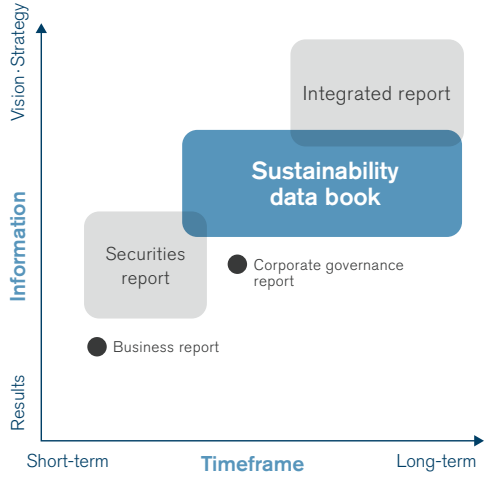
Sustainability data book 2025

NISSAN
MOTOR CORPORATION

Editorial policy

Nissan publishes a sustainability data book to share information on our sustainability strategies and management to help stakeholders gain a better understanding of the social responsibilities we must fulfill and the social value we aim to provide. It also gives an overview of Nissan Green Program 2030 (NGP2030) — our fifth medium-term environmental action plan for 2030, and Nissan Social Program 2030 (NSP2030) — the program designed to comprehensively promote social initiatives — and share the achievements of our fiscal year 2024 activities.
For further visions and strategies, please refer to our integrated report.

Positioning of reports



Scope

Period covered: The report covers fiscal year 2024 (April 2024 to March 2025); content that describes efforts outside this period is indicated in the respective sections.
Organization: Nissan Motor Co., Ltd., subsidiaries and affiliated companies in the Nissan Group.

Referenced reporting guidelines

- GRI Standards
  Nissan has prepared this report in accordance with the GRI Standards for the period April 1, 2024 through March 31, 2025.
  GRI content index

- Taskforce on Climate-related Financial Disclosures (TCFD) recommendations/ Taskforce on Nature-related Financial Disclosures (TNFD) recommendations
  TCFD/TNFD content index
- Sustainability Accounting Standards Board (SASB) standards
  SASB content index

Date of previous report

Sustainability data book 2024, issued July 31, 2024.

Reporting cycle

Annually since 2004

Third-Party assurance

For more information on the third-party assurance.
>>> P061

Forward-looking statements

This sustainability data book contains forward-looking statements on Nissan's future plans and targets and related operating investment, product planning and production targets. There can be no assurance that these targets and plans will be achieved.
Achieving them will depend on many factors, including not only Nissan's activities and development but also the dynamics of the automobile industry worldwide, the global economy and changes in the global environment.

For further information

Nissan Motor Co., Ltd.
Sustainability Development Department
Email: NISSAN_SR@mail.nissan.co.jp

Sustainability data book 2025

Publication date: July 31, 2025

Our related websites

- Nissan Motor Corporation Global Website
- Sustainability
- Investors

Contents

Viewing this report

This sustainability data book is an interactive PDF. You can easily access the information by clicking on the navigation tabs and buttons.

Category tabs

Click the tabs to jump to the top page of each category.

Navigation buttons

Go back one page

Go forward one page

Return to previous view

Link buttons

P000 Jump to linked page

URL Jump to information on the web

Executive message

Nissan's corporate purpose—"Driving innovation to enrich people's lives"—guides us to continuously innovate, meet customer needs, and create social value for all stakeholders. Sustainability is at the heart of our business, integrated into every aspect to ensure a sustainable growth and a better future for generations. This remains the same for the activities of "Re:Nissan", a newly launched recovery plan under the new management team. Rooted in our long-term vision to empower mobility and beyond, we aim to become a truly sustainable company committed to building a cleaner, safer, and more inclusive world.

To realize this vision, we have established two key programs:

- **Nissan Green Program 2030 (NGP2030)**:
  Strives to have a positive impact on society and the environment to ensure our living society is sustainable and in harmony with nature by reducing environmental impacts
- **Nissan Social Program 2030 (NSP2030)**:
  Promote social initiatives comprehensively and transform Nissan into a people-centric company to grow together with stakeholders

These programs translate our sustainability commitments into actionable targets, enabling us to monitor progress, ensure accountability, and drive positive impact.

At Nissan, we understand that sustainability is fundamental to the trust placed in us by our stakeholders. Over the past year, we have made steady progress toward the goals of NGP2030 and NSP2030, which require close collaboration with stakeholders. Our efforts include reducing our carbon footprint, decreasing resource dependency, addressing nature-related issues, and strengthening human rights initiatives across our workforce, supply chain, and dealerships. These achievements, highlighted in our data book, demonstrate our collective commitment to tackling material issues.

Since April 2025, I have served as Chief of Strategy Acceleration, overseeing corporate strategy—including sustainability—to ensure our business remains resilient and robust by integrating sustainability into our core operations. This approach not only builds trust but also helps us meet increasingly stringent ESG regulations and societal expectations.

Looking ahead, I will continue to accelerate the integration of sustainability into our corporate strategy, enabling us to manage risks effectively and seize new opportunities. By doing so, we will keep Nissan future-ready and enhance our overall corporate value. Together with our stakeholders, we remain committed to creating a cleaner, safer, and more inclusive world.

Nissan Motor Co., Ltd.
Chief of Strategy Acceleration
Manabu Sakane

Sustainability at Nissan

Sustainability strategy

Sustainability at Nissan

To fulfill its corporate purpose of "Driving innovation to enrich people's lives," Nissan provides unique and innovative automotive products and services that deliver superior value to all stakeholders. As it evolves as a company through its full range of global activities, Nissan seeks to create economic value and contribute to resolving issues facing society. To fulfill this mission, we have identified material issues that Nissan must address and formulated action plans toward 2030 for those issues from the environmental and social perspectives. Our sustainability goals will strengthen our initiatives globally and enable us to realize our long-term vision: Nissan Ambition 2030*1. We have stated them clearly through two action plans, Nissan Green Program 2030 (NGP2030) and Nissan Social Program 2030 (NSP2030). Nissan aims to become a truly sustainable company that plays a vital role our customers, shareholders, employees, communities and all other stakeholders. We are committed to achieving a cleaner, safer and more inclusive world.

Identification of material issues

Nissan formulates sustainability strategies and promotes activities that account for stakeholder interests and the latest trends, such as technological innovation. When formulating these strategies in 2022, we identified key material issues that we need to address on a company-wide level based on an analysis of risks and opportunities.
We considered both corporate activities and sustainability from the perspective of the impact of society and the environment on Nissan (financial impact), which is of great interest to investors as well as the new perspective of how Nissan impacts - and benefits - society and the environment, and in doing so demonstrate the value that Nissan creates as well as its priorities. By communicating its approach in greater detail to stakeholders, Nissan hopes to expand opportunities for collaboration in various ways and further strengthen its relationships of trust in the automotive sector as well as further afield in a bid to take its initiatives to the next level.
In fiscal year 2024, we updated some material issues including their positioning and description, considering the latest social trends and our business.

*1 Click here for more information on the long-term vision Nissan Ambition 2030 https://www.nissan-global.com/EN/COMPANY/PLAN/AMBITION2030/

Materiality assessment process

Step 1: Clarifying societal and environmental issues

We assess global agendas by regularly analyzing market-trends, identifying expectations from society through dialogue with stakeholders that include investors, and studying the United Nations Climate Change Conference of Parties (COP), Sustainable Development Goals (SDGs), and risk reports published by the World Economic Forum (WEF).

Step 2: Assessing material issues facing Nissan and the automobile sector as a whole

We assess Nissan's material issues by analyzing risks and opportunities from a global perspective. This perspective incorporates both efforts to achieve the Nissan Ambition 2030 long-term vision and the role of the automobile sector.

Step 3: Prioritizing materiality

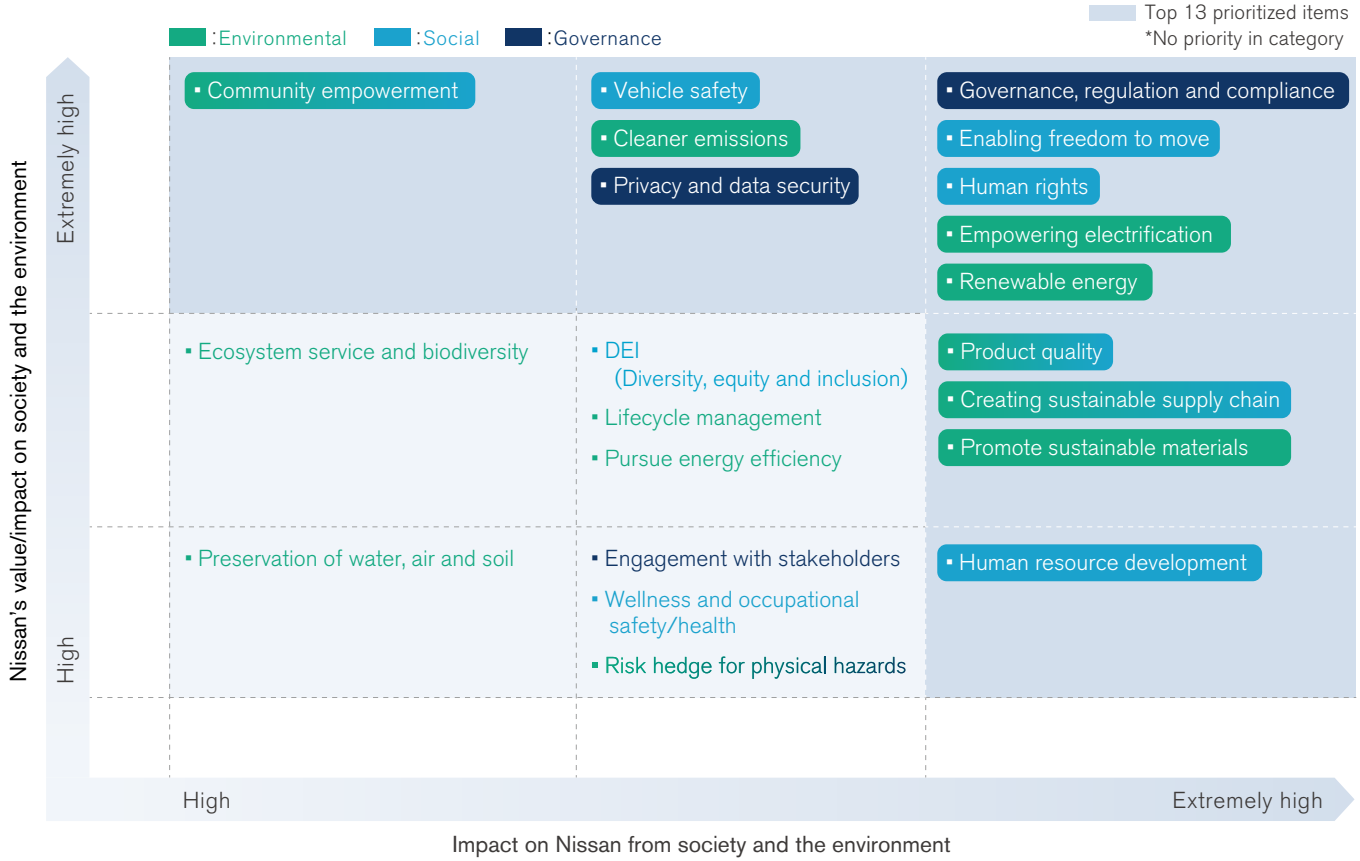
We organize priorities based on risks and opportunities into a matrix to identify the value Nissan creates and determine how to enhance initiatives going forward. Then, we conduct an expert review to reflect feedback provided.

Step 4: Reaching consensus among the Executive Committee and the Board of Directors

We report our materiality assessment — including background information and the reasons for our selections — to the Executive Committee and the Board of Directors to reach a consensus.

Nissan materiality matrix

Having assessed 21 material issues, the items at the top of the vertical axis indicate Nissan's greatest value and impact on society and the environment, while those in the right-hand column on the horizontal axis indicate the greatest impact on Nissan from society and the environment. Nissan has determined the 13 most important items.
Nissan will incorporate each identified into business activities to expand opportunities for collaboration and help promote robust efforts that embody our corporate purpose.



Materiality description

Materiality	Description	Nissan initiatives	E	S	G
Governance, regulation and compliance	We will conduct business operations with the utmost integrity through corporate governance that embodies high ethical standards, transparency and a solid foundation, guided by corporate purpose and the code of conduct. We will comply with applicable laws and regulations, acting consistently with respect and integrity towards people and society.	· Corporate governance (P121) · Compliance (P134)			✓
Enabling freedom to move	Provide more people with new mobility technologies and services, such as driver assistance technologies and connected car systems, to create a safer, more personalized, and inclusive society in which everyone can move freely.	· Safety (P072)		✓	
Human rights	Foster an organization where every employee shows the utmost respect to individual dignity and human rights. Nissan commits to act in accordance with internal ethical standards that refer to the United Nations Guiding Principles on Business and Human Rights. In particular, we will ensure action in the six focus areas* of respect for human rights. *Six focus areas: 1. employee labor conditions, 2. supplier labor conditions, 3. product safety and AI, 4. privacy and data security, 5. business partner labor conditions, 6. community and environmental impact (including impact on indigenous peoples)	· Human rights (P066) · Employee human rights (P093)		✓	
Empowering electrification	Accelerate our efforts toward carbon neutrality by expanding our line-up of electrified vehicles, offering advanced vehicles/battery technologies and supporting EV eco-system.	· Value chain activity achievements-Products (P034)	✓		
Renewable energy	Through partnerships with various sectors and collaboration with governments and communities, we will promote the use of renewable and alternative energy sources to reduce CO_2 emissions. With 4R* including Vehicle-to-everything (V2X), we continue to empower societies with safe energy management solutions. *4R: Battery reuse, refabricate, resell, recycle	· Value chain activity achievements-Products (P034), Corporate activities (P044), Collaborations with relevant partners (P059)	✓		
Vehicle safety	Through advanced driver assistance technologies accessible to more customers, we wish to realize zero fatality by eliminating the number of deaths in traffic accidents involving Nissan vehicles.	· Safety (P072)		✓	
Cleaner emissions	The goal is to achieve exhaust emissions as clean as ambient air and cleaner vehicle-related pollutants (including dust, microplastics, etc.)	· Value chain activity achievements-Products (P034), Corporate activities (P044)	✓		
Privacy and data security	Committed to safeguarding data protection and privacy rights, protecting stakeholder personal data through appropriate security measures, and will be responsible for secure handling of data in consideration of new technologies and security risks.	· Privacy and data security (P133)			✓
Community empowerment	In addition to disaster recovery and humanitarian aid, the company will contribute to community development through its products, technologies, services, and expertise in social change.	· Value chain activity achievements-Products (P034) · Communities (P089)	✓	✓	
Product quality	Provide reliable, comfortable, and user-friendly mobility by improving the design and product quality including chemical substance management and in-cabin air.	· Value chain activity achievements-Products (P034) · Quality (P075)	✓	✓	
Creating sustainable supply chain	In collaboration with suppliers, implement appropriate responses to the environmental/ human rights issues in the supply chain and achieve responsible sourcing, based on the "Nissan supplier sustainability guidelines". This ensures a stable supply of vehicles and fulfill accountability as required by society and regulations.	· Value chain activity achievements-Collaborations with relevant partners (P060) · Responsible sourcing (P084)	✓	✓	
Promote sustainable materials	Aiming for a circular economy, we pursue sustainable vehicle manufacturing by promoting repair/reuse/ rebuild/recycle and using recyclable and ethical materials for sustainable resource use.	· Value chain activity achievements-Corporate activities (P044)	✓		
Human resource development	Provide human resource development programs and foster a comfortable work environment to maximize the power of employees	· Learning and development (P109)		✓	

E: environmental S: social G: governance

Sustainability initiatives targeting 2030

Based on the identified material issues, we have been implementing the medium-term environmental action plan Nissan Green Program 2030 (NGP2030) and the social action plan Nissan Social Program 2030 (NSP2030) since fiscal year 2023. Under NGP2030 and NSP2030, we have set goals and indicators for 2030 in each of our activity areas and promote our initiatives globally. Through these initiatives, we aim to realize sustainable business and as well as to create safe and secure communities, contribute to the advancement of society, and help restore nature and ecosystems.

· NGP2030

Since 2002, we have been formulating medium-term environmental action plans in the form of NGPs to realize our environmental philosophy of "a symbiosis of people, vehicles, and nature." The objective of NGP2030 is to ensure our living society is sustainable and in harmony with nature. More specifically, we will focus on minimizing our environmental footprint and deploying environmental measures that maximize our opportunities - for example, by accelerating the 1.5℃ scenario and transitioning to a circular economy. We have identified climate change, resource dependency, air quality and water to be the most significant issues, and we are also working to strengthen traceability as the foundation of our activities.

In addressing climate change, we have set a goal for achieving carbon neutrality across the entire life cycle of our vehicles by 2050. By the early 2030s, our plan is for every all-new vehicle offered in key markets to be electrified, and we believe the promotion of the NGP2030 will be integral to the achievement of carbon neutrality. Moreover, we will embrace the idea of a "just transition" and aim to realize a carbon neutral society.

