond divisions and regions are strategically and systematically implemented to give candidates for future leaders opportunities to work in management posts or in global functions so that

they can acquire experience needed to become a management member or a leader. Furthermore, we are in the midst of a period of transformation from the era of owning a car to the era of creating new mobility services, such as electrification, autonomous driving, car sharing, and connectivity with the internet. We are therefore working to develop leaders who can lead new businesses beyond the boundaries of the conventional automobile business. We are reinforcing our human resources not only through the recruitment of new graduates but also by actively hiring mid-career talent and mid-level management candidates from outside the company. In order to effectively operate these talent management schemes, meetings dedicated to human resources are regularly held with corporate officers. There, talents are identified, then development plans and succession plans are created. In addition, corporate officers have opportunities for direct dialogue with future leader candidates and actively participate in discussions on human resource development measures across divisions and regions. These strategic human resource management systems are also being actively discussed at the regional and departmental levels, with human resources and systems coordinated across regions under a common global framework.

The Nissan Expert Leader System: Passing Down Nissan's Technologies and Expertise

Helping employees develop specialized skills over the medium to long term is vital for a company to achieve sustainable growth. The Nissan Expert Leader System is a means of strengthening and fostering further development of specialized skills in a wide range of technical and nontechnical areas such as purchasing and accounting. In fiscal 2022, the system's 17th year, 47 Expert Leaders and one Fellow are playing an active role in a total of 86 fields of specialization. The Expert Leaders and Fellows

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make use of their specialized knowledge to contribute to Nissan's business endeavors overall. In addition to sharing their knowledge with others via the corporate intranet and other communication tools, they contribute to the fostering of the next generation of experts by passing on their expertise in seminars and training courses.

Human Resource Development Achievements

Training Program Achievements at Nissan Motor Co., Ltd.

Performance Indicators for Training Programs	FY2019	FY2020	FY2021
Number of learners	330,784	304,225	395,448
Total hours of training	549,490	250,251	328,783
Hours per learner	24.3	11.1	14.3
Learner satisfaction (out of 5)	over 4.2	over 4.2	over 4.2
Investment per employee (¥)	83,000	64,000	67,000

The fiscal year labels in previous reports had been incorrect, and they have been fixed in this report.

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Labor Practices Respecting the Rights of Workers

Policies and Philosophy on Respecting the Rights of Workers

Nissan has been a member of the United Nations Global Compact since 2004, observing its universal principles on human rights, labor, the environment, and anti-corruption. Nissan promotes the management of sustainability strategies pursuant to the Compact's 10 principles. We have expanded and enhanced our wide-ranging activities to ensure that employees' basic rights are respected.

* Click here for more information on the Nissan Human Rights Policy Statement.
https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/HUMAN_RIGHTS/ASSETS/PDF/nissan_human_rights_policy_e.pdf
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Management That Respects the Rights of Workers

Under the "Value Diversity and Provide Equal Opportunity" code within the Global Code of Conduct, Nissan requires its employees to respect and value the diversity found among the company's employees, business partners, customers, and communities, while rejecting discrimination and harassment in all forms, regardless of magnitude. Nissan executives and employees must respect the human rights of others and may not discriminate against or harass others based on race, nationality, gender, religion, disability, age, place of origin, gender identity, sexual orientation, or any other reason; nor may they allow such a situation to go unchecked if discovered. We also work to ensure that all employees, both male and female, can work in an environment free from sexual and other forms of harassment. In addition, we have implemented a system called SpeakUp,*1 which enables internal reporting of any suspected breaches of all internal policies, including the Global Code of Conduct.

* Click here for more information on the Global Code of Conduct for NISSAN Group.
https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/NISSAN_GCC_E.pdf

*1 Click here for more information on the globally integrated reporting system.
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* Click here for more information on our human rights initiatives.
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* Click here for more information on business ethics: management.
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Building a Workplace Environment Where Employees Can Work with Peace of Mind

Based on the idea of fostering a people-centered corporate culture, Nissan is cultivating a workplace environment where employees can work with peace of mind. To that end, it is essential that employees' human rights are respected throughout the organization, and Nissan is building a framework to address this issue in a systematic way.

In 2021, we released the "Nissan Global Guideline on Human Rights", which is a compilation of specific action points on how to respect employees' human rights. The document covers seven themes in light of Nissan's business activities. Based on these guidelines, we are working to further strengthen our initiatives for respecting the human rights of employees throughout our business.

* Click here for more information on the Nissan Global Guideline on Human Rights.
https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/HUMAN_RIGHTS_GUIDELINE/index.html

Achievements in Respecting the Rights of Workers

Diversifying Workstyles with "Happy 8"

Nissan has striven to create workplaces that let individual employees choose from a wide range of workstyles to suit their values and life needs through its "Happy 8" workstyle reform.

* Click here for more information on "Happy 8" workstyle reform.
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Human Rights Due Diligence / Assessment

Nissan conducts human rights assessments as part of its human rights due diligence to ensure that employees' human rights are respected at each of its global sites and to create an environment where its employees can work with peace of mind and where Nissan respects local laws and incorporates international standards, as necessary. The following process is being implemented at all sites: determining whether improvements need to be made based on the results of the assessment, planning and implementing those improvements, and then disclosing the results outside of the company. In fiscal 2021, a human rights assessment was conducted at Nissan North America (NNA), starting with a self-assessment questionnaire followed by performing a more in-depth assessment with the cooperation of an external NPO organization. The assessment did not suggest any inconsistencies with local laws and identified potential areas NNA could consider revising. The assessment details are being scrutinized internally, and we are proceeding to propose and implement amended standards, as necessary.

*Click here for more information on human rights due diligence / assessments conducted in fiscal 2021.
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Labor Practices Dialogue with Employees

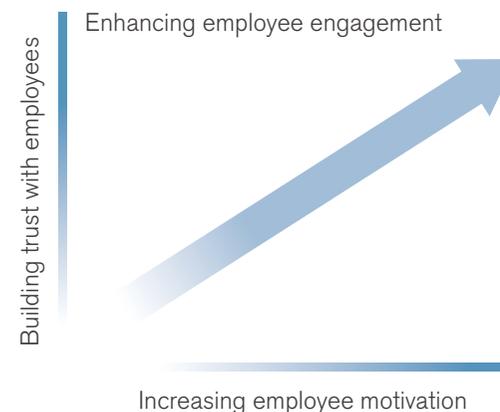
Policies and Philosophy on Dialogue with Employees

For a company to continue offering new value in the face of rapid changes in the social and business climate, it is essential for its employees to embrace the company's corporate purpose as well as its mission and consciously work toward realizing them.

Nissan conducts its internal and external communication activities with the aim of enhancing and maintaining the company corporate and brand values while at the same time enabling the company to achieve its short- and long-term business goals. In terms of internal communication, we are delivering a variety of information to our employees globally to foster a genuine interest and fondness for the company, which will encourage them to engage in tackling challenges as well as proactively enhance the value of the company as "ambassadors" of Nissan.

Guidelines for Dialogue with Employees

We established two guiding principles for communication that aim to encourage higher employee engagement: "building trust" and "increasing employee motivation." We utilize various communication tools to deepen employees' understanding of our business, products, and brand, as well as to explain the direction in which we are heading in order to generate employee confidence in their day-to-day activities and in the future of the company. By organizing events and offering opportunities for employees to increase their motivation and realize that they are an integral part of the company, we nurture a sense of pride in our employees, which in turn will encourage them to contribute to Nissan's sustainable growth.



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Management of Dialogue with Employees

It is paramount for Nissan, a company with more than 100,000 employees working globally at production sites and offices, to offer enriching internal communication that instills our corporate mission and management strategies in our employees, make each employee more motivated and engaged, and strengthen corporate governance.

The Global Internal Communications Department is playing a key role in deploying messages in a thoughtful manner, such as through the corporate intranet system that delivers information to all employees globally, materials cascaded from senior managers or information shared in each region.

Employee-executive exchange is also held on a regular basis with the aim of building trust. Furthermore, we offer opportunities for employees to voice their views and share them with company executives in an effort to promote continuous improvement.

An annual action plan for internal communication activities is created with the aim of improving communication both quantitatively and qualitatively. Surveys are conducted on these communication initiatives on an annual basis, as well as on individual communication activities. Survey results are reflected in future communication activities and action plans for the following fiscal year.

By creating a shared awareness of sustainable growth through communication with employees, the entire organization is united.

Achievements in Dialogue with Employees

For Nissan and its employees to continue to grow together in the face of globally expanding business activities, employees need to understand the direction in which the company is heading and implement their own actions toward the achievement of the company's objectives. Overcoming challenges to achieve those goals can lead to personal growth for the employee and contribute to the realization of our corporate purpose. Nissan is strengthening its communication with employees in order to enhance their engagement.

Strengthening Communication to Build Trust and Increase Motivation

We are currently working to achieve the objectives of the Nissan NEXT* business transformation plan calling on all employees to embrace our corporate purpose and understand the significance of the plan. Employees' confidence in the company's activities and performance is essential for the plan's success. At the same time, we also need to motivate employees, encouraging them to take self-initiated action. Therefore, internal communication activities focus on building trust among employees and increasing their motivation.

* Click here for more information on Nissan NEXT.
<https://www.nissan-global.com/EN/COMPANY/PLAN/NEXT/>

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Enhancing Communication Channels

To build trust with employees, companies must disclose information in a fair and open manner, so we punctually provide our employees with information on business results including financial announcements.

In order to get employees engaged and motivated, swift communication of information regarding the company's products, services, and technologies such as on electrification is provided, which enables employees to deepen their understanding of these important initiatives. We proactively inform employees about long-term initiatives such as developing autonomous driving technologies and providing new services using connected technology.

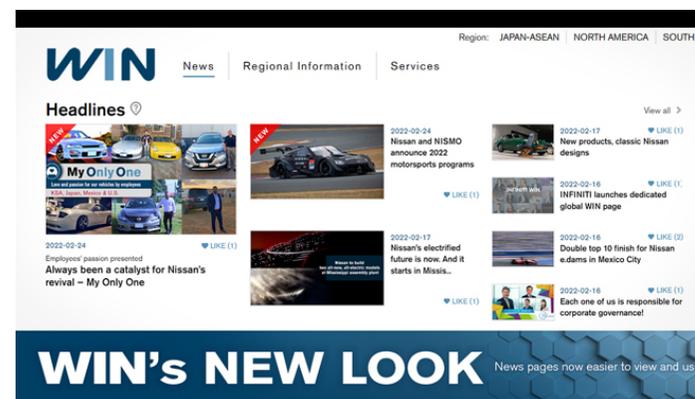
We are enhancing coordination among our various departments and with executives and actively sharing information that contributes to relationships of mutual trust and higher employee motivation.

Every new fiscal year starts with the CEO delivering the presidential address, reflecting on the past year's performance and highlighting the direction for the new year. Topics based on employee interest are also broadcast through live web conferences called Management Information Exchanges (MIEs), which encourage engagement between Executive Committee (EC) members and senior managers.

Employee motivation is also raised through participation in new model announcements and seminars, where employees gain a deeper understanding of Nissan's products and learn to convey product features and attractiveness to their friends and families more effectively. They have been highly effective in developing "ambassadors" for Nissan.

Since we introduced a corporate intranet system accessible by all employees globally called WIN (Workforce Integration @ Nissan), it has been actively used to promote communication, information sharing, and collaboration

among employees. WIN has expanded beyond the Nissan Group, and the audience has now begun to include Nissan's major affiliates as well. At the end of fiscal 2021, the WIN design was renewed for the first time in nearly five years, improving usability. The Global Internal Communications Department will continue listening to employee opinions with the aim of further improving intranet (WIN) quality.



Renewed WIN top page

In fiscal 2014, Nissan began issuing Engagement Kits summarizing its global operations, business performance and major achievements, and corporate direction. These kits are distributed to general managers every month and are used as communication tools for information sharing.

In addition, in Japan, employees are provided with the necessary information in a timely manner through such means as a printed in-house monthly newsletter called Nissan News for employees at Nissan production sites and an in-house broadcast program on TV monitors in employee cafeterias and in offices.