NGP2030

Pillar	Focus areas		Major 2030 goals	Related materiality issues	SDGs areas where Nissan mainly adds value
Climate change	Reduce CO_2 emissions in (vs. 2018)	Lifecycle (t-CO_2/vehicles)	Global -30%	· Empowering electrification · Renewable energy · Creating sustainable supply chain · Community empowerment · Promote sustainable materials · Pursue energy efficiency · Lifecycle management · Risk hedge of physical hazards · Ecosystem service and biodiversity	
		Product (g-CO_2/km)	Global -32.5% 4 regions*1 -50%		
		Manufacturing (t-CO_2/vehicles)	Global -52%		
		Supplier	Aim to achieve lifecycle targets		
		Logistics			
		R&D facility			
		Office			
		Dealer			
Resource dependency	Material	Expand sustainable material (weight basis)	4 regions*1 40%	· Empowering electrification · Renewable energy · Promote sustainable materials · Creating sustainable supply chain · Community empowerment · Ecosystem service and biodiversity	
		Manage waste / Landfill	Maintain low levels		
	Vehicle	Expand energy management function	Equipped rate to EV: 100% (Japan, U.S.A. and Europe)		
Air quality and water	Water	Enhance water risk management at manufacturing sites	Zero high-risk sites	· Product quality · Creating sustainable supply chain · Promote sustainable materials · Cleaner emissions · Ecosystem service and biodiversity · Preservation of water, air and soil · Risk hedge for physical hazards	
		Reduce water usage at manufacturing sites			
		Manage wastewater quality at manufacturing sites			
	Air quality	Enhance management of vehicle emission including non-tail pipe	Technology development and adoption		
		Manage VOC at manufacturing sites	Continue current activities (Paint shop)		
		Manage air quality in cabin	Comply with Nissan standard on in-cabin VOC		
Foundation	Secure responsible sourcing		Secure supply chain risk management	· Governance, regulation and compliance · Creating sustainable supply chain · Engagement with stakeholders	
	Secure and integrate value-chain information (traceability)		· Build and operate carbon footprint etc. management system for corporate activities and parts production · Secure supply-chain data reliability		
	Enhance environment governance				

*1 4 regions: Japan, U.S.A., Europe and China

· NSP2030

Nissan aims to become a people-centric company. We promote social initiatives and seek to create value for society. Our goal is to enhance corporate value and create social value by fulfilling our responsibilities as a corporation, pursuing what makes Nissan unique, and growing together with society. Believing that people are the most important element in our business and its processes. In NSP2030 we have identified nine key areas - including four related to employees - and established goals for 2030. We will also continue to carry out, and strengthen initiatives concerning the human rights of our employees, our partners, suppliers and customers as well as the greater community and various other stakeholders.

NSP2030

Focus areas		2030 goals	Related materiality issues	SDG areas where Nissan mainly adds value
Human rights	Safety	Invest in new technologies, such as autonomous driving and connected car systems, to create safer, more efficient, and more personalized mobility solutions	· Vehicle safety · Enabling freedom to move	
	Quality	Achieve top-level quality*1, defect aim zero and no compliance issue	· Product quality	
	Intellectual property	Contribute to solving social issues by promoting IP activities with others to foster innovation (IP ecosystem)	· Vehicle safety · Enabling freedom to move · Product quality	
	Responsible sourcing	Establish a framework to promote respecting human rights in the supply chain to aim for "No human rights violation"	· Creating sustainable supply chain	
	Communities	Contribute to solving social issues through "Nissan-ness" as well as to empowering youth and children in communities	· Community empowerment	
	Power of employees	Make Nissan a great place to work in which all employees feel empowered, supported, and can be their authentic selves, in order for them to realize their full potential		
	Employee human rights	Respect human rights to realize "People centric"	· Human rights	
	Diversity, equity & inclusion	Realize an inclusive and exciting Nissan that values uniqueness	· DEI (diversity, equity and inclusion)	
	Learning & development	Develop a highly skilled and motivated workforce	· Human resource development	
	Health & safety	· Increase people who work safely, securely and in good health · Realize a company that can work lively	· Wellness and occupational safety/ health	

*1 Top three in each market in product and sales & service quality

Sustainable finance

Nissan, under its corporate purpose, "driving innovation to enrich people's lives", is positioning sustainability at the core of its business. Aiming to grow as a company through global business activities and by contributing to solving various issues facing society, Nissan will continue to strive to provide value to stakeholders and support the development of a sustainable society.
As one facet of such initiatives, the Nissan Sustainable Finance Framework*1 will enable Nissan to raise funds needed to further enhance its sustainability efforts. Nissan has obtained a second party opinion*2 from Moody's Ratings, an independent organization, stating that Nissan's framework is in alignment with the Green Bond Principle 2021, Social Bond Principle 2023, Sustainability Bond Guideline 2021, Green Loan Principle 2021 and Social Loan Principle 2023. A syndicated green loan agreement*3 that we signed in November 2022 represented the first funds raised under the Nissan Sustainable Finance Framework. The "Sakura" bonds for retail investors and corporate bonds for institutional investors issued in January and February 2023 marked the second tranche of funds and the proceeds were allocated in full to eligible green and sustainability projects*4 defined in the framework.

Funds raised through the framework have been allocated for a wide range of initiatives. These include the development and production of electrified vehicles and batteries as well as technology development and infrastructure development for the creation of EV ecosystems and smart cities and the development of safer and more sustainable mobility. Through its promotion of sustainability, Nissan will continue to provide outstanding value to its stakeholders and contribute to the advancement of a sustainable society. Please refer to our sustainability bonds report for more information about financing*5.

Nissan Financial Services' green bond issuance

Nissan Financial Services Co., Ltd. has completed its procurement of funds with the issuance of 10 billion yen worth of green bonds for domestic institutional investors in March 2024. The green bonds represent the first issuance of bonds for fundraising by a Nissan group sales finance affiliate following the establishment of the Sustainable Finance Framework. They will be utilized as capital for sales finance receivables for zero-emission vehicles, thereby supporting the uptake of the Nissan group's EVs through sales finance operations. The Green Bond Report by Nissan Financial Services is available on the Nissan Financial Services website. Please refer to the website for details.*6

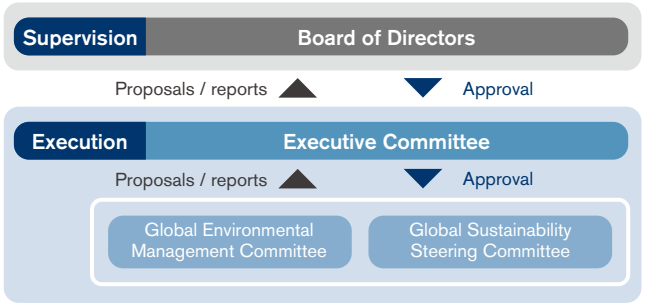
Governance to promote sustainability

Guided by our corporate purpose of "Driving innovation to enrich people's lives," at Nissan we place sustainability at the core of all our business activities. In fiscal year 2021, we added a new sustainability performance indicator to the long-term incentive compensation program for the executives. This indicator makes clear the sustainability commitments of executives, which reflects not just the achievement of short-term earnings targets, but also their efforts to enhance corporate value and social value in the mid-long term.

Companywide management of specific activities under Nissan's sustainability strategy, from setting goals to monitoring progress, is the responsibility of the Global Sustainability Steering Committee (GSSC)*7. The Global Environmental Management Committee (G-EMC)*8 makes decisions relating to environmental issues. Sustainability initiatives are presented to the Executive Committee (EC) along with a comprehensive proposal on strategies and priority issues. Based on their significance, these issues are subsequently reported to the Board of Directors for further action.

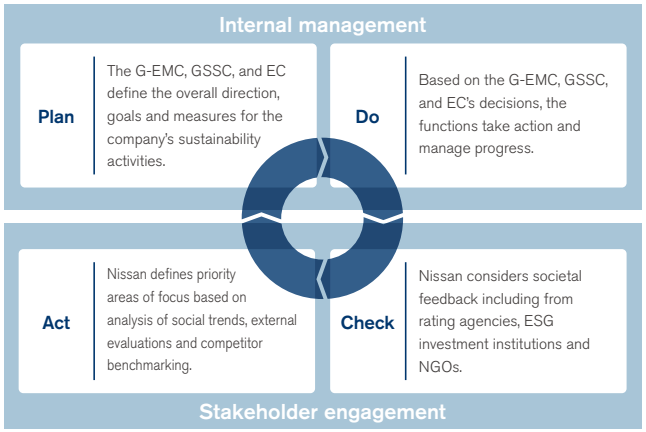
*1 Nissan and Nissan Sales Finance affiliates Sustainable Finance Framework https://www.nissan-global.com/JP/IR/STOCK/SUSTAINABLE_FINANCE/ASSETS/PDF/Nissan-and-Nissan-Sales-Finance-affiliates-Sustainable-Finance-Framework_en.pdf
*2 Second-Party Opinion https://www.nissan-global.com/JP/IR/STOCK/SUSTAINABLE_FINANCE/ASSETS/PDF/Second_Party_Opinion_en.pdf
*3 Click here for more information. https://global.nissannews.com/en/releases/release-48b4dcee3ca553fae7e18a40fe024c80-221130-01-e
*4 Click here for more information. https://global.nissannews.com/en/releases/release-852a2a2cb9af6879ff7b8333991e25d8-230120-02-e
*5 Nissan sustainability bonds report https://www.nissan-global.com/JP/IR/STOCK/SUSTAINABLE_FINANCE/ASSETS/PDF/Nissan-SBR-Mar2024_en.pdf
*6 Green Bond Report from Nissan Financial Services Co., Ltd. (Japanese only) https://www.nissan-fs.co.jp/information/closing-of-accounts/pdf/nfs_greenbond_report.pdf
*7 Click here for more information on the Global Sustainability Steering Committee >>> P064
*8 Click here for more information on the Global Environmental Management Committee >>> P016

Nissan's sustainability decision-making process



We implement the PDCA (Plan-Do-Check-Act) cycle in each area in pursuit of improved sustainability performance.

PDCA cycle



Executives' roles on sustainability and its performance assessment

Since fiscal year 2021, the company has incorporated the performance indicators for sustainability in performance-based cash incentives that form a part of the long-term incentive program to increase its mid- to long-term corporate and social value.*1*2
In fiscal year 2024, those performance indicators and evaluation weights were reviewed and updated to further strengthen the initiatives.

- Environment:
  - FY2021 - FY2023: External evaluation on carbon neutrality (evaluation weight 5%)
  - <New>FY2024 -: A CO_2 performance score covering the entire value chain based on emission reductions across seven areas (evaluation weight 10%)
- Social:
  - FY2021 - FY2023: External evaluation on respect for human rights (evaluation weight 5%)
  - <New>FY2024 -: Global employee survey scores related to DEI (evaluation weight 10%)

Participation in the United Nations Global Compact

Nissan supports a number of international guidelines and agreements, respecting international policies and standards as it conducts its business.
Since January 2004, Nissan has participated in the UN Global Compact, a corporate responsibility initiative built around 10 universal principles regarding human rights, labor, the environment, and anti-corruption. Nissan's sustainability management aims to enhance the full range of the company's activities based on these 10 principles.*3

WE SUPPORT
UN GLOBAL COMPACT

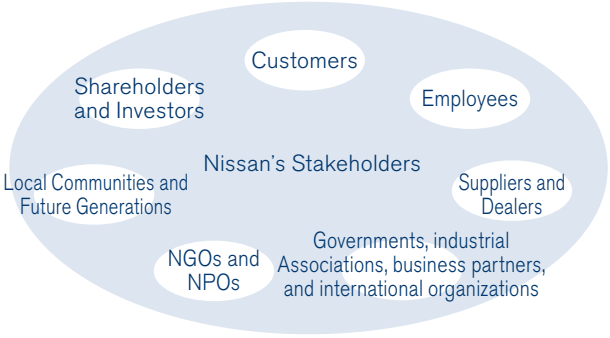
*1 Please refer to the 2024 Securities Report (P81) for details of the performance indicators for the performance-based incentive compensation program. https://www.nissan-global.com/EN/IR/FINANCIAL_RESULTS/ASSETS/FR/2024/PDF/fr2024.pdf#page=83
*2 Click here for more information on the Compensation Committee. >>> P126
*3 Click here for more information on the UN Global Compact. https://unglobalcompact.org/

Stakeholder engagement

Dialogue with stakeholders

Nissan defines stakeholders as those individuals and organizations that influence or are influenced by the company's business. The company aims to align its corporate activities with societal needs. Nissan gathers and integrates stakeholder feedback into its operations to build trustworthy relationships. The company provides various opportunities for dialogue with stakeholders and seeks to identify opportunities and risks in their early stages. These interactions take place at its global headquarters and other facilities in Japan and globally. Nissan established this structure to ensure feedback reaches the company.

Nissan's stakeholders and engagement opportunities



Stakeholders	Stakeholder engagement	Stakeholder interests, main topics	Major initiatives for FY2024
Customers	Customer service interaction, contact through dealers, websites, showrooms, events, customer surveys, media (TV, magazines, social media, etc.), owners meetings, vehicle maintenance, mailing service	· Product and service quality · Customer support	· Customer call center response (receives about 200,000 calls in Japan) (P076) · Quick VOC (P080)
Employees	Direct contact (including whistleblowing system), intranet, internal events, interviews, surveys	· Company performance and issues · Workplace diversity · Workplace environment · Career, training	· Presidential address · EC members and general managers meeting · DEI Fireside Chat (P099) · Performance review · Global employee survey (P092) · Dialogue on human rights with labor unions (P071)
Suppliers and dealers	Suppliers conferences, dealer conventions, business meetings, direct contact, briefings, events, corporate guidelines, websites	· Fair trade · Nissan's sustainability policies, medium-term business plan, and purchasing policies	· Supplier environmental activity briefing sessions (P060) · Production information meetings (monthly) (P087) · Nissan Partners Conference (including Purchasing policy briefing sessions) (P087) · Nissan Global Innovation and Quality Award (P087) · Operation of human rights hotline (P085) · Nissan Green Shop (Japan) (P017) · Revision of Nissan Supplier Sustainability Guidelines, Nissan Green Purchasing Guidelines and requests for action (P060) (P084)
Shareholders and investors	Direct contact with IR team, shareholders meetings, financial results briefings, IR events, IR meetings, websites, mailing service	· Strategies, performance, and sustainability initiatives to enhance corporate value	· Shareholder and investor engagement (P012) · One on one meeting with investment institutions and others
Governments, industrial associations, business partners, and international organizations	Direct contact, joint research studies, initiatives with industry organizations, roundtables, opinion-exchanges and other events	· Legal compliance · Cooperation with demonstration experiments and other public measures · Promote joint program	· Electrify Japan: Blue Switch Program activities (P091) · Contribution to community development in Fukushima Hamadori (P091) · Demonstration tests of automated driving in the Minato Mirai area of Yokohama (P091)*1 · V2G technology demonstration project carried out at the University of Nottingham (P041) · Traffic Safety Future Creation Lab (P074) · Participation in UNDP business and human rights project (P070) · Collaboration with governments regarding to environment such as GX League (P059)
NGOs and NPOs	Direct contact, meetings for exchanging opinions, management of programs, events	· Cooperation and support for the resolution of societal issues	· Dialogue on human rights with Amnesty International (headquarters and Japan branch) (P070) · Participation as a support member in six NPOs / NGOs to exchange information · Smile Support Fund (support for seven groups)
Local communities and future generations	Direct contact with business facilities, local events, plant visits, philanthropic activities, conferences, traffic safety awareness campaigns, assistance via foundations, educational programs, websites	· Local community contributions · Corporate philosophy · Nissan's sustainability initiatives	· Omoiyari Light Promotion activities (urging drivers to turn on headlights) (P074) · Providing learning opportunities by global Nissan employees (P090) · Awarding of the Rikajo (science education grant) development prize (The Nissan Global Foundation)

*1 Click here for more information. https://global.nissannews.com/en/releases/250310-01-e
· Nissan makes financial contributions in line with laws, regulations and the Nissan Global Code of Conduct. (Contribution in FY2024: 37 million yen to The People's Political Association, Japan)
Click here for more information on the Global Code of Conduct. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/NISSAN_GCC_E.pdf

Nissan's approach to shareholder and investor engagement

Nissan, including its Chief Financial Officer (CFO), conducts constructive dialogues with shareholders and investors. To build trustworthy relationships, the company communicates its long-term vision, innovations applied to enhance competitiveness and the latest market trends in a timely manner. Questions and feedback from shareholders and investors are reported to the executive management and reflected in the company's decision-making. To mitigate the risk of insider trading, the company refrains from communicating with investors during the period beginning on the quarter-end date and ending at the time of the earnings results announcement.

Communication with shareholders and investors

In addition to disclosing up-to-date information on its IR website in a timely manner, each year Nissan holds events to present its business activities to investors and analysts, focusing on themes most relevant to them and making available its divisional and regional managers to provide the required information.
Through its general meeting of shareholders and other gatherings, the company aims to build trust with its shareholders and enhance their understanding of Nissan.*1
The 125th Ordinary General Meeting of Shareholders was held at Nissan's global headquarters on June 25, 2024 and also streamed live online. A total of 625 shareholders attended at the venue, while another 1,221 shareholders participated in the meeting online.
Other major communication achievements for fiscal year 2024 are as follows.