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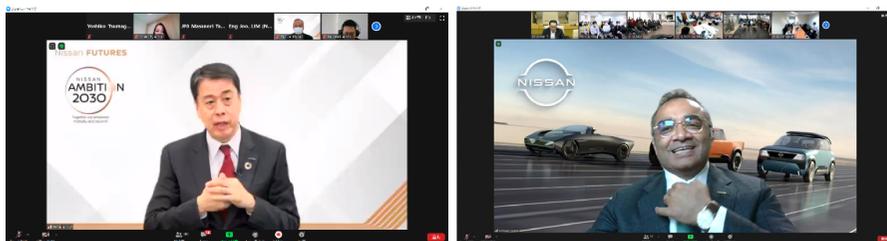
Strengthening Communication between Executives and Employees

In order to achieve a solid recovery and steady growth through the concepts of “RATIONALIZE” and “PRIORITIZE & FOCUS”, which are the pillars of Nissan NEXT, and to regain Nissan’s identity in the new era, it is important to increase dialogue with employees and have them understand why Nissan is undertaking structural reform of the business.

In addition to the presidential address and MIEs, we held a Roundtable, where the CEO directly interacted with employees, and a Town Hall Meeting, where the CEO delivered a message to global employees.

In fiscal 2021, after announcing the long-term vision Nissan Ambition 2030, we held Town Hall meetings for employees in all regions. Adopting a form of direct dialogue online between employees, the CEO and COO, responses from the participating employees were extremely favorable with a wealth of positive feedback including “the dialogue increased motivation.”

Additionally, by inputting employee feedback to management in a timely manner after the announcement of important projects and holding of events, internal communications also play a role in providing employee perceptions and thoughts as feedback to management.

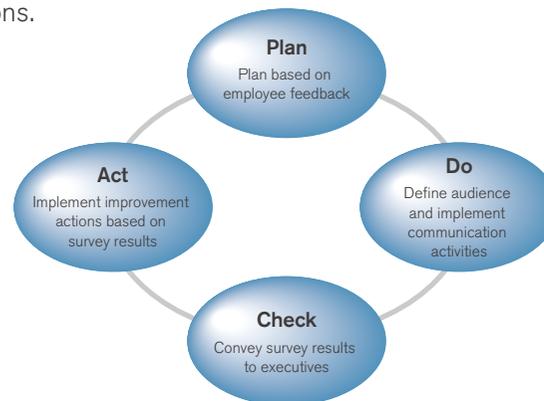


Town Hall Meeting on “Nissan Ambition 2030”

Regarding opportunities for direct dialogue with top management, many employees have requested that we increase opportunities for communication, and since fiscal 2020, we have conducted roundtables sequentially in each region to facilitate more detailed dialogues with employees.

Employee–Executive Exchange Meetings

In order to build trust, it is important for Nissan to stay aware of its employees’ thoughts and opinions and ensure that they are shared with top management. We are making efforts to communicate information that will lead to greater employee trust toward the achievement of Nissan NEXT business transformation plan objectives. These efforts are monitored on an ongoing basis through key performance indicators (KPIs) and reflected in internal communication activities. For these activities, we conduct regular surveys of employees, and the results are conveyed to company executives. The survey results are also used to run a PDCA cycle, leading to future planning that clarifies the scope of the audience and content of communications.



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Employees' Health and Safety

Employees' Health and Safety Policies and Philosophy

To demonstrate that occupational health and safety are the top priorities in Nissan business activities regardless of country, region, or division, as well as cultivate a corporate culture that respects human health and safety in all aspects of business, we established the Global Policy on Occupational Health and Safety.

Our Basic Policy states that "From top management to each individual employee, Nissan recognizes that the health and safety of everyone is our top priority.

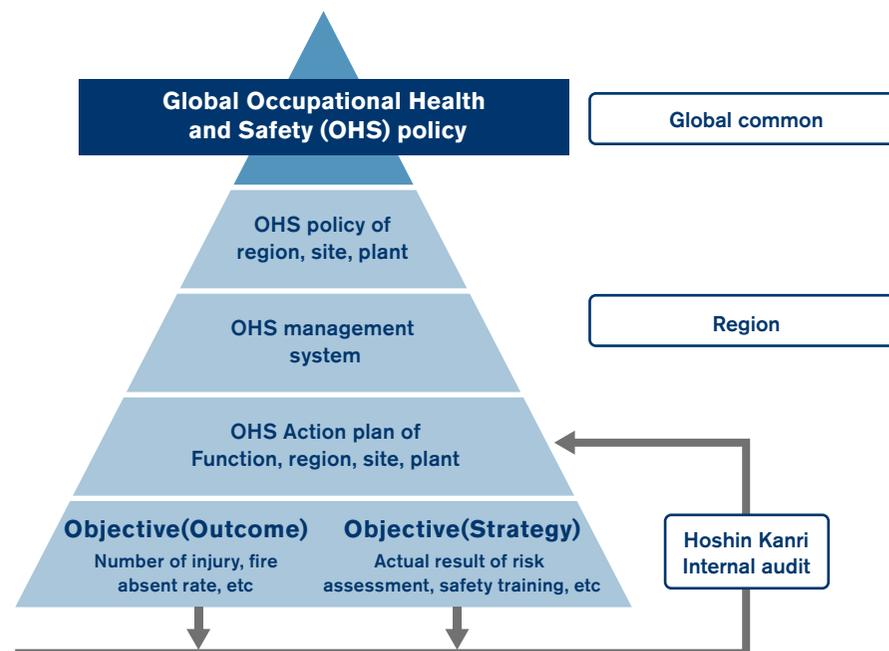
The company continuously and aggressively strives toward realizing zero-accidents, zero-illness, and vigorous workplace safety by optimizing the working environment and business processes and promoting individual physical and mental health."

Nissan also stipulates the following specific policies as the main items in eight areas, as well as the roles and responsibilities of all officers and employees regarding health and safety.