Communication with shareholders and investors in fiscal year 2024

April 2024 Powertrain technology briefing session
May and October 2024 Nissan design preview event
June 2024 Roundtable discussion with independent outside directors
September 2024 Sustainability seminar for investors
November 2024 Tochigi Plant tour
March 2025 Test-drive event for investors and analysts

The company will continue to disclose information to its stakeholders and investors to further enhance their understanding of Nissan.

External assessment

Nissan's initiatives on sustainability have earned high praise from external evaluation agencies.

· CDP
Nissan has earned a place on prestigious A List in two categories, climate change and water security from CDP, a global environmental NGO. In the climate change area, Nissan has achieved "Leadership Level" (either A or A-) for twelve consecutive years since 2013, and in the water security category Nissan has been A-listed for six consecutive years.*2

Climate Water CDP A List 2024

· EcoVadis
In a 2024 assessment conducted by EcoVadis, an international sustainability rating agency, Nissan earned a score of 66, which places us in the top 18% of the companies surveyed.*3

We have also been included as a constituent stock in the following indexes, recognized globally for their credibility.

· FTSE
Nissan has been a constituent of the FTSE4Good Index Series and constituent of the FTSE Blossom Japan Index for ten consecutive years. Nissan has also continued to be a constituent of the FTSE Blossom Japan Sector Relative Index since its creation in 2022.*4 *5

FTSE4Good FTSE Blossom Japan Index FTSE Blossom Japan Sector Relative Index

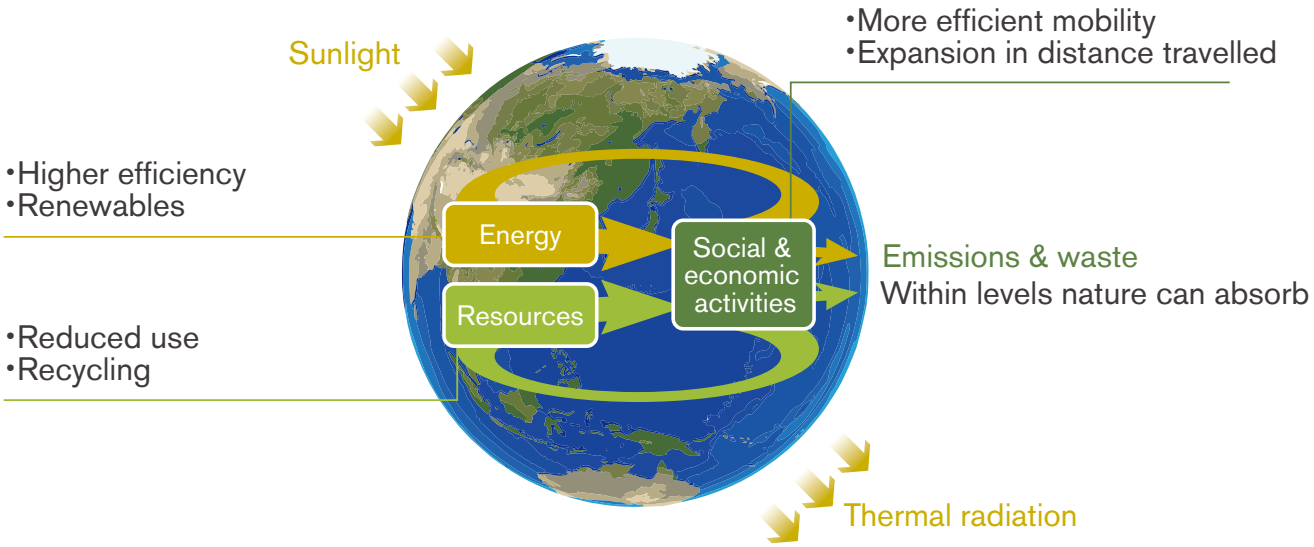
*1 Click here for more IR information. https://www.nissan-global.com/EN/IR/
*2 CDP gives A-rank to Nissan's climate change and water security initiatives https://global.nissannews.com/en/releases/250228-01-e
*3 Click here for more information on the EcoVadis https://ecovadis.com/
*4 Click here for more information on the FTSE4Good Index Series. https://www.ftserussell.com/products/indices/ftse4good
*5 Click her for more information on the FTSE Blossom Japan Index and FTSE Blossom Japan Sector Relative Index. https://www.ftserussell.com/products/indices/blossom-japan

Environmental

Environmental principles

Environmental principles and policies

We provide customers with innovative products and services by promoting the effective use of energy and resources as well as by promoting diversity and resource circularity. These are just some of the ways in which Nissan is striving to achieve its environmental philosophy: "A symbiosis of people, vehicles, and nature".
To achieve our environmental principles, we have clearly defined our ultimate goal: "To manage the environmental impact caused by our operations and products to a level that can be absorbed by nature and pass on rich natural capital to future generations" and set what we want to be: "A sincere eco-innovator." This means endeavoring to leave as small an ecological footprint as possible for the Earth's future.
Beyond deepening our awareness of the environment, we strive to conduct all business activities with consideration and kindness for people, society, nature and the Earth, as a means of contributing to the development of a better society.



* Based on Beyond Growth: The Economics of Sustainable Development, by Herman E. Daly

Nissan's environmental philosophy: A symbiosis of people, vehicles, and nature

In addition to deepening our understanding of the environment, we conduct all of our operations, including production and sales, with consideration for people, society, nature and the Earth, as a means of contributing to the building of a better society.

Ultimate goal

We will reduce the environmental impact and resource consumption of our corporate operations and vehicles throughout their life cycles to a level that can be absorbed by nature and pass on rich natural capital to future generations.

What we want to be: A Sincere Eco-Innovator

Sincere: Proactively address environmental challenges and reduce our impact on the environment.
Eco-Innovator: Develop a sustainable mobility society through innovative technology in products and services.

Understanding of environmental issues

Environmental and social issues have received increasing attention in recent years. Society faces various challenges, including poverty and hunger, energy issues, climate change, natural resource security, information security, and conflicts that threaten peace. These issues are also being addressed by the World Economic Forum (WEF).
In aiming to address these various challenges, Nissan recognizes that providing safe, secure, and sustainable mobility to all individuals and delivering value to society has become increasingly important.
Among these issues, climate change is viewed as a factor contributing to large natural disasters that occur frequently around the world each year, and the need to reduce the impact of climate change is now greater than ever before. In the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report released from 2021 to 2023, it was emphasized once again that there is no doubt that climate change is caused by human activities, and that urgent and enhanced measures are needed without delay to limit the global average temperature rise to 1.5℃.

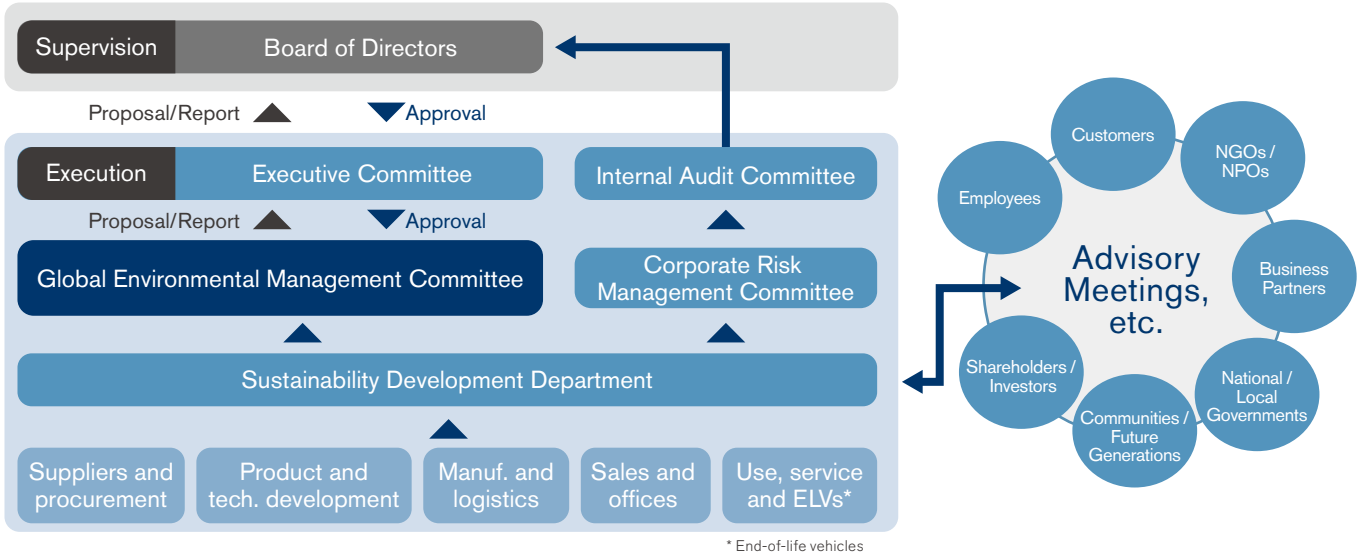
At the 28th Conference of the Parties (COP28) of the United Nations Framework Convention on Climate Change (UNFCCC) held in December 2023, ambitious targets were proposed to address climate and biodiversity issues. These targets included concrete action plans aimed at halting the loss of nature, reversing current conditions, and promoting the rapid phase-out of fossil fuels by 2030 to achieve the global goal of resolving climate and biodiversity issues. At COP29 held in 2024, agreement was reached on the full implementation of Article 6 of the Paris Agreement, which enables international cooperation on emissions reductions as well as carbon removal and absorption measures.
At the 15th meeting of the Conference of the Parties to the Convention on Biological Diversity (COP15) held in December 2022, the Kunming-Montreal Global Biodiversity Framework, which sets out international targets for biodiversity conservation, was adopted. At the subsequent COP16, a framework for monitoring its implementation was discussed.

The automotive industry uses a variety of resources, including steel and aluminum, to manufacture vehicles. Moreover, the utilization of scarce and unevenly distributed valuable resources, such as lithium and nickel, has been expanding due to recent electrification. The automotive industry not only depends on the global environment but also impacts it throughout the entire value chain.
Nissan is committed to sustainability initiatives that mitigate climate change and conserve energy, preserve air quality and other natural capital, use mineral resources efficiently, properly manage chemical substances, efficiently allocate scarce resources and promote good health. In addition, we are pursuing business structure reforms enabling us to move away from dependence on fossil fuels.

Global environmental management governance

To promote comprehensive environmental management as a global company while responding to a diverse array of environmental issues, Nissan has a governance framework built on dialogue and partnership with each region and many corporate functions as well as stakeholders.
The Global Environmental Management Committee (G-EMC), determines overall policy and the content of reports before the Board of Directors. The relevant corporate officers attend this committee to cover the whole value chain.
Executives also clarify risks and opportunities and determine the specific programs to be undertaken by each division, using PDCA cycles to manage the environmental programs efficiently.
Resolutions made by the G-EMC are reported via the Executive Committee to the Board of Directors, which is responsible for supervising the committee.
In parallel, climate change issues are discussed at Corporate Risk Management Committee meetings and regularly reported to the Board of Directors through the Internal Control Committee. At the front-line level, risk management is enhanced through the acquisition of ISO 14001 certification at major global sites.
We actively communicate with a broad range of stakeholders through our sustainability data book and by answering inquiries from various environmental ratings agencies.

Decision-making process related to sustainability strategy



Organization	Role	Matters to be resolved	Meeting frequency
Global Environment Committee (G-EMC)	Delegation of authority (DOA) from the Board of Directors to make resolutions on company-wide environmental policies, etc.	· Clarification of risks/opportunities related to environmental topics · Progress management of targets · Examples of topics covered: Climate change, nature dependence, air quality and water, nature-related issues, including biodiversity, etc.	Twice a year

Climate change in executives' performance-based cash incentives

Since fiscal year 2021, the company has incorporated the performance indicators for sustainability in performance-based cash incentives*1 that form a part of the executives' long-term incentive program to increase its medium- to long-term corporate and social value. In fiscal year 2024, those performance indicators and evaluation weights were reviewed and updated to strengthen the climate change-related initiatives.

FY2021 - FY2023	An external evaluation on carbon neutrality (evaluation weight 5%).
<New>FY2024 -	A CO_2 performance score covering the entire value chain based on emission reductions*2 across seven areas of NGP activities (evaluation weight 10%).

Enhancing environmental management based on ISO 14001

Nissan has obtained ISO 14001 certification at its major manufacturing plants and other non-manufacturing sites around the world.
In Japan, product development processes and all major facilities, including Global Headquarters, research and development, production, and logistics, have also obtained ISO 14001 certification.
The assigned environmental management officer coordinates companywide goals and shares the goals with the employees through local offices. Local offices are responsible for the activities at each facility and division and for coordinating the proposals submitted by employees. By engaging in discussions at least once a month, the ISO secretariat and local offices confirm progress toward established goals, share best practices, improve management systems, develop plans for the next fiscal year, and communicate requests from local facilities and divisions. The items discussed are reported to the environmental management officer twice a year (once at the management review conference) to enhance overall management.
We periodically conduct third-party audits to confirm that management is functioning appropriately. We also conduct internal audits of areas covered by third-party audits and all other environmental activities, prioritizing compliance with regulatory reporting requirements and identifying and assessing risks.

Working with consolidated production companies

We encourage our consolidated production companies in a variety of markets to acquire ISO 14001 certification and to undertake other environmental initiatives based on their respective policies.

Working with dealerships

We believe that concern for the environment at our dealerships is essential to earning the trust and appreciation for Nissan's environmental efforts.
Our dealerships in Japan have introduced an original approach to environmental management based on ISO 14001 certification called the "Nissan Green Shop" certification system. This program is managed through internal audits conducted by the dealerships every six months. This program also includes annual reviews and certification renewal audits conducted every three years by Nissan Motor Co., Ltd. (NML). As of the end of March 2025, the system has certified approximately 2,700 dealerships of 147 dealers, including parts dealers, as Nissan Green Shops. Certified dealers introduce and actively share their environmental initiatives with customers.

Raising environmental awareness among employees

Nissan's environmental activities are supported by the environmental knowledge, awareness, and competence of each employee. As part of our ISO 14001 activities, we provide Nissan employees and the employees of partner companies working in our offices and plants with education aimed at reducing CO_2 emissions, energy and water consumption, and waste with the aim of achieving carbon neutrality based on the Nissan Green Program 2030 (NGP2030). We also provide annual training to prevent environmental accidents.
In addition to education and training, quantitative evaluations of all employees are conducted at plants to develop human resources able to continuously improve their competence

*1 Click here for the social indicator. >>> P010
*2 Click here for more information on CO_2 emission reductions in the seven areas of NGP activities >>> P007

and reduce environmental risk. The training curriculum is reviewed annually to ensure that employees acquire the necessary competencies.
In Japan, we provide orientation for new employees and compliance training for new supervisors and executives to promote an understanding of NGP2030 and the environmental issues related to the automotive industry. We also share new information on environmental initiatives with our employees through an in-house portal site.
Outside Japan, we share information not only through the in-house portal site but also by means of videos, events, and other locally appropriate tools. These efforts aim to raise awareness and share information with all our employees.

Nissan's voluntary operational standards

Stricter controls on environment-impacting substances are being implemented in countries around the world. Examples include the European End-of-Life Vehicles (ELV) Directive, the European Union's Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH) Regulation, which went into effect in June 2007, and Japan's Act on the Evaluation of Chemical Substances and Regulation of Their Manufacture.
This program utilized the VOC guidance value established by the Ministry of Health, Labour and Welfare for specific substances in January 2002. This value has had to be met for all new models manufactured or sold by Nissan in Japan after April 2007. In accordance with the Ministry's guidance value revision in January 2019, new guideline values have been met for new models released in 2022 or later.
Nissan is strengthening its management of chemical substances, adhering to a planned schedule for their reduction and advancing the use of alternative substances. In 2005, we drew up policies regarding the use of substances scientifically recognized as being hazardous or carrying high hazard risks, as well as those identified as dangerous by NGOs. In 2007, these policies, which restrict environment-impacting substances even more than the domestic laws of the countries where we operate, were rolled out globally.
Based on the above-referenced policies, Nissan developed a specific Nissan Engineering Standard (NES) for the Restricted Use of Substances, which identifies the chemical substances whose use is either prohibited or controlled. The NES is applied in material selection and also in the components and parts used in our vehicles from initial development onward. For example, four heavy metal compounds (mercury, lead, cadmium, and hexavalent chromium) and the polybrominated diphenyl ether (PBDE) flame retardant have been either prohibited or restricted in models*1 launched globally since July 2007.
Every year, we revise the Restricted Use of Substances standards to reflect changes in international laws and regulations and to add new substances covered by our voluntary internal standards. In the revision for fiscal year 2017, we established criteria for proactively reevaluating hazards and risks related to regulations to enhance compliance levels. For example, we disclose information to users and submit REACH reports to the relevant authorities regarding the vehicles and parts produced in or exported to Europe from Japan and other countries, including some from the U.S.A. We also comply with Classification, Labeling and Packaging of Substances and Mixtures regulations.

Sanctions and government guidance at Nissan production facilities

With regard to our environmental management system activities in fiscal year 2024, there were no significant violations of environmental laws or government sanctions imposed. However, there were cases in which an agreed-upon limit was exceeded. We coordinated with authorities to take appropriate corrective actions and implement recurrence prevention measures.

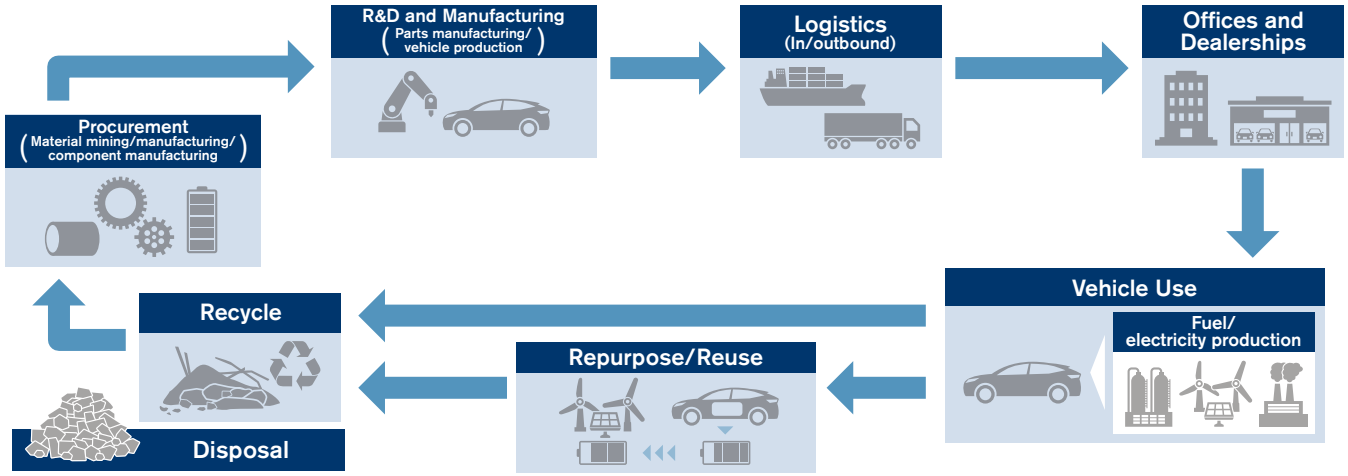
*1 Excluding vehicles manufactured outside of Nissan

Strategic approach to environmental issues

To solidly contribute to resolving global environmental issues, Nissan engages in direct discussions with environmental experts, investors, NGOs, NPOs, and other organizations globally, analyzing potential opportunities and risks.
As a global automotive manufacturer, we consider not only corporate activities but also those upstream and downstream as part of our corporate responsibility. Our scope of analysis covers the entire value chain, from the procurement of raw materials for vehicles to transportation, disposal, recycling, and product use, including suppliers. We determined that including both upstream and downstream activities within the scope of impact is essential, based on a comparison with the sectoral guidance on dependencies and impacts provided by ENCORE*1.

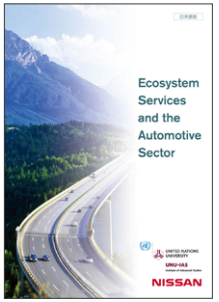
Based on this analysis, we identified materialities*2 that we should address and have identified Climate change, Resource dependency, Air quality and Water as important areas to focus on as Nissan's mid-term to long-term environmental strategy. Specific action plans*3 were established through 2030 to target these key areas. Recognizing that the key areas identified are interconnected, and by addressing them comprehensively, Nissan will also contribute to solve the challenges of nature-related issues, including biodiversity. We will also assess impacts associated with the transition to decarbonization and promote activities that focus on achieving a just transition without adverse impacts to achieve carbon neutrality.

Nissan Value Chain



Initiatives for nature-related issues

The Millennium Ecosystem Assessment carried out between 2001 and 2005 pointed out that the world's ecosystems have declined more rapidly and extensively over the past 50 years than at any other time in human history. In response, Nissan has been evaluating its impact on and dependence on nature throughout its entire value chain, from the mining of material resources to the production and operation of vehicles. Together with the United Nations University, Nissan utilized the Corporate Ecosystem Services Review*4 methodology in conducting research to ascertain the impact and dependency that its own corporate activities have on ecosystems. The findings of that research were published in the 2010 report entitled Ecosystem Services and the Automotive Sector (ESAS)*5. These are also reflected in materiality decisions and incorporated into specific actions as Nissan Green Program (NGP) policies and strategies. Additionally, Nissan is participating in the Keidanren Initiative for Biodiversity Conservation.



*1 Click here for more information on ENCORE. https://www.encorenature.org/en
*2 Click here for more information on sustainability materiality, including the environment. >>> P004
*3 Click here for more information on Nissan's medium-term environmental action plan (NGP2030) >>> P024
*4 Developed by the World Resources Institute (WRI) in cooperation with the World Business Council for Sustainable Development (WBCSD) and the Meridian Institute based on the UN Millennium Ecosystem Assessment (MA).
*5 Click here for more information on "Ecosystem Services and the Automotive Sector". https://www.nissan-global.com/EN/DOCUMENT/PDF/ENVIRONMENT/SOCIAL/ecosystem_services_and_the_automotive_sector.pdf

About the TNFD

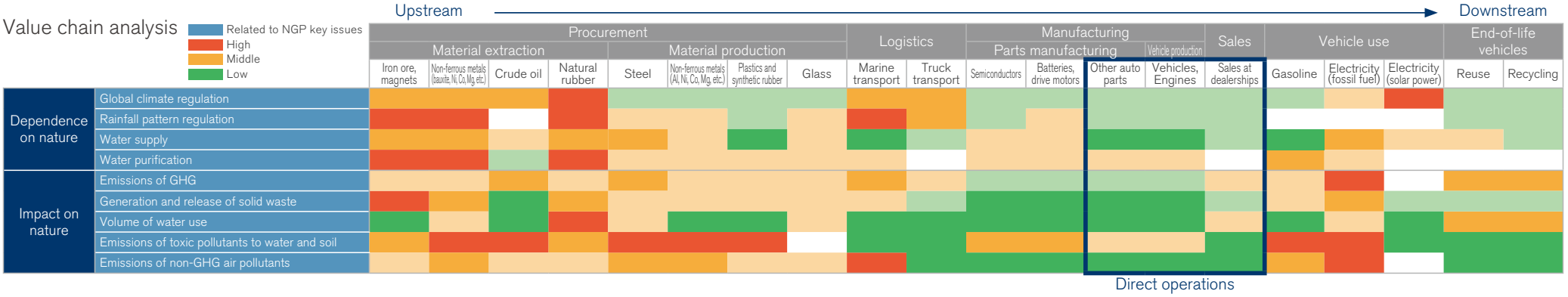
Taskforce on Nature-related Financial Disclosures

At COP15, which was held in 2021 and 2022, a clear direction was set for a nature-positive approach which is to halt, reverse, and restore biodiversity loss by 2030.
In addition the Task Force on Nature-related Financial Disclosures (TNFD), an international organization that develops risk management and disclosure frameworks for companies regarding natural capital and other related matters, published its final recommendations in 2023. These recommendations outline a framework for evaluating the relationship between corporate activities and nature as well as for disclosing appropriate information.
Nissan endorsed the TNFD's recommendations and joined the TNFD Forum to support its activities. Since fiscal year 2024, Nissan has been preparing for disclosures based on the TNFD recommendations. Having obtained approval from executives at the Global Environmental Committee regarding the disclosures based on the TNFD and expansion plans, we registered as a TNFD Adopter in January 2025. We are also strengthening our disclosures related to governance and other areas in accordance with the disclosure recommendations.*1

About LEAP*2 analysis

Based on the LEAP analysis recommended by the TNFD, we analyzed our business activities in terms of their impact on and dependence on nature as well as related opportunities and risks.
In the Evaluate process of LEAP analysis, we used ENCORE*3 to conduct an analysis to identify and evaluate comprehensive nature-related issues in the value chain.
This analysis covered the entire value chain, from material resource extraction to vehicle production and usage, evaluating the impact on and dependence on nature through key materials, parts, and processes across six phases: procurement, logistics, production, sales, vehicle use, and disposal.
Subsequently, Nissan conducted a detailed analysis focusing on its primary responsibility of direct operations using the WRI Aqueduct Water Risk Atlas*4, Integrated Biodiversity Assessment Tool (IBAT*5) and the WWF Water Risk Filter*6.
As a result, it was confirmed that areas with significant impact on and dependence on nature are addressed as key issues in the NGP and its objectives related to resource and water cover the main measures related to nature (see figure below).
Nissan has been assessing and addressing its impact on and dependence on nature ahead of the TNFD, and we have confirmed that the NGP content is consistent with the TNFD and that the NGP is effective in addressing natural issues. Nissan will continue to address nature-related issues in areas closely related to its business (climate change, resources, air quality, and water) and promote activities aimed at achieving the NGP objectives.
Going forward, we will expand the detailed analysis of LEAP to the value chain, identify impact and dependencies, risks, and opportunities, particularly in the upstream areas where risks are high, and consider specific countermeasures.

Value chain analysis



*1 Click here for more information on "TCFD/TNFD index". https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/SR/2025/TCFD/
*2 An integrated approach for assessing nature-related issues, including the process, connection, dependence, impact, risk, and opportunities related to nature, as recommended by TNFD. After scoping, the approach consists of four steps: Locate, Evaluate, Assess, and Prepare.
*3 An online tool to help investigate nature-related risks and understand dependencies and impacts https://encorenature.org/en
*4 Click here for more information on the Aqueduct Water Risk Atlas. https://www.wri.org/aqueduct
*5 Click here for more information on IBAT. https://www.ibat-alliance.org
*6 Click here for more information on the WWF Water Risk Filter. https://riskfilter.org/water/home

Climate change scenario analysis to strengthen strategies for 2050 society

In 2015, the 21st Conference of the Parties (COP21) to the United Nations Framework Convention on Climate Change (UNFCCC) adopted a framework (the Paris Agreement) aimed at limiting global temperature increase to "well below" 2℃.
COP26 in 2021 announced its resolution "to continue efforts to limit temperature rise to 1.5℃" to emphasize 1.5℃ restriction, while adding the "reduction of global carbon dioxide emissions to virtually zero by mid-century." Similar to the Paris Agreement, the Sustainable Development Goals (SDGs) adopted by the United Nations in 2015 also called for concrete measures to address climate change.
Nissan's efforts toward the environment have achieved continuous results by consistently reaching milestones backcasted from our long-term vision. However, compared with 2006, when we formulated the long-term vision based on the 2℃ scenario from the Intergovernmental Panel on Climate Change (IPCC) report, the threat of extreme weather due to climate change is increasing, and we believe it is necessary to enhance our strategy and make it more resilient amid growing uncertainties.
The scenario analysis conducted for the purpose of strategic enhancements assume societies based on the 4℃ and 2℃ scenarios presented in the International Energy Agency (IEA) time horizon up to 2050 and the 1.5℃ scenario in the IPCC special report. Furthermore, in consideration of factors including changes in customer and market acceptance, tightening automobile regulations and the transition toward clean energy, Nissan's business activities, products and services were examined in terms of strategic resilience to climate change opportunities and risks in the following four steps.

Steps for review

1 Evaluate past materiality, investigate risk factors with a decisive impact on the automotive sector due to climate change in documented studies and define main drivers in categories, such as population, economy, geopolitics, climate change policy and technology.
2 Categorizing main drivers into physical risks and transition risks, then considering the trade-off relationships of each, we examined the rise in the Earth's average temperature in three scenarios of 1.5℃, 2℃, and 4℃, and confirmed the range of risks for the 1.5℃ and 4℃ scenarios based on a 2℃ reference scenario.
3 Based on the degree to which the automobile sector was impacted and the timeline, items with a more substantial impact were screened from the main drivers.
4 Changes, conditions, and effects were adjusted in each scenario to provide guidance based on qualitative evaluation of the elements necessary for enhancing strategies.

As shown on the next page, Nissan operates as a global automotive company, with production facilities and product offerings in over 170 markets worldwide. Therefore, we have considered scenarios where infrastructure, regulations and actual usage vary across markets. As a result of verifying these assumptions, we have recognized that Nissan's electrification and other initiatives have the potential to create opportunities for effective capabilities under all scenarios (1.5° C/2° C/4° C). This demonstrates the company's resilience and is likely to create further opportunities. Therefore, we will accelerate our efforts to implement these technologies.
In particular, activities integrated with the supply chain are essential for responding to risks.
If climate change countermeasures are delayed across society as a whole, possible risks include increased policy and legal regulations for a decarbonized society, increases in R&D efforts, transition risks due to changes in market demand and corporate reputation, and physical risks such as an increase in extreme weather and rising sea levels.
Each of these risks may lead to cost increases and declines in vehicle sales that could significantly impact our financial situation. To mitigate these risks as much as possible and create future opportunities, Nissan will accelerate the implementation of strategies that enhance resilience by translating insights gained from scenario analysis into concrete actions. In addition, the expansion of zero-emission vehicles is not only a major step toward the shift to a carbon-free society as an automobile sector, but also a technology that contributes to the resilience of society in power management and disaster preparedness and mitigation. Nissan believes this will create value for society and business. We believe it is important to clearly and accurately communicate these impacts and the strategies considered to investors and other stakeholders. Nissan supports the TCFD's recommendations and will strive to disclose information in line with its recommended framework.

Envisioned climate change scenarios and assessment of opportunities and risks

Scenario	Area of impact	Category	Business activity opportunities and risks related to climate change	Time frame*1	Financial impact*2	Value chain segments affected	NGP2030 activities	Details of initiatives
1.5℃	Policies and regulations	Transition risks	Complying with a further tightening of vehicle fuel efficiency and exhaust gas regulations may have an impact on the development of electric powertrain technologies and production costs and may influence production costs	Medium to long term	High	R&D Manufacturing Vehicle use	Climate change Air quality	· Establishing a sustainable society using electrified vehicles (P034～) · Compliance with air quality emissions regulations (Passenger cars only) (P043～) · Air quality: Achievements (P058～)
		Transition risks	Increased burden of energy costs due to expansion of carbon taxes, expand investment in energy-saving equipment as policy	Medium to long term	High	R&D Manufacturing Logistics Offices and dealerships	Climate change	· Carbon neutrality roadmap at production plants, Nissan Intelligent Factory (P045)
	Technological changes	Transition risks	Cost effects of utilizing next-generation vehicle technologies such as in-vehicle batteries and other EV-related technologies as well as expanding autonomous driving technologies	Medium to long term	High	R&D Manufacturing	Climate change	· Next-generation battery (P036) · ProPILOT Assist - advanced driver assistance technology (P073)
		Transition risks	Increased demand for rare earth metals used for in-vehicle battery materials will affect supply chains and cause an increase in stabilization costs	Medium to long term	Medium	Procurement	Expand sustainable material Secure responsible sourcing	· End-of-life vehicle recycling, Reuse of rare earth (P055) · Secure responsible sourcing (P031～)
	Market changes	Transition risks	Changes in consumer awareness leads to reduced new vehicle sales due to the selection of public transportation and bicycles and the transition to mobility services	Medium to long term	Low	R&D Manufacturing Vehicle use	Climate change Vehicle usage	· Proof-of-concept experiment for community development using new mobility (P091)
		Opportunities	Expand the provision of power management opportunities with Vehicle to Everything (V2X), an EV energy charging/discharging technology, and redefine the value of EV, especially with Vehicle to Grid (V2G)	Medium to long term	Low to Medium	R&D Manufacturing Vehicle use	Expansion of energy management functions	· Energy ecosystem utilizing EVs (P040) · Introduction of Vehicle to Grid (V2G) technology in the U.K. (P041)
4℃	Extreme weather	Physical risks	The impact on the supply chain and the operation of production bases due to extreme weather such as heavy rain and drought will increase property insurance costs and air-conditioning energy costs	Short to long term	High	Procurement Production	Climate change Enhance water risk management at manufacturing sites	· Risk management systems (P131) · Water-related achievements (P057)
		Opportunities	The need for securing emergency power sources using EV batteries is increasing as a disaster preparedness and mitigation measure	Short to long term	Low to Medium	Development Vehicle use	Expansion of energy management functions	· Blue Switch Program (P091)

Envisioned climate change scenarios

The envisioned scenarios were based on the IEA's NZE*3 scenario report, the IPCC's representative concentration pathways (RCP), and shared socio-economic pathways (SSP).

· 1.5℃ scenario (1.5 DS): Ambitious mitigation measures are indispensable, but in the long term, a transition to a sustainable society is necessary.
References: IEA NZE scenario, IPCC Special Report 1.5

· 4℃ scenario (4 DS): Climate change impacts become severe and widespread, forcing adaptation measures, and abrupt mitigation measures are required as impacts become apparent.
Reference: IPCC RCP 8.5, IPCC SSP 3

*1 Occurrence time frames: Short term (up to one year), medium term (up to three years), and long term (three years or longer)
*2 Degree of impact on sales
*3 NZE: Net-Zero Emissions

Financial impact assessment of carbon tax effects

In fiscal year 2021, we conducted a financial impact assessment, based on the scenario analysis that we had already disclosed.
Below are the results of our assessment of the impact of carbon taxes.