1. Compliance
2. Health and safety activity planning and monitoring
3. Preliminary health and safety evaluations when planning equipment and operations
4. On-site partner company management
5. Health and safety education, work guidance
6. Accident reports and similar accident prevention
7. Health promotion
8. Infectious disease control

At bases in Japan and overseas, Nissan uniformly implements management with regard to workplace environment health and safety based on the Global Policy on Occupational Health and Safety. Nissan places great importance on occupational health and safety promotion in the collective agreements concluded with labor unions and promotes various health and safety practices in the workplace.

Positioning of the Global Occupational Health and Safety Policy



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Nissan Global Occupational Health and Safety Policy

Shared core value

Health and Safety is a core value and the highest priority at Nissan.

Basic Policy

From top management to each individual employee, Nissan recognizes and shares the importance of respecting each other involved in Nissan's operations as top priority. The company continuously and vigorously strives toward realizing a zero injury, zero-accident, zero-illness and safe workplace, by optimizing the working environment and promoting individual physical and mental health. We strive to eliminate or where not possible, minimize the hazards associated with our operations by incorporating Health and Safety best practices into our processes, equipment and facilities.

Nissan Motor Co., LTD. Representative Executive Officer, President and CEO



Makoto Uchida

Employees' Health and Safety Management

In Japan, we hold a Central Health and Safety Committee meeting each year chaired by the executive in charge of human resources and attended by management and labor union representatives from Nissan facilities.

Activities over the past year are reviewed in such areas as workplace safety, fire prevention, mental health, health management, and traffic safety, and then plans are laid out for the following year. The Health and Safety Committee at each facility meets each month, and these meetings are attended by labor union representatives. A health and safety officer and a traffic safety officer are assigned at each workplace to ensure the effectiveness of day-to-day safety activities.

Globally, each facility applies the PDCA cycle. Twice a year, remote meetings with all global Nissan facilities are held to share information and discuss key issues. Regional managers for employee health and safety also meet every other year for a Global Safety Meeting.*1 In the event of an accident, its details and responses are swiftly shared with facilities around the globe in an effort to prevent the recurrence of similar accidents.

Many facilities both in Japan and globally have introduced occupational health and safety management systems including the OHSAS 18001*2, and at the same time compliance with the new standard ISO 45001*3 is also progressing at these facilities. These efforts create a strong structure for ensuring the implementation of employee health and safety activities.

*1 In fiscal 2020 and fiscal 2021, the group meeting was suspended to prevent the spread of COVID-19 infection.

*2 OHSAS 18001: An internationally recognized standard for occupational health and safety management systems. Certification can be obtained from a third-party accrediting body.

*3 ISO 45001: Another internationally recognized standard for occupational health and safety management systems that replaces OHSAS 18001.

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Employees' Health and Safety Achievements

Employee Safety Initiatives

Global Standardization of Occupational Safety Standards

It is essential to create a workplace that takes into consideration the health and safety of each individual in order for employees to reach their full potential.

Nissan has introduced its own safety and fire risk management diagnostic method to proactively identify potential occupational accident risks in the workplace and is taking measures to address them. Since 2010, we have been globally standardizing metrics related to occupational safety and are monitoring the status of workplaces around the world.

Creating Safe Workplaces

Two tools developed internally by Nissan to identify the risks associated with work accidents at all sites in Japan and overseas are the Safety Evaluation System (SES), and to identify the risks of fire accidents, the Fire-Prevention Evaluation System (F-PES). They call for workplace patrols in accordance with established evaluation standards to identify potential dangers and fire risks. The use of these has been effective in achieving these aims.

Since 2011, we have continued to systematically carry out Kiken Yochi Training (KYT) —literally “risk-prediction training” —at plants in Japan to raise awareness among individual workers of the risk of accidents and thereby help prevent their occurrence. This training instills an awareness of danger among workers, thus reducing the risk of their becoming involved in

work accidents.

In addition, rather than implementing measures after an accident occurs, we introduced risk assessment as a means of identifying potential hazards or harms in the workplace to reduce or eliminate them. This practice has taken root in all workplaces, where it is continuously and systematically implemented on equipment and operations in the workplace.

We have established global common standards for reporting on work accidents or outbreaks of fire that occur in any of the production sites. The person in charge where the accident or fire occurred must report without delay to Nissan Motor Co., Ltd. (NML). NML will dispatch information and measures as well as instructions to each company site, compiled based on the report. This helps prevent similar disasters or accidents. Despite these efforts, regrettably, an accident occurred at Nissan Kyushu resulting in the death of an employee. Nissan investigates the causes of all accidents, fatal or otherwise, and implements thorough measures to prevent recurrence at all plants.

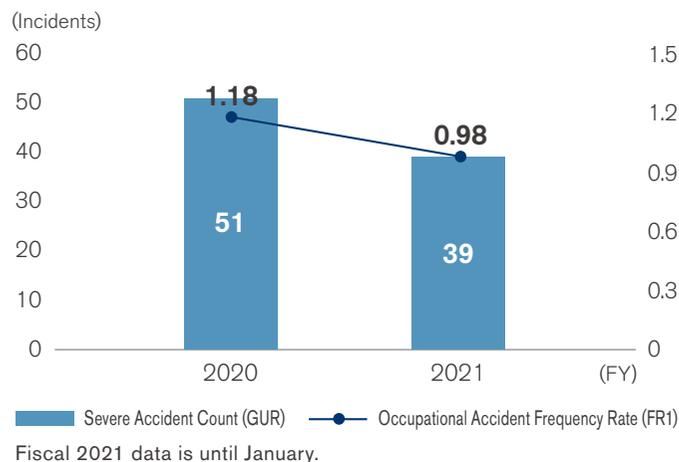
Nissan has adopted the occupational accident frequency rate (FR1)*1 and severe accident count (GUR)*2 indicators for the purpose of comprehensive monitoring of occupational accidents, and manages the progress of each. We have set the goal of continuously achieving an occupational accident frequency rate below the previous year's results for the entire company, and aim to reduce the number of fatal accidents to zero.