Background to financial impact assessment scenario selection

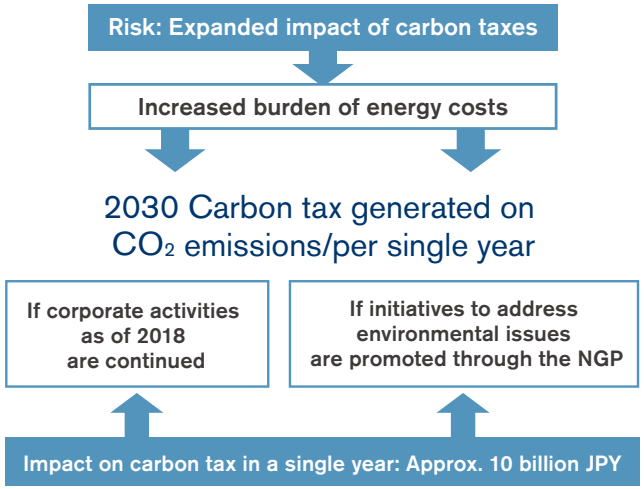
Pricing for CO_2 emissions is progressing, and an increasing number of countries and regions are introducing carbon taxes. Although the level of taxation and the industries subject to the tax vary by country and region, this analysis will focus on the financial impact of the carbon taxes due to their significant impact on companies.

Evaluation of calculation methods and estimated taxes, assumptions

In our calculations, we referred to the IEA report and other reports on carbon taxes as the basis for our carbon tax projection.
The carbon tax on GHG emissions in 2030 was calculated by comparing cases where:
1) Corporate activities as of 2018 have been continued, and
2) The Nissan Green Program promotes environmental activities and the impact of annual carbon tax could be curbed

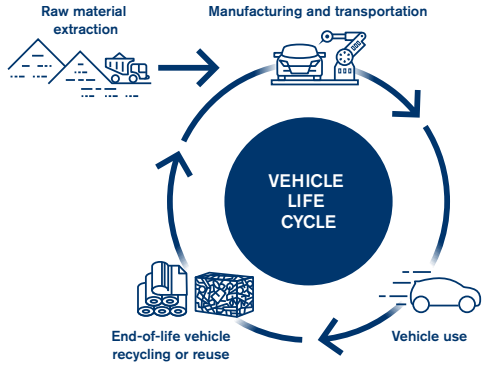
Impact on business outlook

We estimated that the carbon tax impact of Scope 1 and 2 could be kept to approximately 10 billion JPY if the environmental issues addressed in the Nissan Green Program were implemented, compared with the case where GHG emissions were not reduced.



Life cycle assessments to reduce environmental impact

Nissan identifies potential risks by conducting life cycle assessments (LCA)*1. The LCA method is used to quantitatively evaluate and comprehensively assess environmental impact, not only during vehicle use but at all stages, including raw material extraction, manufacturing and transport as well as reuse or end-of-life vehicle recycling.
Our LCA methods were certified by the Japan Environmental Management Association for Industry from 2010. Since 2013, we have switched to certification by the third-party organization TÜV Rheinland in Germany, with the certification being renewed in December 2023. The latter certification is based on ISO 14040 and ISO 14044 standards and validates the environmental impact calculations in our product LCAs.
We have been expanding the application of the LCA method and enhancing our understanding of the environmental impact of our products especially of our best-selling models worldwide in quantitative terms. Coverage on a unit basis has reached approximately 80% of global models and approximately 90% in Europe.
Through the continuous implementation of LCA, we will promote the visualization and reduction of environmental impacts throughout the vehicle life cycle.



*1 Click here for more information on the results from life cycle assessments. >>> P037

Nissan Green Program

Key issues and challenges of Nissan Green Program (NGP) medium-term environmental action plan

We first formulated the Nissan Green Program (NGP) medium-term environmental action plan in 2002 to achieve our environmental philosophy of "a Symbiosis of People, Vehicles, and Nature".
This plan aims to ultimately reduce our environmental dependence and impact to levels that nature can absorb toward the ultimate goal of creating value from making a positive impact on the environment.
The fifth-generation NGP2030 plan, formulated in fiscal year 2023, is strengthening and promoting activities toward the realization of a sustainable and harmonious society with nature. Based on materiality analysis, climate change, resource dependency and air quality and water have been identified as important issues under NGP2030. We are committed to addressing these three key issues from a long-term perspective, taking into account both compliance and social demands. To contribute to the resolution of these important issues and create new value, we are working to ascertain needs through stakeholder engagement and strengthening our foundations related to environmental issues.
In setting climate change targets, we estimated long-term CO_2 reduction volume based on the latest Intergovernmental Panel on Climate Change (IPCC) reports and set targets using backcasting based on the climate change scenario analysis described above. We will disclose indicators and progress related to material issues every year.
Nissan will accelerate efforts to address environmental issues across the entire company, including development and manufacturing departments involved in vehicle manufacturing as well as sales and service departments.

Evolution of NGP

2002	NGP2005	Reducing environmental impact on urban and regional areas
2006	NGP2010	Reducing global environmental impact to a level that can be absorbed naturally by the Earth
2011	NGP2016	Reducing use of resources and global environmental impact to a levels that can be absorbed naturally by the Earth
2017	NGP2022	Resolving social issues to build a better world
2023	NGP2030	Ensuring our living society is sustainable and in harmony with nature

NGP2030 key issues

Climate change

Carbon neutral

Toward the goal of carbon neutrality by 2050, strive for electrification potential and *Monozukuri* innovation.

NGP2030 CO_2 reduction objectives (compared with FY2018)

Overall life cycle of Nissan vehicles	Manufacturing	Product
Global	Global	Global -32.5%
-30% (t-CO_2/vehicle)	-52% (t-CO_2/vehicle)	4Regions* -50% (g-CO_2/km)

*Japan, The U.S.A., Europe, China

Resource dependency

No new material resource use

Drive circular economy by efficient and sustainable use of resources, and by creating a system that maximizes the use of mobility

NGP2030 Objectives

Resource circularity with less energy	Maximizing use of vehicles as resources
Sustainable material ratio	Ratio of new EVs with energy management functions
40% (Japan, U.S.A., Europe, China)	100% (Japan, U.S.A., Europe)

Air quality and Water

Zero impact / zero risk

Reduce water usage and manage water quality in response to the regional issues, and reduce the impact on air quality by minimizing emissions from cars and corporate activities.

NGP2030 Objectives

Enhance water risk management at manufacturing sites:	Air quality
Zero high-risk sites	· Enhance management of vehicle emissions, including non-tailpipe emissions · Manage VOCs* at manufacturing sites · Manage in-cabin air quality

*Volatile Organic Compounds

Climate change

Nissan's initiatives toward achieving a carbon-neutral society

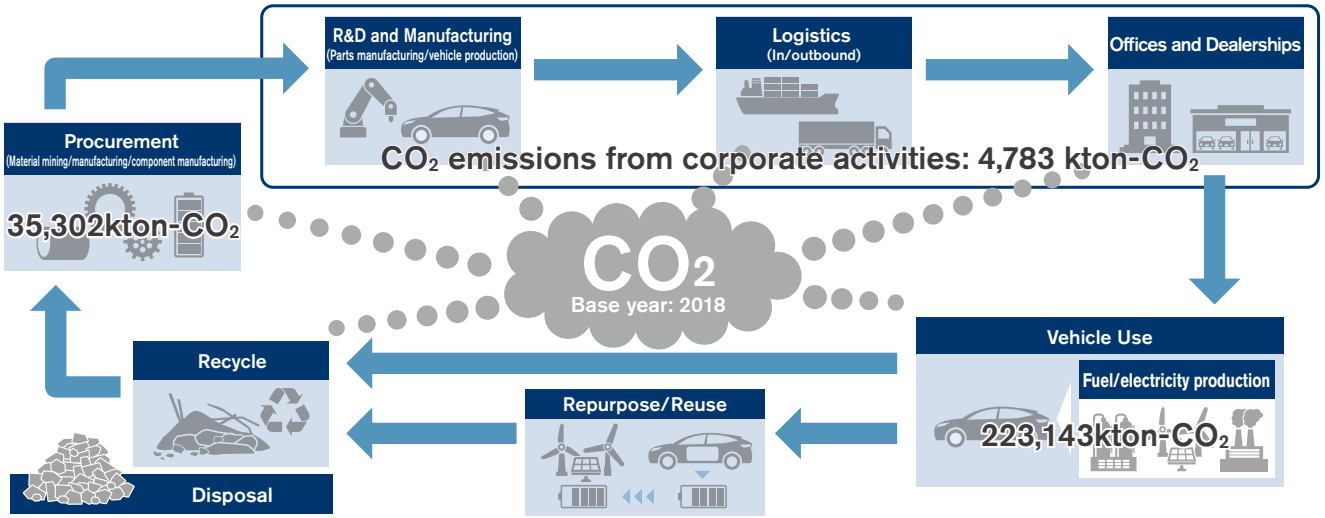
The business structure of the automobile industry is undergoing significant changes in response to the demands for reducing CO_2 emissions and transitioning away from dependence on fossil fuels. Nissan has declared the goal of carbon neutrality by 2050 and is focusing on the electrification of products and innovation in corporate activities, working in collaboration with suppliers to promote activities toward achieving this goal.
As renewable energy and charging infrastructure expand, we will continue to promote the electrification of products and pursue the sustainability of our business activities to realize a carbon-neutral future.

NGP2030 involves actively working toward achieving the 1.5℃ scenario by accelerating efforts to address climate change. The plan focuses on reducing CO_2 emissions, implementing electrification technologies, and creating environmental responsiveness and social value.

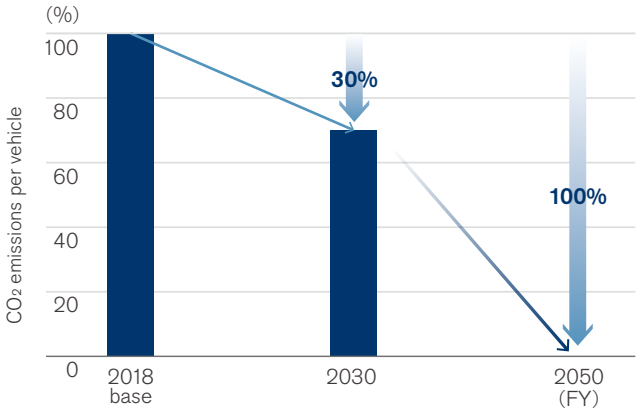
Efforts to reduce CO_2 emissions across entire product life cycles

Nissan is actively working on reducing CO_2 emissions across the entire life cycles of its vehicles.
We are promoting the development of new technologies and the introduction of renewable energy in the entire value chain, including suppliers, to achieve CO_2 reduction at every stage, from raw material extraction to manufacturing, transportation, product use, and disposal.
Nissan promotes CO_2 reductions in all areas of business activity, including procurement, manufacturing, logistics, offices, and dealerships and products. Under NGP2030, we set the target of a 30% reduction in CO_2 emissions by 2030 across entire product life cycles.
CO_2 emissions over the life cycles in fiscal year 2024 were reduced by 12% compared with fiscal year 2018.

Life cycle CO_2 emissions



Long-term vision for life cycles

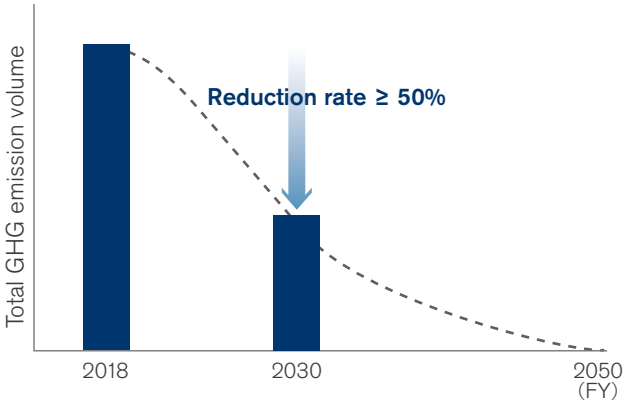


Initiatives through corporate activities

Approach to corporate activity initiatives

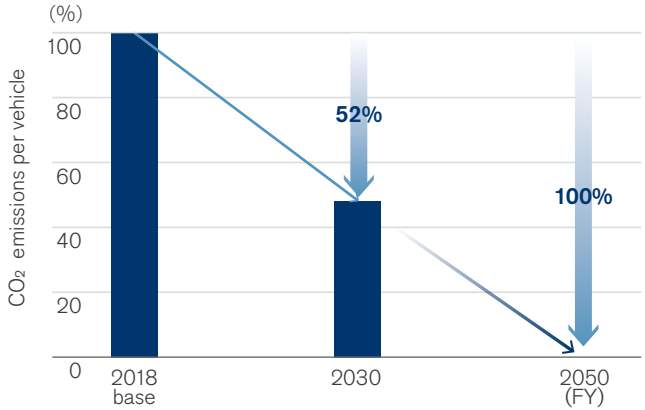
In 2018, the IPCC Special Report on Global Warming of 1.5℃ indicated the necessity of limiting the global average temperature rise to 1.5℃ above pre-industrial levels and achieving net zero emissions by 2050.
Based on the IPCC report, Nissan has estimated that it will need to reduce its total CO_2 emissions (Scope 1 and 2) by at least 50% by 2030 (compared with 2018 levels).
Aiming to achieve the 1.5℃ target, in the corporate activities under NGP2030, we have set targets for reducing CO_2 emission intensity in various areas, including manufacturing, offices, and dealerships.

Long-term vision for Scope 1 and 2



Particularly in manufacturing activities, which account for approximately 90% of Scope 1 and 2 emissions, we have calculated that a 52% reduction per vehicle (compared with 2018) is required by 2030 (compared with 2018) and have incorporated this target into the NGP.

Long-term vision for manufacturing activities



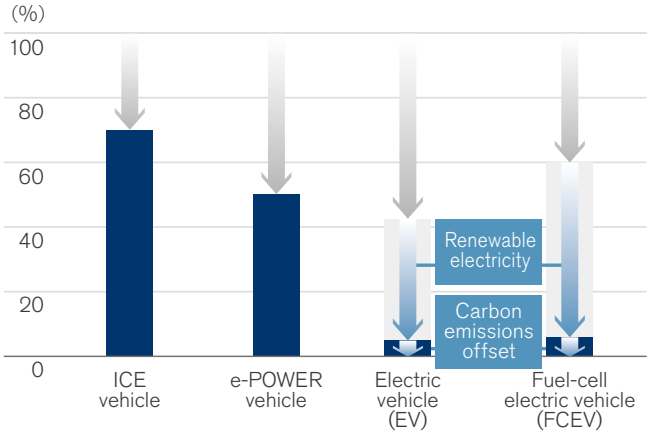
Regarding activities toward achieving this target, Nissan will first minimize energy consumption through the measurement and management of energy use and energy-saving activities. Nissan promotes the electrification and substitution of fossil fuels with carbon-free energy for our manufacturing facilities. We will also promote technological development to create further opportunities to achieve the 1.5℃ target.

Initiatives through products

Approach to climate change

CO_2 emissions from new vehicles (use stage) accounted for more than 80% of total life cycle emissions as of 2024. To minimize this impact, Nissan is committed to developing and continuing to provide vehicles with lower CO_2 emissions to its customers.

CO_2 emissions comparison by power train (WtW*1)



After implementing maximum CO_2 emission reduction initiatives, Nissan will consider applying offsets to mitigate the unavoidable CO_2 emissions, aiming to achieve our life cycle CO_2 emission targets.

Product initiatives for climate change

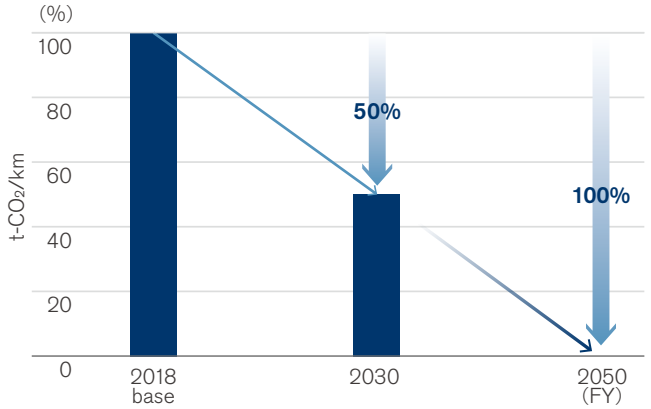
Nissan is promoting electrified vehicle innovation through a variety of technological advances to reduce the environmental impact of its products. We also aim to optimize our electrification model mix and offer a balanced product lineup that align with diverse customer preferences and the pace of electrification in each market. The vehicle electrification technologies will be applied not only to passenger cars but also to commercial vehicles.
Through the provision of innovative products, Nissan will continue to seek further advances in sustainability as one of its business foundations.

Product CO_2 emission reduction scenarios

Long-term vision
We aim to achieve carbon neutrality in the vehicle life cycle and all business activities by 2050.

NGP2030 objectives
By 2030, we aim to reduce CO_2 emissions from new vehicles by 32.5% globally and 50% in the four regions, compared with 2018 levels.