*1 Occupational accident frequency rate (FR1: Frequency Rate 1): Frequency rate of accidents with predefined symptoms (Number of accidents with predefined symptoms) x 1,000,000/ total working hours x 1.1

*2 Severe Accident Count (GUR): Fatal accidents (G: Grave), accidents resulting in residual disability (U: Unrecoverable), number of serious injuries with no aftereffects but with predefined symptoms (R: Recoverable but serious)

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Occupational Accident Frequency Rate and Serious Accident Count (Global)



Improved Production Line Environment

Nissan seeks to fulfill its mission of engaging in “human-friendly production” by continuously improving the workplace environment at its manufacturing facilities worldwide. At workplaces with high summer temperatures, for example, the physical burden on employees is heavy and there is the risk of suffering from heatstroke. We have installed internal cold-air ducts and ensured there are set breaks to drink water, particularly in locations with considerable workloads. Constant improvements are being made to allow employees to work in a comfortable environment.

Countermeasures against COVID-19

In response to COVID-19, Nissan formulated the global guidelines for COVID-19 countermeasures. Our basic approach has been to formulate and implement COVID-19 countermeasures that protect employees and their families from infection with preventative measures aimed at avoiding the spread of COVID-19 infections both within the company and in wider society. These efforts have been implemented uniformly at all global sites, with implementation status shared in an effort to promote these countermeasures.

We promote diet, sleep and exercise as the basis for boosting immunity to minimize COVID-19 infections. We are also taking measures that include working from home, encouraging staggered work hours and providing masks. The rules for employees are to check their health condition at home before going to work, and if the employee is not feeling well, they should stay at home or thoroughly monitor their temperature, frequently disinfect and wear a mask while in the workplace. Masks are provided to employees at all sites. In some areas, Nissan distributes COVID-19 Family kits, which contain masks and disinfectants, to support employees as well as their families. In addition, we are proactively vaccinating in the workplace as an effective measure to prevent infections and reduce the severity of symptoms. At the same time, in terms of internal measures, we ensure physical distance is maintained in all areas, including between desks and in meeting rooms, and if physical distance cannot be maintained, partitions are installed to prevent droplet infection. We also thoroughly disinfect furniture and shared office equipment, as well as disinfect meeting rooms before and after use. Company employee cafeterias are considered to be the place with the highest risk of infection from droplets or human contact thus countermeasures are under way at all work sites.

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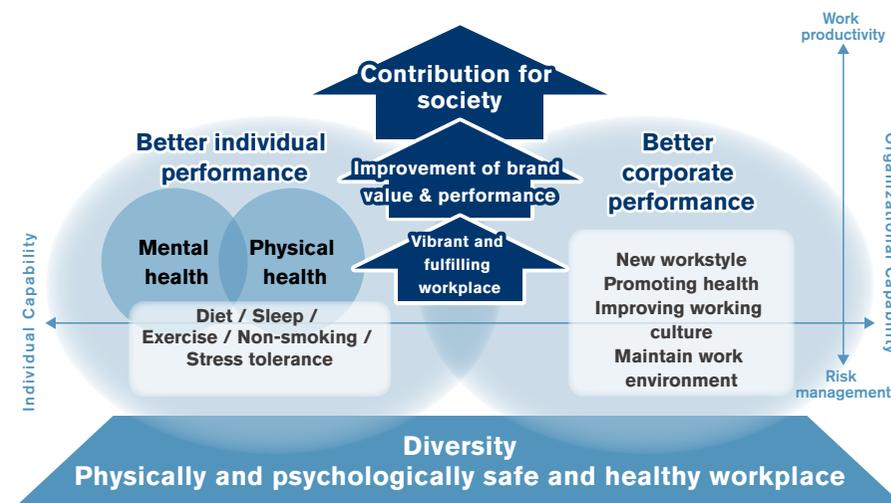
In Japan, as soon as we know an employee has taken a PCR test, we disinfect the workplace, identify who the employee has been in contact with and ask the employee to wait at home for test results among efforts to thoroughly prevent the spread of COVID-19 infections within the company and throughout society. Additionally, we installed CO₂ monitors and circulators on production lines and in employee break rooms to enhance ventilation measures among efforts to strengthen countermeasures based on market trends. Going forward, Nissan will maintain efforts to strengthen countermeasures protecting employees, their families and society.

Employee Health Promotion and Management

Basic Approach

Mental and physical health are essential for creating workplaces where employees can work with vitality and lead healthy lives with their families also after retiring from Nissan. Nissan considers the health and safety of employees to be not only an issue for individuals but also an important issue for Nissan to survive as a company that continues to contribute to society. In the Basic Policy on Health and Safety, we make the Health Declaration: "Health and Safety is a core value and the highest priority at Nissan." We are thus working on the realization of health and productivity management, in which we consider the health of our employees from a management perspective and implement measures strategically and honestly.

Nissan's Health and Productivity Management

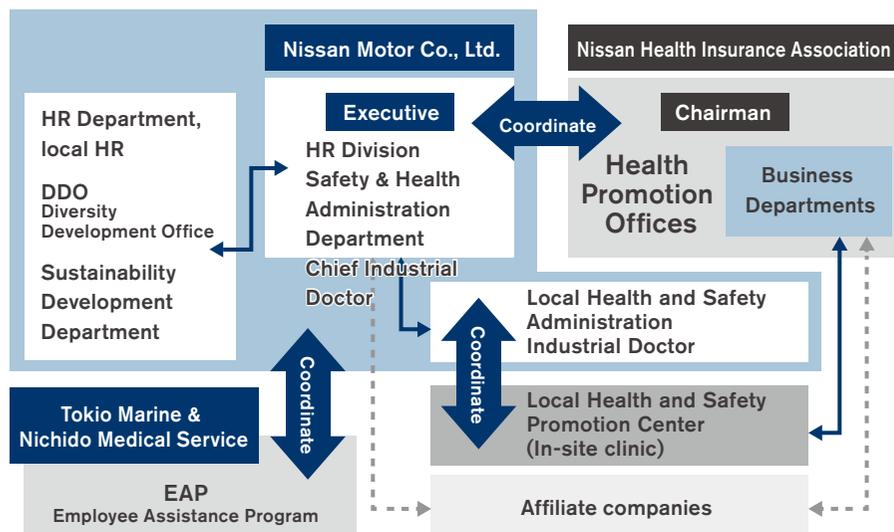


Shared core value
Health and safety is our core value and top priority

Organizational Structure for Health Promotion

Nissan's health promotion activities are carried out to promote the physical and mental health of employees in cooperation with the Nissan Health Insurance Association (Workplace Health Promotion Center), Tokio Marine & Nichido Medical Service Co., Ltd., the Health and Safety Departments of both headquarters and related departments at each site, and other medical professionals.