CO_2 emissions from new vehicles (Four regions: Japan, U.S.A., Europe and China)



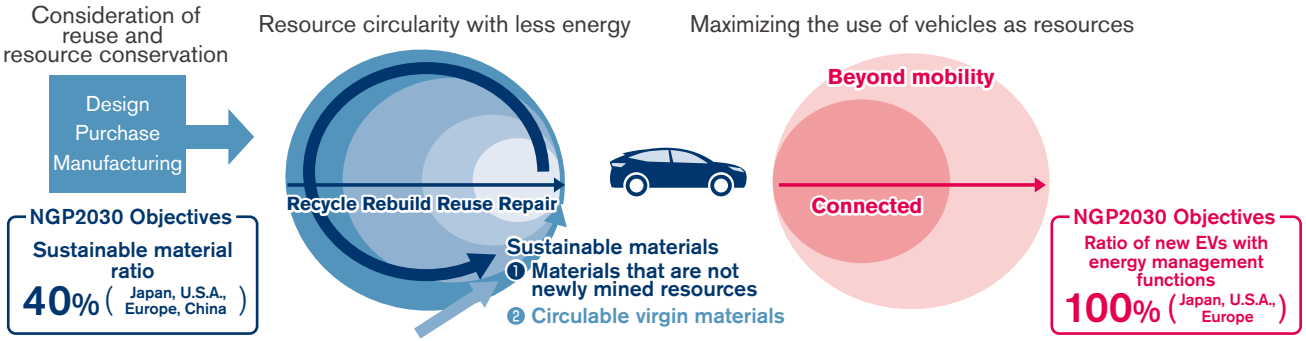
*1 Nissan is aiming to reduce WtW (well to wheel) CO_2 emissions which are from the production of fuel to driving on tires.

Resource dependency

Approach to resource dependency

Nissan aims to incorporate the circular economy into its business by efficiently and sustainably utilizing resources throughout a vehicle's entire life cycle while maximizing the value provided to customers and society.

Nissan's circular economy

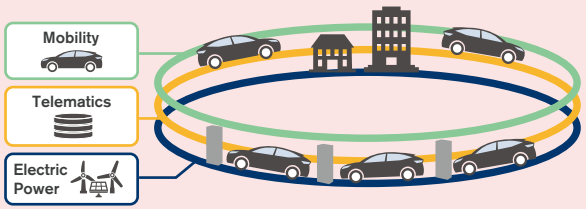


Resource circularity with less energy

Nissan promotes reuse and the saving of resources from the design, purchase, and manufacturing phases. We continuously work on using recycled materials, the proper management of chemical substances, and the reductions of vehicle weight. To use resources effectively with less energy, we continue to expand the application of recycled materials to new vehicles, the use of recycled parts for customer repairs and replacements, and EV batteries in secondary applications. Furthermore, we will promote the adoption of circulable materials for cases using new materials as well, toward future sustainable resource circularity.

Maximizing the use of vehicles as resources

Nissan aims to maximize vehicle usage as mobility through new services such as ride-sharing when driving, and as energy sources sharing battery power with homes and society when parking.



Approach to sustainable materials

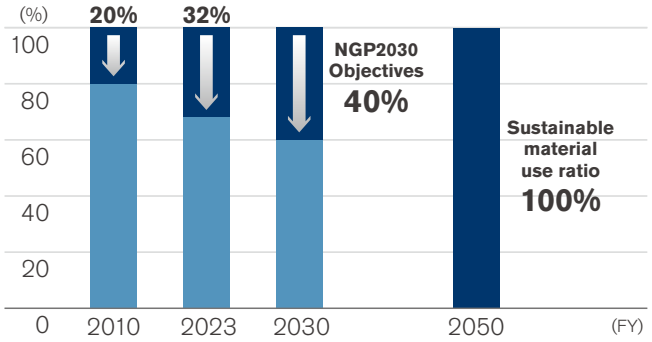
Nissan defines sustainable materials as those that meet sustainability requirements, namely "materials that are not newly mined resources (1)" and "virgin materials that can be continuously circulable (2)." We are working to expand the use of these materials. By promoting their use in new vehicles and replacement parts, we aim to ensure and expand the use of sustainable materials going forward.

Sustainability requirements*2

- Low CO_2 materials
- Non-toxic materials
- Ethically sourced materials

Sustainable material long-term vision

Ratio of sustainable material



Approach to energy management

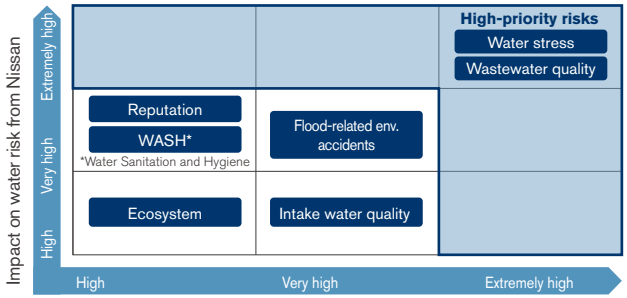
By sharing the electricity from EV batteries with homes and society during parking, EVs can contribute to society by effectively utilizing vehicles as resources, as well as supporting local energy supply through electricity bill savings, the local generation and consumption of renewable energy, and providing emergency backup power and so on. To share electricity, EVs need energy management functions such as bidirectional charging and telematics communication. And Nissan aims to equip all new EVs with energy management functions by 2030.

*1 Recycled materials, biomaterials, etc.
*2 Click here for more information on "Sustainability requirements" https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/GREEN_PURCHASING/

Water

Approach to water management

Driven by rising populations and economic development, demand for water will continue to increase globally. With rain patterns also changing due to extreme weather events, the stability of water supplies is likely to become a more pressing social concern with every passing year.
Nissan needs to use a large amount of water primarily for painting and cleaning processes, and for cooling purposes. We analyzed the materiality of water risks that Nissan should address from two aspects, "Impact on water risk from Nissan" and the "Impact on Nissan from water risk", identifying "water stress" and "wastewater quality" as key priorities. Nissan will continue to reduce its impact on and dependence on local water environments where it conducts business, while reviewing water risk assessments annually for priority risks and regularly for other risks.



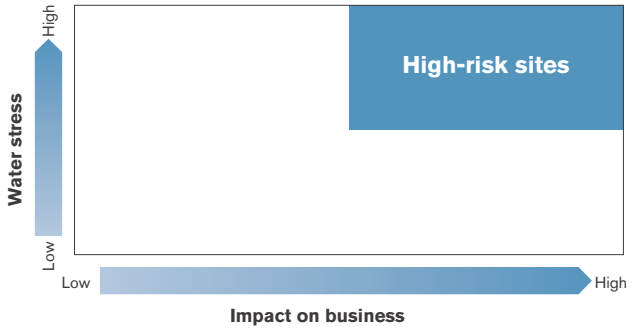
Water is an unevenly distributed resource, and we recognize it as a highly contextual issue. Nissan prioritizes activities to reduce water usage, such as recycling wastewater and making effective use of rainwater, in areas with high water stress, while also contributing to addressing local water issues.

Long-term vision
Reduce the number of manufacturing sites with water risks to zero by 2050.

NGP2030 objectives
Reduce the number of manufacturing sites with high water risks (high-risk sites) to zero.
- Reduce water usage at manufacturing sites
- Manage wastewater quality at manufacturing sites

Managing water usage

Water stress analysis



As the amount of usable water varies greatly depending on the basin where our manufacturing sites are located, we assess water stress at all global manufacturing sites. NGP2030 also prioritizes efforts to reduce water usage by designating sites with high water stress having a significant impact on our business as high-risk sites. Additionally, we continue water usage reduction at all sites, not just those with high water risks.
- Water stress on all global manufacturing sites is assessed based on baseline water stress indicators at the river basin level from the Aqueduct Water Risk Atlas along with internal expertise.
- The impact on business is evaluated based on production volume.

Wastewater quality management

The quality of wastewater can affect the amount of water available for use, especially in areas with limited water resources, which increases its significance.
At Nissan's main manufacturing sites, we implement wastewater treatment in accordance with stricter standards than local regulations to ensure compliance with wastewater quality management laws.

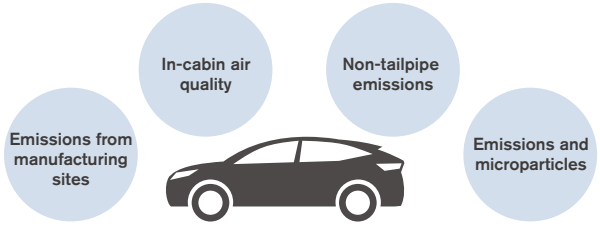
Example of water quality management initiatives
- At manufacturing sites in Japan, we have installed water quality sensors in the drains of wastewater treatment facilities and introduced systems that automatically stop discharging wastewater outside the sites if any problems are detected, thereby augmenting the prevention of water pollution.
- Processing recycled water using reverse osmosis (RO) membranes has allowed some manufacturing sites to achieve zero wastewater discharge.

Air quality

Approach to air quality

Nissan approaches air quality by focusing on two points: lower emissions from vehicle tailpipes and manufacturing activities, and providing a pleasant in-cabin environment to customers. In this way, we will strive to show consideration for ecosystems while pursuing mobility that provides more comfort and security to customers.
According to the State of Global Air 2018 report issued by the Health Effects Institute (HEI) in the U.S.A., 95% of the world's population was living in regions where particulate matter smaller than 2.5 μm (PM2.5) exceeds the 10 μg/ m^3 basic level specified by World Health Organization (WHO) Air Quality Guidelines. In addition, the Euro 7 emission regulation planned for enforcement in Europe will include vehicle tailpipe emissions, as well as the reduction of particulate matter emissions from brakes, tires, and other components. Nissan will expand the scope of its responsibility for air quality to align with global regulatory trends. By reducing all emissions from vehicles and manufacturing, Nissan aims to minimize impacts on local nature and human health.

Nissan air quality initiatives



Long-term vision

Minimize impact on air quality from vehicles and manufacturing

NGP2030 objectives

Activities	Objectives
Enhance management of vehicle emissions, including non-tailpipe emissions	Technology development and adoption
Manage in-cabin air quality	Comply with Nissan standard on in-cabin VOCs*1
Manage VOCs at manufacturing sites	Continue current activities (paint shops)

Reduction of emissions from vehicles

To reduce emissions within and outside vehicles, Nissan is engaged in the following activities.

Managing and improving out-cabin air quality

· Promoting zero-emissions vehicles (EVs)*2
· Enhancing internal combustion engines*2
· Reduction of non-tailpipe emissions and particulates

Nissan has begun exploring technologies to comply with the next proposed European emission regulation, Euro 7, in terms of particulate emission from brake wear etc.

Managing and improving in-cabin air quality

In addition to cleaner vehicle emissions, we are also conducting research and development on improving the in-cabin environment, including air quality, to make it more comfortable for passengers. Under NGP2030, we established Nissan's standards, which are in accordance with the laws and guidelines of each country regarding in-cabin VOCs.

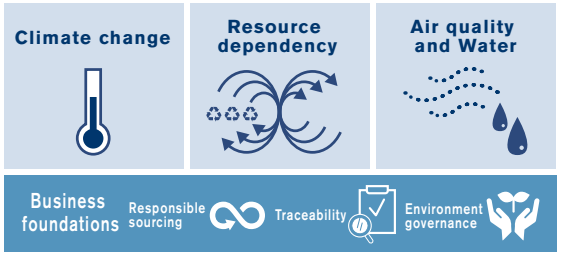
Reduction of emissions from manufacturing activities

Typical emissions from vehicle manufacturing plants include nitrogen oxides (NOx), sulfur oxides (SOx), and VOCs, and Nissan has continued to employ strict measures to address the emission of these substances.
Since NOx and SOx are released into the air when fossil fuels are combusted, we have been promoting the adoption of low-NOx burners, change to low-SOx fuels, and so on. Going forward, we expect to reduce emissions from manufacturing further by electrifying facilities that use fossil fuels. To reduce VOC emissions, we collect and recycle cleaning thinners and promote the use of water-based coating lines in painting processes.
Nissan is working to ensure thorough compliance with management standards and mechanisms related to substances released into the atmosphere, and will engage in activities to reduce both the usage and emissions of causal substances.

*1 VOC: Organic chemicals that readily evaporate and become gaseous at normal temperature and pressure conditions.
*2 Click here for information. >>>P042

Business foundations

While aiming to resolve the critical issues in NGP2030, such as climate change and resource dependency as well as air quality and water, and to create new value, Nissan will work to ascertain needs through stakeholder engagement and strengthen its business foundations that relate to environmental issues.
As a global company, we place great importance on fulfilling our responsibility to address environmental issues and on our accountability across the entire value chain. We are committed to achieving a sustainable mobility society and sustainable business operations, as well as to contributing to regional communities through the following initiatives: Identifying risks throughout vehicle life cycles using life cycle assessments; working with suppliers to improve environmental performance; establishing systems for environmental data management throughout the value chain; and continuous efforts to raise the environmental awareness of Nissan's employees.



Secure responsible sourcing

Nissan must comply with EU battery regulations, the CSRD*1 and other environmental due diligence amid the rising importance of reducing environmental risks throughout the entire value chain. Further, given regulations relating to corporate social responsibility (CSR) and information disclosure frameworks such as TCFD*2 and TNFD*3, companies are required to promote and disclose not only their own environmental/social activities but also those throughout their supply chains.
Nissan clearly positions suppliers as important partners in its sustainability policy. We have shared our basic philosophy and procurement policies on environmental and social issues with suppliers. Also, we promote collaborations on environmental activities through the formulation and publication of several of our policies and guidelines*4 (Nissan Human Rights Policy, Nissan Global Guideline on Human Rights, Nissan Supplier Sustainability Guidelines, Nissan Green Purchasing Guidelines) and engage with suppliers by holding annual environmental activity briefing meetings.
Under NGP2030 aiming to respond to external trends, including the legalization of information disclosure, we are incorporating the requirements for responsible procurement into our guidelines and actively managing supply chain risks. In addition, Nissan procures raw materials with consideration for ethical, social, and environmental aspects, and aims to achieve sustainable and responsible procurement through dialogues with its suppliers. In March 2025, Nissan joined the Global Platform for Sustainable Natural Rubber (GPSNR). For details, please refer to "Responsible Materials Sourcing"*5 and "Collaborations with relevant partners."*6

Integrated management of value chain information and accountability (traceability)

To prepare for the trend toward regulation and expanded disclosure scope throughout the entire value chain, it is considering the establishment of a system to collect and manage supply chain information across the industry. Further, the disclosure of non-financial information, including CO_2 emissions from corporate activities, is also required in addition to the disclosure of financial information.
To address these external trends, we aim to ensure accountability for the environmental impact across our entire value chain. We have introduced a digital platform for integrated environmental data management to effectively address not only climate change but also human rights issues in the supply chain and impacts on natural resources. Specifically, through this digital traceability platform, we aim to track and manage our CO_2 emissions, water usage, and waste, ensuring transparency in our information disclosure to stakeholders. Additionally, by enhancing information management and intercompany data linkage across the entire Nissan supply chain, we aim to accelerate collaboration with suppliers to reduce environmental risks.

Enhance environment governance

It is important that all employees act with integrity and in accordance with high ethical standards to reduce environmental impact. In all regions where Nissan operates, we have established internal standards to ensure compliance with environmental laws, regulations and the demands of society. In aiming for thorough legal compliance with regard to the environment, under NGP2030 we are promoting the understanding of environmental laws through educational activities for employees and other initiatives on a worldwide basis.

*1 Corporate Sustainability Reporting Directive
*2 Task Force on Climate-related Financial Disclosures
*3 Task Force on Nature-related Financial Disclosures
*4 Click here for more information. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/
*5 Click here for information. >>> P087
*6 Click here for information. >>> P059

NGP2030 action plan

Activities			NGP2030 Objectives	FY2024 result
Climate change Long-term vision: Realize carbon neutrality by 2050	Reduce CO_2 emissions (Base year 2018)	Life cycles (t-CO_2/vehicle)	-30% (Global)	-12% Reduced CO_2 emissions per vehicle by promoting CO_2 reduction in each area
		Products (g-CO_2/km)	-32.5% (Global), -50% (4Majors: Japan, U.S.A., Europe and China)	Global : -13%, 4Majors (Japan, U.S.A., Europe and China) : -17% Reduced CO_2 emissions by improving ICE fuel efficiency and promoting vehicle electrification mainly in 4Majors.
		Manufacturing (t-CO_2/vehicle)	-52% (Global)	-10% In addition to continuing energy conservation activities, promoted the introduction of renewable energy.
		Suppliers	Aim to achieve life cycle targets	Promoted reduction of CO_2 emissions during manufacturing by expanding the application of green aluminum and green steel.
		Logistics (t-CO_2/vehicle)		-8% CO_2 emissions were reduced by modal shift from trucks to rail/ships and production volume mix changes.
		R&D facility (t-CO_2/development cost)		-25% CO_2 emissions were reduced by expanding the use of renewable energy. The improvement of the electric power emission coefficient also contributed.
		Offices (t-CO_2/floor area)		-42% Promoted energy conservation activities at each site and expanded the use of renewable energy. In FY2024, the electricity and thermal energy for our global headquarters were delivered from 100% renewable energy sources.
		Dealers (t-CO_2/floor area)		-17% Visualized the energy performance of each dealer to foster a mindset for energy-saving activities. In addition, conducted energy diagnostics at individual stores to propose further energy-saving opportunities and solutions, and shared these as case studies with dealers nationwide.
Resource dependency Long-term vision: No new material resource use	Materials	Expand sustainable material (weight basis)	40% (Japan, U.S.A., Europe and China)	32.5% Expanded the use of sustainable materials through the active adoption of recycled materials and green materials.
		Manage waste / Landfill	Maintain low levels	Promoted waste and landfill reduction, including the consideration of foundry sand recycling.
	Vehicles	Expand energy management function	Installation rate on EVs: 100% (Japan, U.S.A. and Europe)	Developed charging and connected technologies, including the completion of field operational trials for AC V2G technology in the U.K. in 2024.