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Approaches to Health Issues

Under the health promotion organization in Japan, we visualize the health status of employees through data, and based on the data we analyze and predict the risk of disease, then implement health promotion activities and individual improvement programs. In order to engage in more effective efforts, we create a health management strategy map to visualize company health issues and promote companywide efforts, while also creating strategy maps for each site to conduct health promotion activities incorporating regional characteristics and conditions at each site. We also hold regular meetings on health management to strengthen the implementation of health promotion efforts.

Companywide medium-term business plan efforts

Health Management Strategy Map

Health issues	Health investments	Health investment efficacy			Management issues to resolve with health management
		Indicators regarding health investment implementation efforts	Indicators on employee awareness and behavioral changes	Indicators on health-related targets	
Physical / mental exhaustion causing more employees to take time off Insufficient mechanism for increasing health awareness	Implement activities based on health management promotion Create healthy people	Health investment outcome indicators <ul style="list-style-type: none"> Event participation rates Follow-up on results of health checks Improved activity rate based on results of stress checks, etc. 	<ul style="list-style-type: none"> Health surveys Improvements in diet, sleep and exercise Increase number of thorough medical exams Increased satisfaction due to expansion of work-life balance support Implement survey after workplace improvement activities, etc. 	<ul style="list-style-type: none"> Improve work engagement*1 Improve health literacy*2 Reduce presenteeism*3 Reduce absenteeism*4 	<ul style="list-style-type: none"> Realize corporate purpose Realization of a company where each person can work energetically

Leveraging the best characteristics of each site so the entire company can work as one

Promoting health activities based on strategic maps at each site

* 1 Work Engagement	A positive and fulfilling psychological state related to work, meeting the following three criteria: "Work makes me feel energetic and alive" (vitality) "I am proud and feel my work is rewarding" (enthusiasm) "I am enthusiastic about my work" (devoted)
* 2 Health Literacy	The power to determine one's health by making decisions based on health information, defined as follows: - Knowledge, motivation and ability to obtain, understand, evaluate and utilize health information - Judgment and decision-making regarding healthcare, disease prevention and health promotion in everyday life - Maintaining and improving quality of life throughout one's lifetime
* 3 Presenteeism	Despite being in poor health, employees come to work and efficiency suffers as a result.
* 4 Absenteeism	Chronic leave-taking or absence from the workplace due to poor mental or physical health that prevents work from getting done.

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Solid Efforts toward Physical Healthcare

In Japan, Nissan is focusing efforts on the following physical healthcare initiatives:

Prevention of illness

- * Health promotion activities targeting COVID-19
- * Health literacy improvement activities
 - Introduction and utilization of the health application “PEP-UP”
 - Approach to exercise, sleep and diet
 - Smoking cessation activities

Early detection of illness

- * Enhancement of healthcare guidance based on the results of regular health examinations
 - Specific healthcare guidance
 - Health promotion activities for under 40-year-olds
- * Thorough promotion of detailed medical exams
- * High-risk approach in line with business-site specific issues in medical examination results

Treatment of illness

- * Enhancement of balanced support

Due to lifestyle changes caused by COVID-19, weight gain became noticeable in fiscal 2020 medical examination data. In order to prevent an increase in lifestyle-related diseases over time, since fiscal 2021 we have continuously promoted “Lose Your COVID Weight” efforts companywide.

Lose Your COVID Weight	Goal	FY2021 Results
Reduce number of people with a BMI of 25 or higher	2.5% reduction	1.0% reduction

In terms of weight loss measures, with the rapid rise in working from home among other lifestyles, weight gain from lack of exercise is the biggest contributing factor, thus we are promoting activities aimed at increasing the level of physical activity throughout the company leveraging the characteristics of each site.



Due to the protracted nature of the COVID-19 pandemic, Nissan will steadily continue efforts supporting weight loss. We will also continue the steady implementation of physical health care, including preventing illness through a heightened awareness of health, while reducing the number of employees taking leave by strengthening efforts toward the early detection of illnesses through medical examinations and treatments supporting a work-life balance. In this way, we will realize workplaces where all employees can work with enthusiasm.

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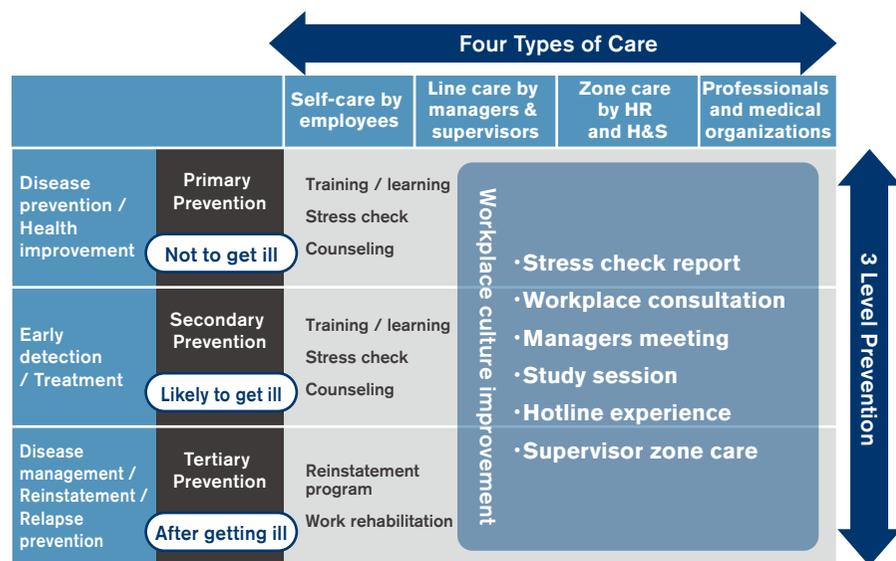
Comprehensive Mental Healthcare