Activities			NGP2030 Objectives	FY2024 result
Air quality and water Long-term vision: Zero impact / Zero risk	Water	Enhance water risk management at manufacturing sites	Zero high-risk sites	Promoted activities at sites to achieve zero high-risk sites.
		Reduce water usage at manufacturing sites		Promoted water reduction at sites with high water usage, such as reducing the amount of cooling water at the Tochigi Plant.
		Manage wastewater quality at manufacturing sites		Continued wastewater quality management at manufacturing sites.
	Air quality	Enhance management of vehicle emissions, including non-tailpipe emissions	Technology development and adoption	Continued to explore technologies to reduce brake wear dust to comply with stricter regulations.
		Manage VOCs at manufacturing sites	Continue current activities (paint shops)	Improved recovery rate of waste thinners.
		Manage in-cabin air quality	Comply with Nissan standard on in-cabin VOCs	All models designated for FY2024 complied with Nissan standard on in-cabin VOCs.
Foundation	Secure responsible sourcing		Secure supply chain risk management	Updated the Nissan Supplier Sustainability Guidelines for Suppliers and Nissan Green Purchasing Guidelines and ensured thorough compliance.
	Integrated management of value chain information and accountability (traceability)		· Build and operate carbon footprint management system for corporate activities and parts production · Secure supply chain data reliability	Revamped the information management system related to climate change, resource dependency, air quality and water in preparation for its operation starting from FY2025.
	Enhance environmental governance			Incorporated the updated global environmental policy in FY2023 into our internal training materials.

Value chain activity achievements

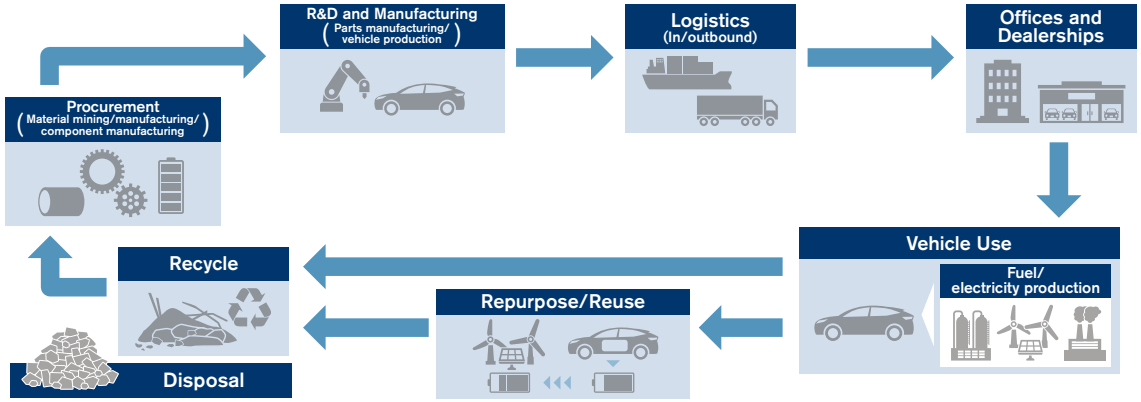
Nissan prioritizes climate change, resource dependency, and air quality and water, which are the key areas related to its business. In minimizing its dependence and impact on ecosystem services, Nissan also provides a range of value to society and the environment to realize its environmental philosophy of "a Symbiosis of People, Vehicles, and Nature." This section introduces environmental initiatives and the value in the three main value chain business areas: Products, Corporate activities, and Collaborations with relevant partners.

Products

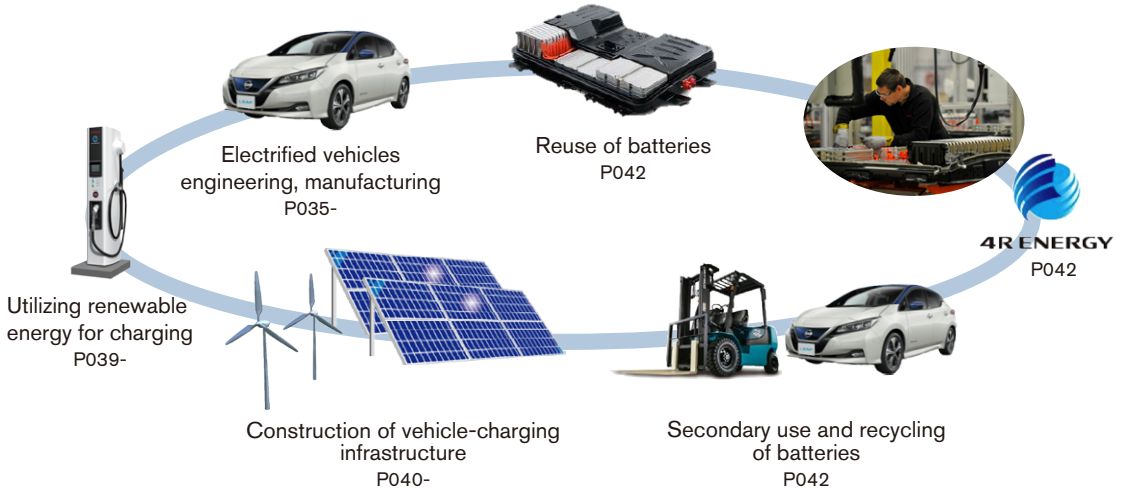
Establishing a sustainable society using electrified vehicles

As a pioneer in mass-produced electric vehicles, Nissan considers the introduction and adoption of electrified vehicles to be one of the pillars of its corporate strategy. We are taking a comprehensive approach along with other activities coordinated with a variety of partners to popularize their use. Considering not only the development and sales stages but also customer use, these initiatives include the promotion of renewable energy use for charging electrified vehicles, cooperation with energy infrastructure beyond the scope of individual vehicles, and the secondary use of batteries after end-of-life. This not only reduces CO_2 emissions during driving, but also creates new value that can only be achieved with electrified vehicles, such as energy management, with the aim of maximizing the use of vehicles as a resource. Through these activities, Nissan will reduce environmental impact throughout the entire vehicle life cycle and contribute to the creation of a sustainable society.

Nissan Value Chain



Initiatives for building a sustainable society using electrified vehicles



Initiatives in development and sales

Nissan's electrification technologies for achieving carbon neutrality by 2050

Nissan is advancing innovations in electrification to achieve carbon neutrality. Our analysis shows that electrified vehicles can reduce CO_2 emissions over their entire life cycle compared with gasoline-powered vehicles of the same class. Electrified vehicles play an essential role beyond transportation in helping to achieve a low-carbon society by contributing to the shift toward renewable energy.
Nissan has been working to advance and promote electrification technologies that can reduce CO_2 emissions by focusing on EVs and e-POWER, which have the common feature of being 100% motor-driven.

Value delivered by Nissan electrified vehicles

Nissan is committed to promoting the widespread adoption of electrified vehicles by pursuing a driving experience and a comfortable cabin thanks to electrification technologies. We aim to create exciting driving experiences that can only be realized with 100% motor-driven vehicles, eliminating the potential stress that accumulates unnoticed in daily driving. For example, e-Pedal Step provides responsive acceleration when the accelerator is depressed and smooth deceleration via motor regeneration when the accelerator pedal is released. In addition, e-4ORCE is an innovative electrically driven all-wheel control technology that integrates the control of two high-output motors (front and rear) and the brakes. e-4ORCE enables the flexible control of driving power, enhancing handling in all types of conditions, from daily driving to winding roads and slippery road surfaces.
In addition, EVs are designed to be exceptionally quiet, taking advantage of the absence of engine noise and vibration. Furthermore, the absence of a transmission and exhaust pipes has enabled a flat floor and a spacious, comfortable cabin. With e-POWER, in addition to the quietness inherent to 100% motor-driven systems, electricity generation is intentionally designed to occur in environments where road noise masks engine sounds to enhance the vehicle's overall quietness.

Technological innovations supporting the spread of electrified vehicles

Evolving EV platform

Nissan continues to evolve its dedicated EV platform. The Nissan Ariya, launched in 2022, features a compact motor room, and by moving the air-conditioning unit within it, interior space has expanded and significantly increased legroom in the front seats. In addition, a flat floor and highly rigid body are achieved by the integrated structure of the floor and the thin, high-capacity battery pack. The combination of a highly rigid body and low center of gravity produces superlative handling performance.
The third-generation Nissan LEAF, announced in June 2025, refines these technologies and achieves a larger battery capacity and higher efficiency through more efficient battery placement and a thorough thermal management system.

Electric powertrain

EV and e-POWER, Nissan's two pillars of electrification technology, achieve a high degree of commonality in core components. We are working to reduce costs by increasing commonality in our entire lineup. Each core component has been downsized while improving performance. For example, in the evolution from e-POWER to the second-generation e-POWER, the output density of the inverter has been doubled. Nissan's "X-in-1", its new approach to electric powertrain development, shares further-evolved core components between EVs and e-POWER vehicles and modularizes them to achieve compactness, light weight, and low cost while improving driving performance and quietness.

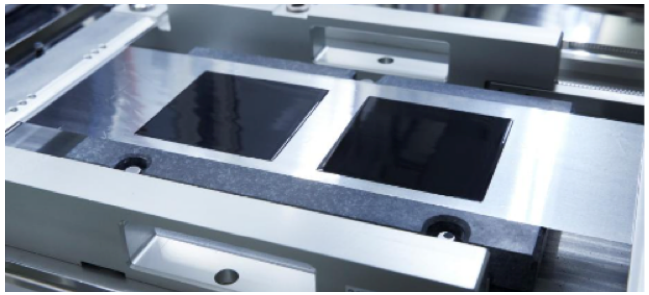
We have developed a 3-in-1 module for EVs comprising three components (motor, inverter, and reducer for traction), which has been adopted in the third-generation Nissan LEAF announced in June 2025. For e-POWER, we plan to adopt a 5-in-1 module consisting of five components: motor, inverter, reducer for traction, generator, and increaser for generation starting in fiscal year 2025. Going forward, we will enhance the competitiveness of EV and e-POWER by expanding the adoption of this electric powertrain technology.

Dedicated engine design for power generation

Nissan is also working on the development of engines focused on power generation based on its Strong Tumble and Appropriately stretched Robust ignition Channel (STARC) concept. In conventional driving power transmissions, thermal efficiency is limited to approximately 40% to accommodate output characteristics that cover a wide range of driving loads.
In contrast, engines focused on power generation, such as the e-POWER, enable the engine usage range to be limited to the most efficient point. This breakthrough uses the engine in full fixed-point operation, enabling a dramatic improvement in thermal efficiency, leading to the development of a technology realizing thermal efficiencies of up to 50%.

Next-generation batteries

Nissan is developing batteries on three fronts: new lithium-ion batteries with significantly improved performance compared with conventional batteries, lithium-ferro-phosphate (LFP) batteries that enable substantial cost reductions, and all-solid-state batteries that are expected to be a game-changing technology. All-solid-state batteries have an energy density approximately twice that of conventional batteries, significantly shorter charging times due to superior charge/discharge performance, and the potential to reduce battery costs by reducing rare metal usage. Nissan may be able to use all-solid-state batteries in a wide range of vehicle segments, including pickup trucks, making its EVs more competitive. This technology is currently in the production prototype stage, and a pilot production line was unveiled in 2024.
Nissan has been developing this technology and aims to bring it to market by 2028.



Light weight technology

Along with improving the efficiency of batteries, engines, and electric powertrains, reducing the weight of vehicles is important for carbon neutrality.
Nissan is working on weight reduction from three points of view: materials, structural optimizations, and manufacturing processes.

Materials
Nissan is rapidly expanding the use of Ultra High Tensile-Strength Steel which realizes high strength and formability while also reducing weight. This material is used for the body frame components on a wide range of vehicle models, from "kei" cars to the INFINITI. In 2018, we adopted 980 megapascal (MPa) Ultra High Tensile-Strength Steel with High Formability, which features further improvements in collision energy absorption performance, for the INFINITI QX50, and in 2019 SAE International presented Nissan with the "SAE/AISI Sydney H. Melbourne Award for Excellence in the Advancement of Automotive Steel Sheet," among other accolades. We continued to expand the range of models in which the material is used, and in 2024, we expanded its use to the Patrol, Kicks, Murano, and INFINITI QX80.

Structural optimizations
The e-POWER system, which structure is changed for integration of motors and inverters, was adopted in the 2020 Note, achieving a 6% increase in output while reducing the weight of the motor by 15% and the inverter by 30%. The same technology was used in the Nissan Sakura in 2022 and Serena in 2023.

Manufacturing processes
Nissan is engaged in the practical application of a new casting method called the vacuum low-pressure die cast process (V-LPDC). This method was applied to the 1.5-liter, 3-cylinder turbo engine cylinder head of the Rogue and Qashqai, contributing to a 4% weight reduction.

Nissan will continue proactively developing lightweight technologies to reduce CO_2 emissions to achieve carbon neutrality.

Global promotion of electrification

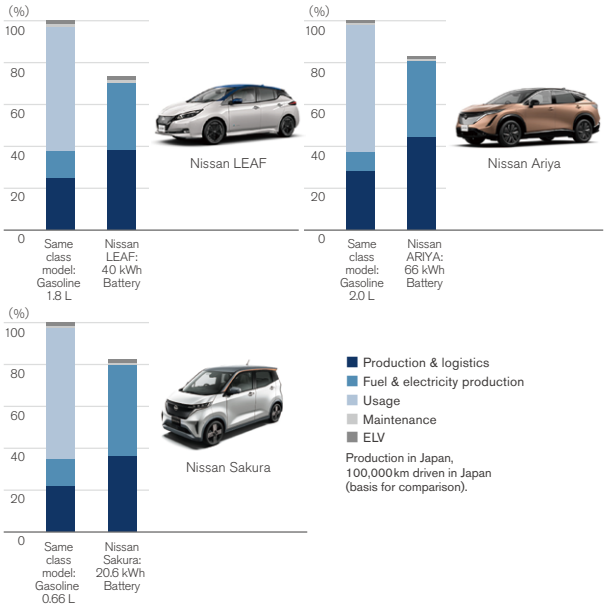
Electrified vehicle performance and assessment

Since the launch of the Nissan LEAF in 2010, Nissan has been expanding and promulgating its battery EV and e-POWER models.
In 2022, Nissan launched the Nissan Sakura for the "kei" car segment, which achieved the largest sales volume among EVs in Japan for fiscal year 2024. Furthermore, the Nissan Sakura ranked first as the most attractive model in the Mini-car-Height Wagon segment of J.D. Power's 2024 Japan Automotive Performance, Execution and Layout (APEAL) study.
e-POWER, an electrified vehicle realizing low carbon emissions through the utilization of existing infrastructure that provides a driving experience not unlike that of an EV, e-POWER technology forms part of Nissan's global promotion of electrification and reached a cumulative global production of 1.5 million units in 2024. In major overseas markets, to date e-POWER has been installed in the Sylphy, X-Trail, Qashqai, and Kicks in China, Europe, Mexico, and other markets. We also plan to introduce it in the Rogue in the North American market in fiscal year 2026.
Furthermore, the Note and Kicks ranked first as the most attractive models respectively in the Compact Car and Compact SUV segments of J.D. Power's 2024 Japan APEAL (Automotive Performance, Execution and Layout) study.

Life cycle assessments of EV models*1

Nissan conducts life cycle assessment (LCA) to quantitatively evaluate and comprehensively assess environmental impact. The Nissan LEAF's life cycle CO_2 equivalent emissions have been reduced by approximately 30% compared with conventional vehicles of the same class in Japan. The Nissan Ariya and Nissan Sakura, launched in 2022, improve EV product appeal and reduce environmental impacts. Compared with Japanese gasoline-powered vehicles in the same class, the life cycle CO_2 equivalent emissions of the Nissan Ariya and Nissan Sakura have been reduced by approximately 20%. Nissan will continue to pursue the potential for further reducing the environmental impact of EVs throughout their life cycles.

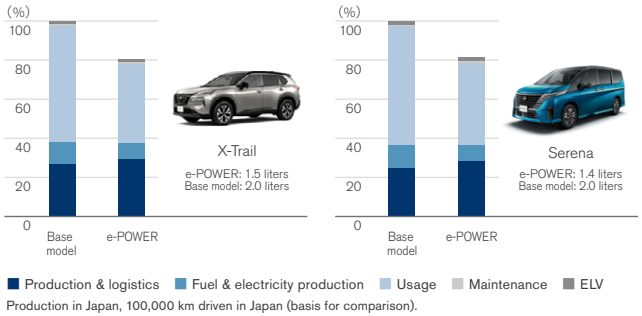
Life cycle CO_2 equivalent emissions



Life cycle assessments of e-POWER models

Nissan introduced its new e-POWER powertrain in 2016, marking another significant milestone in the electrification strategy with life cycle emission improvements. For example, X-Trail e-POWER, and Serena e-POWER have achieved approximately 20% reductions in CO_2 emissions compared with their gasoline-powered counterpart models.
e-Power models use a system in which the gasoline engine operates only for generating electricity under specific conditions. As a result, e-POWER models achieve better fuel efficiency for driving than conventional gasoline engines with less engine displacement.