Mental healthcare in Japan includes the following features:

Achieve the “Four Types of Care” and “Primary, Secondary, and Tertiary Prevention” within the EAP

- * Enhancement of “self-care” through implementation of stress checks
- * Promotion of “line care,” workplace climate improvement activities based on the results of in-house questionnaires
- * Introduction of stratified “zone care”
- * Comprehensive reinstatement support program
- * Enhanced prevention of recurrence through in-house rework facility

* EAP :Employee Assistance Program

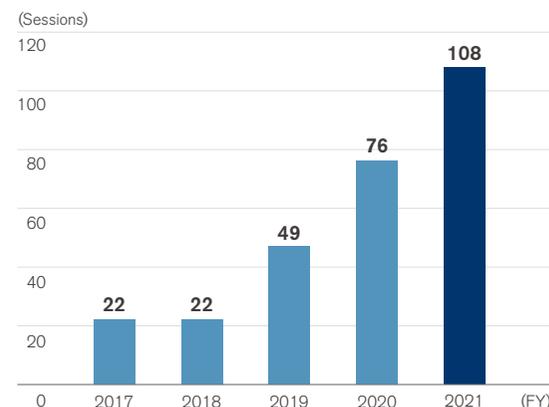


For many years, Nissan has been proactively working on line care, which is an improvement in workplace culture, by analyzing stress levels through using in-house questionnaires.

In promoting improvement activities, the point is for superiors (managers, supervisors) to acknowledge the results of their own organizational analysis and motivate activities according to the results.

Accordingly, in recent years, Nissan has been expanding improvement activities by holding organizational analysis result report meetings in as small a format as possible.

Organization analysis result debriefing sessions



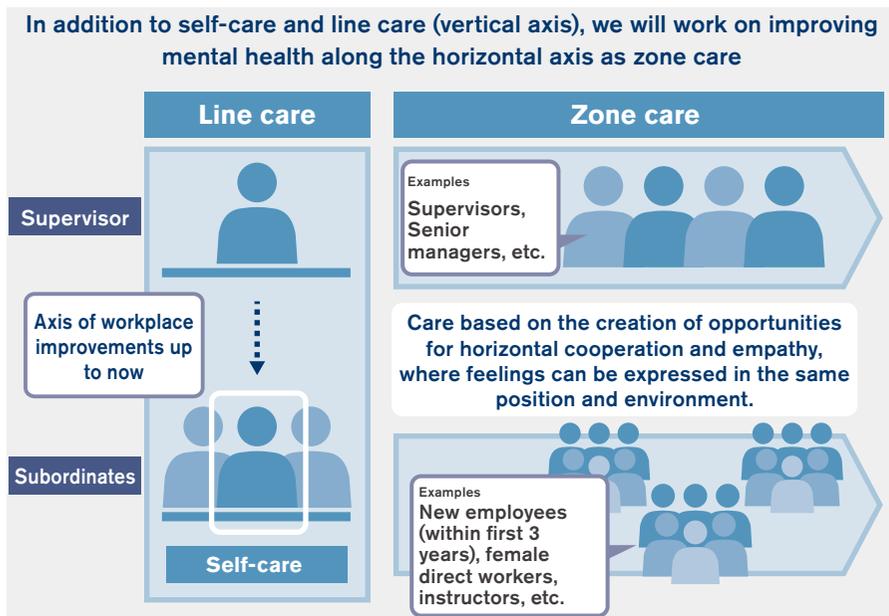
Amid close examination of organizational analyses and the promotion of activities, recent mental health leave numbers and the stratified analysis of stress levels reveal a remarkable need for care among some employees. Nissan calls this “zone care” and in fiscal 2021, implemented the following:

- Hotline experience for new graduate and mid-career hires

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- Online sessions for indirect employees
- Youth round-tables, sessions
- Round-tables and coaching activities as a supervisor zone care

Nissan will expand zone care, further enhance self-care and line care, reduce mental illness and leaves of absence, and strive to create workplaces where all people can work energetically.



Social Evaluation of Health Promotion Activities

In Japan, Nissan positioned the excellent health management corporation certification system of the Ministry of Economy, Trade and Industry as our health management system, and we have been promoting health improvement activities accordingly. As a result, Nissan has been certified as an excellent health management corporation since 2019.

In 2022, the Japan Sports Agency certified Nissan as a Sports Yell Company actively engaged in sports to improve the health of employees.

Nissan will continue to pursue health and productivity management to create a workplace where employees can work safely, comfortably and in good health, both physically and mentally, because we believe everyone, from the top to each employee, working with vitality will realize activation of the organization and lead to Nissan's growth and contributions to society.



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Community Engagement

Community Engagement Policies and Philosophy

In addition to delivering innovative, exciting vehicles and outstanding services to customers worldwide, Nissan believes it is important to play an active role as a community member, applying its special characteristics to contribute further to society.

When a company provides a range of resources to communities, supporting their development and proactively tackling issues, it is, in part, fulfilling its social responsibility as a good corporate citizen. Such actions also benefit the company's own operations, fostering a better business environment and creating new markets that can grow sustainably.

We work with a variety of stakeholders, both governmental and nongovernmental, pooling our respective strengths to address increasingly complex social issues. In line with Nissan's corporate social contribution policies, regional offices and affiliates work on initiatives that address issues relevant to their operations and the communities in which they operate.

Nissan's Approach to Community Engagement

We reviewed our policies for social contribution activities in 2017, deciding to push forward with activities focused on the three areas of zero emissions, zero fatalities and zero inequality. In addition to zero emissions and zero fatalities, areas where any automotive manufacturer should make sincere efforts, we are promoting zero inequality (in other words, diversity and inclusion) as an

important corporate value with the aim of realizing a cleaner, safer, and more inclusive society where everyone is given equal opportunities. We will not only provide financial assistance for activities in these areas but also ensure that those activities are "distinctly Nissan," making full use of our automotive heritage, expertise, products, and facilities.

We emphasize communicating and working with specialized NPOs and NGOs that have extensive expertise in their fields to ensure that their social contributions are effective. We actively support the involvement of our employees in social contribution activities.

For a Cleaner, Safer and More Inclusive Society.



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Community Engagement Management

Nissan's production sites have expanded globally, increasing the company's engagement with various communities through its businesses. Nissan is active in promoting social contribution activities and recognizes that contributing to the development of communities by sharing its own management resources also enhances the business environment and promotes market growth. In such activities, policies are decided at the global level and implemented in each region.

We developed a wide range of activities to meet the needs of regions centered on the three focus areas of zero emissions, zero fatalities, and zero inequality that were set forth in the policy revision of 2017.

Company Organization for Community Engagement

Nissan's corporate social contribution policies are discussed and approved by the Global Sustainability Steering Committee* and shared globally. These corporate policies provide the basis on which initiatives are implemented across each country and region.

* Click here for more information on the Global Sustainability Steering Committee.
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Three Focus Areas for Nissan's Social Contributions Program

Zero Emissions

Nissan's environmental philosophy is "a Symbiosis of People, Vehicles, and Nature." We actively engage in efforts to reduce the environmental burden

on the planet and prioritize the environment in our social contribution activities. Central to our approach are educational programs that cultivate a deeper understanding of environmental issues toward achieving a decarbonized society.

Since 2017, we have expanded our partnerships with international environmental protection organizations. We supported climate change education and awareness with the environmental conservation organization WWF Japan through sponsorship of its environmental awareness campaign called Earth Hour 2022.

Zero Fatalities

In addition to making vehicles safer through autonomous driving technology, we also promote traffic safety through activities to raise the safety awareness of drivers and pedestrians and to protect the socially vulnerable, including children and senior citizens.

Zero Inequality

We embrace diversity as a management strategy in recognition of its crucial role in boosting corporate competitiveness. Nissan's social contribution activities share this awareness and are aimed at mitigating poverty, providing assistance to the financially and socially disadvantaged, and sending emergency relief to disaster-stricken communities. In 2021, we continued our partnership with the NGO Care International Japan and have worked closely to expand our educational program in Thailand, in addition to existing humanitarian efforts in collaboration with Habitat for Humanity.

* Click here for more information on diversity & inclusion.
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Social Policies and Philosophy	Human Rights	Traffic Safety	Diversity and Inclusion	Product Safety and Quality	Supply Chain Management	Human Resource Development	Labor Practices	Employees' Health and Safety	Community Engagement		

Nissan as a Community Member

We aspire to be a good corporate citizen that people are glad to have in their community. As such, we strive to be a valuable member of and active contributor to local communities wherever we operate. We support communities in a variety of ways, such as by assisting with local events, sponsoring neighborhood cleanups and other environment-improvement activities near Nissan facilities, and opening those facilities to public tours. Many employees actively participate as volunteers.

We engage in activities during ordinary times and also contribute to resolving social issues by supporting local communities during the natural disasters and pandemics that occur with frequency around the world.

Contributing to Local Communities: Achievements

Social Contribution Achievements in Fiscal 2021

Global social contributions (Fiscal 2021): ¥2.27 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 Fiscal 2021 Global Social Contributions

	Philanthropic activities	Monetary donations	In-kind donations (cash equivalent)	Sponsorships, etc.	Total
Amount (¥ million)	739	1,112	230	191	2,272
% of total	32.5	49.0	10.1	8.4	100

	Disaster	Contribution in FY2021
	Donations for disaster relief	<p>Emergency aid to Henan Province (especially Zhengzhou area) to support their flood relief and recovery efforts (China)</p> <p>Nissan lights up communities affected by Typhoon Rai with the LEAF (Philippines)</p> <p>Support for flood victims in Sukhothai, Chaiyaphum and Lopburi provinces (Thailand)</p>

<Other Emergency Humanitarian Assistance >

Assistance for the humanitarian crisis in Ukraine: Donation of 1 million euros to non-profit organizations the Red Cross and Japan Platform.

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Social Contribution Achievements

In 2021, the future remained uncertain due to the COVID-19 pandemic and many social contribution activities had to be cancelled or postponed. Nissan wanted to continue its support for environmental and social issues even in the face of the prolonged COVID-19 pandemic, so it conducted environmental education and leadership development activities for children in various countries using online and other means.

Here are some representative activities in each field. Please click below for further information on the social contribution activities we have conducted around the world.

<https://www.nissan-global.com/EN/SUSTAINABILITY/SOCIAL/CITIZENSHIP/>

Area	Examples of Activities	Region
Zero Emissions	School-visit program for environmental education: Nissan Waku-Waku Eco School	Japan, U.K. and China
	Sponsorship for an Environmental Awareness Campaign of World Wide Fund for Nature Japan (WWF Japan) and Activities in Around the World	Japan, China, South America and Canada
	Support for The Nature Conservancy's Tennessee Forest Health Program	U.S.
Zero Fatalities	Traffic Safety Awareness Campaign: Hello Safety Campaign	Japan
	Support for driving school	U.S.
Zero Inequality	Leadership development program for teenagers in cooperation with CARE International Japan	Thailand
	International Cooperation Through Walking: Sponsorship of Walk in Her Shoes 2021	Japan
	Conveying the Magic of <i>Monozukuri</i> : Nissan <i>Monozukuri</i> Caravan and Nissan Design Waku-Waku Studio	Japan
	Educational Support for Children and Youth: Nissan Dream Classroom	China
	Providing Educational Opportunities to Children: Nissan Skills Foundation	U.K.
	Support for the Next Generation: Nissan Children's Storybook and Picture Book Grand Prix	Japan
	Partnership with Habitat for Humanity	North America
Nissan as a Community Member	Foundation Support Activities	U.S., Australia, Brazil and Canada
	Educational Support from the Nissan Global Foundation	Japan



Effective field of view measurement system developed by the Traffic Safety Future Creation Lab



Students in Thailand learning smart farming by taking applying STEM education