Life cycle CO_2 equivalent emissions



Life cycle CO_2 reduction on the Nissan Ariya

In Nissan Ariya production at the Tochigi Plant, we have intensified our efforts to minimize CO_2 emissions at every stage of the vehicle's life cycle. In the production stage, we contributed to the reduction of CO_2 equivalent emissions through ongoing efforts that include improving material yield and utilizing recycled raw materials.
Following the introduction of the Nissan Intelligent Factory*2 method at the Tochigi Plant in 2021, we are actively working toward making all of our production plants carbon neutral. To achieve this, we are focusing on promoting innovative practices that enhance production efficiency during vehicle assembly, improving the efficiency of the energy and materials utilized in our plants, electrifying plant equipment, and utilizing renewable energy sources. These efforts are aimed at reducing carbon emissions and creating a more sustainable manufacturing process for Nissan vehicles.
To reduce environmental impact in vehicle use, Nissan is continuously reducing CO_2 emissions by improving the efficiency of electric powertrains, including batteries, saving power on accessories, and increasing renewable energy usage.
Nissan is actively promoting the reuse of vehicle batteries*3 as a stationary battery for distributed power supply, enabling the storage of renewable energy and contributing to the decarbonization of society.
Nissan will keep working to reduce the environmental impact from the entire life cycles of electric vehicles.

*1 Click here for more information on LCA environmental data. >>>P155
*2 Click here for more information on the Nissan Intelligent Factory. >>> P045
*3 Click here for more information on the reuse of vehicle batteries. >>> P042

Technical developments meeting different needs

Initiatives in fuel-cell electric vehicles

Powered by electricity generated from hydrogen and oxygen, fuel-cell electric vehicles (FCEVs) are zero emission vehicles that do not produce CO_2 or other harmful emissions. We believe that, as part of building a sustainable mobility society, both FCEVs and EVs are viable options from an energy diversity perspective.
In alignment with Japanese government policies, we joined forces with Toyota Motor Corporation, Honda Motor Co., Ltd., and other companies to establish Japan H2 Mobility, LLC (JHyM), targeting the full-fledged development of hydrogen stations for FCEVs in Japan. Addressing the key issues raised during the initial stage of FCEV promotion, JHyM will ensure that infrastructure developers, automakers, and investors all do their part to support the successful strategic deployment of hydrogen stations and effective operation of the hydrogen station business in Japan.

Initiatives in solid oxide fuel-cell systems

In June 2016, Nissan unveiled its e-Bio Fuel-Cell system that runs on bioethanol electric power. The new system features a solid oxide fuel-cell (SOFC) power generator.
SOFC technology can produce electricity with high efficiency using the reaction of oxygen with multiple fuels, including ethanol and natural gas. SOFCs can run on a variety of fuels, enabling the use of existing fuel infrastructure, and have the advantage of presenting relatively low hurdles in terms of infrastructure adoption.
Because our technology combines the efficient electricity generation of SOFC with the high energy density of liquid fuels, it can enable driving ranges on par with gasoline-powered vehicles.
Commercial users that require higher uptime for their vehicles should increasingly be able to take advantage of this solution thanks to the short refueling times it offers.

Commercial vehicle electrification

We are also advancing the electrification of commercial vehicles to achieve carbon neutrality.

History of commercial electric vehicles at Nissan

In June 2014, Nissan launched the EV multipurpose commercial van e-NV200 in European countries and Japan. The e-NV200 has power outlets in two locations drawing up to a total of 1,500 W of electricity from the onboard engine for electrical generation, which can be used to secure power on the road during normal operation, on the go on business, for leisure activities, as well as a power source in the event of a disaster. On construction sites, noise problems can be alleviated as there is no need to use an engine-powered generator. In Europe, Nissan proposed a concept combining comfort and practicality to enhance outdoor activities in winter with the e-NV200 Winter Camper concept making it possible to charge the 220-volt battery using solar panels mounted on the roof.
In 2020, the Tokyo Fire Department began using a zero-emission EV ambulance based on the NV400. Nissan thinks quiet, low-vibration EV ambulances have strong merits. As this vehicle is also equipped with two lithium-ion batteries providing 33 kWh and 8 kWh, it is possible to operate electrical equipment and air conditioners for longer periods of time. It also enables these ambulances to be used as mobile power sources in the event of a power outage or disaster.
In 2022, Nissan pursued quality and functionality with the launch of the Townstar, based on the Renault-Nissan-Mitsubishi Alliance CMF-C platform. The Townstar can flexibly handle delivery operations in urban areas.
In 2024, Nissan launched the Clipper EV in Japan. This light commercial van ensures the necessary cargo space and load capacity. It delivers powerful performance unique to electric motor-driven EVs, enabling swift transportation of heavy cargo.
Nissan will continue to expand its lineup of electric commercial vehicles and promote the manufacture of commercial vehicles with zero emissions.

As a mobile power source, the e-NV200 has a range of business applications. (Production of the e-NV200 has ended.)

Zero-emission EV ambulance based on the NV400

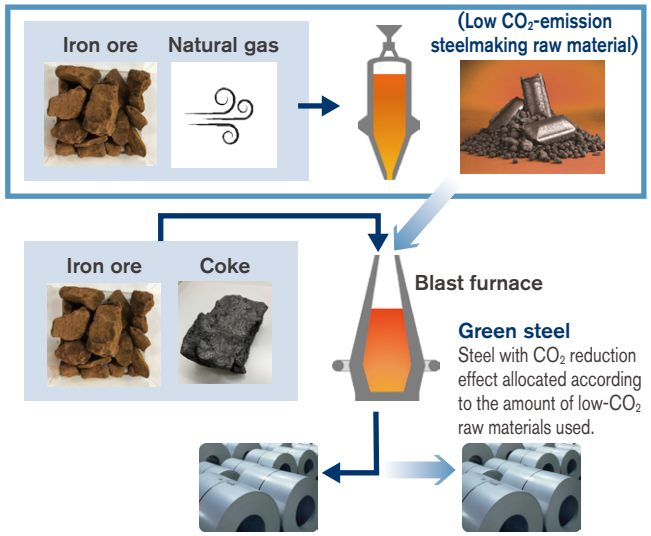
Efforts to reduce CO_2 emissions during manufacturing through use of green steel and green aluminum

Since approximately 60% of a vehicle's weight is made up of steel parts and around 10% of its weight is made up of aluminum parts, the use of green steel*1 and green aluminum*2 is a highly effective way to reduce CO_2 emissions during parts manufacturing, which is part of the vehicle's life cycle.

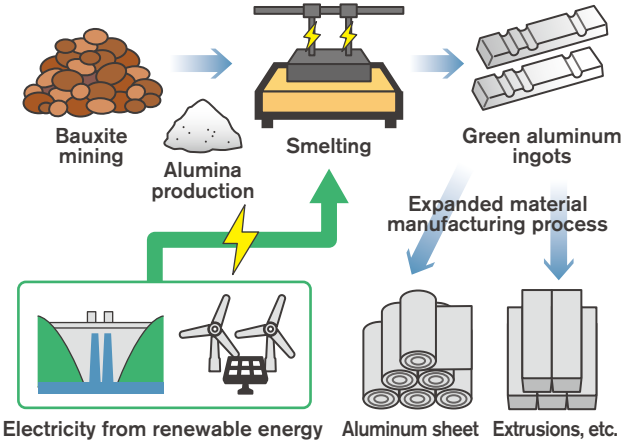
After first partnering with Kobe Steel, Ltd. in January 2023, we have begun progressively expanding the utilization of green steel and green aluminum in our vehicles, which not only contributes to the significant CO_2 emission reductions during manufacturing, but also maintains the same level of high quality as conventional products. For green aluminum, we are working in partnership with Kobe Steel, Ltd. and UACJ Corporation; and for green steel, with Nippon Steel Corporation, JFE Steel Corporation, and POSCO Co., Ltd.

In addition, we will reduce CO_2 emissions during manufacturing by promoting closed-loop recycling*3, which utilizes scrap materials generated at Nissan production sites as recycled inputs.

Green steel: Mass balance approach
(The case of Direct Reduced Iron)*4



Green aluminum: Mass balance approach



Utilization of renewable energy during charging

Launch of 100% renewable energy service for EV charging service at Nissan dealerships and other facilities

As part of our efforts to create a zero-emissions society utilizing EVs, 100% of the electricity used for quick charging at Nissan dealerships and other facilities in Japan has come from renewable energy sources since September 2023.*5

Providing virtually 100% renewable electricity to employees

Since 2019, some Nissan dealerships in Japan have been selling virtually 100% renewable electricity on behalf of electric power companies to encourage EV users to charge at home. From the beginning of fiscal year 2022, we began providing Nissan employees residing in the Kanto area with electricity derived from virtually 100% renewable electricity. In addition, in December 2024, we launched Nissan Denki, a

*1 Green steel: Low-CO_2 steel with significantly reduced CO_2 emissions in the steelmaking process
*2 Green aluminum: Aluminum that is electrolytically smelted using only electricity generated by solar power and other renewable energy sources, thereby reducing CO_2 emissions during aluminum ingot production by approximately 50%.
*3 Closed-loop recycling: The reuse of aluminum or steel sheet scraps generated during manufacturing as materials of the same quality for reuse in similar products. Click here for more information on aluminum recycling. >>> P053
*4 Mass balance approach: Within the product manufacturing process, this is a method for assigning characteristics to parts of a product when raw materials with certain characteristics (e.g. low-CO_2 products) and raw materials without said characteristics are mixed, depending on the amount of raw materials with said characteristics. The CO_2 emission reduction effect is concentrated in specific steel materials.
*5 When quick charging using the Nissan Zero Emission Support Program 3 (ZESP3), a charging support program for owners of electric vehicles (EVs). Click here for more information on the 100% renewable energy EV charging service at Nissan dealerships and other facilities.(Japanese only) https://www.nissan.co.jp/EV/CHARGE_SUPPORT/ZESP3/renewable_energy.html

residential electricity service in Kanagawa Prefecture. This service provides virtually 100% renewable energy and can reduce net CO_2 emissions to zero. We plan to expand the service area in the future.
Nissan is also conducting various EV utilization demonstration experiments in collaboration with electric power companies and other organizations, with a view to utilizing energy management centered on future EVs.
This initiative is a step toward decarbonization taken by Nissan as an EV pioneer, not only producing and selling EVs, but also throughout product life cycles. We are committed to work with everyone toward the realization of carbon neutrality through a wide range of activities.

日産でんき

Collaboration with energy infrastructure

Energy ecosystem utilizing EVs

Nissan energy: Renewal of solutions that enrich life and society with EVs

In addition to manufacturing and selling EVs, Nissan is promoting the development of Nissan Energy, a solution that provides customers a more fulfilling life with EVs. The Nissan EV ecosystem was established by combining these two activities.

Nissan Energy is offered in the following three areas:
· Expansion of charging solutions
· Energy management utilizing electric vehicles
· Promotion of 4Rs for second-life use of lithium batteries

NISSAN ENERGY

Expansion of charging solutions

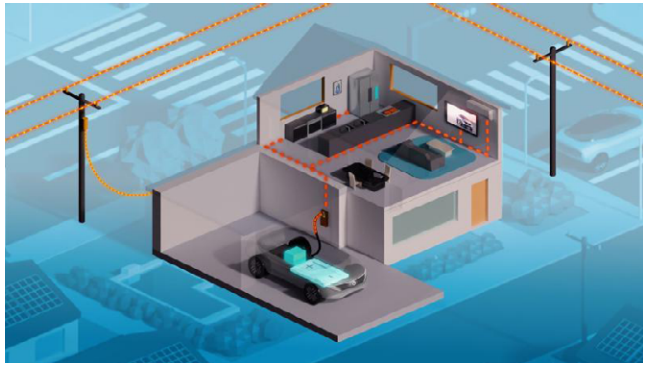
Various electric charging solutions are provided to enable customers to enjoy safe and convenient lifestyles with EVs. Charging at home is the most convenient charging method, as it is completed while the car is parked at home. For safe charging at home, in Japan and some other markets, Nissan selects and mediates companies that install dedicated EV outlets and chargers for charging at home.
For both the Nissan LEAF, which has a cruising range sufficient for everyday use, and the Nissan Ariya, in which occupants can enjoy long-distance trips, drivers can enjoy their trips to distant places with even more peace of mind by utilizing the expanding network of public charging stations.
The MyNISSAN app provides a convenient and seamless charging experience by offering features such as locating and monitoring the availability of public charging stations, route planning that takes into consideration charging locations, and the payments of charging fees.
Further, we have adopted more user-friendly standards for public charging stations in consideration of both customer charging behaviors and the targeted EV models in each region.
Beginning in model year 2025, in the U.S.A. we have decided to make the Nissan Ariya compatible with NACS, which is the Tesla charging standard and has the highest number of quick-charging stations in the network. We also offer charging experiences tailored to the needs of customers in Europe and Japan.
The launch of Nissan's new Nissan ENERGY CHARGE Network will make owning and charging a Nissan EV easier and more seamless. The new network allows Nissan Ariya and future Nissan EV drivers to use their MyNISSAN app to find charging stations, see real-time charger availability and pay for charging.
This enhancement to the MyNISSAN app simplifies EV ownership by consolidating vehicle management and public charging into one app. Users store a default payment method in the MyNISSAN app, then once at a compatible charging station, simply tap an on-screen button to start a charging session within the NISSAN ENERGY Charge Network. This feature has been available to MyNISSAN app users since November 2024.
The NISSAN ENERGY Charge Network partners with leading charging partners such as Tesla and Electrify America. Launching this network is another step by Nissan to improve the customer experience and make EV ownership easier and more convenient.

Energy management utilizing electric vehicles

The electricity stored in a Nissan EV's battery can do more than just power a vehicle; it can be shared with homes, buildings, and local communities through bi-directional chargers.
Using inexpensive electricity in the evening during off-peak periods and excess electricity generated by solar panels during daytime reduces electricity costs and helps promote a model of local generation of electricity for local consumption. In Japan, EVs also provide backup power during blackouts or emergencies.
Local communities can connect multiple EVs to regional power-grids to charge or discharge electricity in accordance with power supply and demand balance, which contributes to the stability of a community's power supply and promotes renewable energy use. EVs with high-capacity batteries are expected to play a significant social infrastructure role by storing renewable energy such as solar power which power generation is difficult to control.

Introduction of Vehicle to Grid (V2G) technology in the U.K.

Nissan has announced that it will introduce Vehicle to Grid (V2G) technology in selected EVs in the U.K. from 2026. This initiative aims to promote the use of renewable energy and contribute to the realization of a sustainable society in support of Nissan's long-term vision, Ambition 2030.
V2G technology enables electricity stored in EV batteries to be used to power homes or sold back into the grid, making it possible to efficiently utilize renewable energy sources such as wind and solar. This will reduce dependence on fossil fuels and contribute to reducing greenhouse gas emissions.
Nissan has gained G99 *1 Grid code certification, which is a set of technical standards required for connecting power-generating devices to the U.K.'s electricity grid, for its power exchange system through a successful demonstration project at The University of Nottingham, enabling power supply from EVs. This technology promotes the expansion of clean energy use and contributes to the efficiency of regional power infrastructure.
Going forward, Nissan will roll out V2G technology across markets in Europe, starting with the U.K., introducing systems in alignment with local infrastructure. In addition, we will offer cost-effective AC-bidirectional chargers to help more customers make use of renewable energy. Through these endeavors, Nissan aims to position EVs not just as a means of transportation, but as integral components of a sustainable energy ecosystem.



V2X technology

Nissan's Vehicle-to-X (V2X) is a technology that efficiently utilizes the electrical energy stored in the batteries of EVs by extracting and sharing it with homes, buildings, and society via bidirectional chargers.
Renewable energy sources, such as solar and wind power, are essential to realize carbon neutrality. However, power generation from these sources fluctuates depending on weather conditions, which can lead to surplus or shortage of electricity supply in relation to demand. Thus, maintaining a stable supply and demand balance poses a challenge.
By using V2X technology, it becomes possible to absorb fluctuations in renewable energy generation through the charging and discharging of EV batteries. This enables the stable utilization of valuable renewable energy and contributes to the promotion of renewable energy adoption.
Additionally, V2X can be utilized as a backup power source during disasters, expanding its value and potential.

*1 Technical standard that applies to the connection of power-generating assets to the electricity distribution networks in the U.K.

Promotion of 4Rs for second-life use of lithium batteries

Nissan EV batteries offer high performance even after having been used in cars. As more and more customers switch to EVs, the supply of batteries capable of secondary use is expected to increase significantly.
In 2010, Nissan, as an EV pioneer, joined forces with Sumitomo Corporation and established 4R Energy Corporation, which specializes in secondary use of lithium-ion batteries. The intention is to promote the four Rs of lithium-ion batteries — reuse, resell, refabricate, and recycle — and establish a battery circular system which will enable the efficient use of resources.

Circular system realized with used EV batteries

The market for used batteries will expand with the spread of EVs and their utilization will become an issue in the future. To solve this issue, 4R Energy Corporation has promoted the development of technologies for the reuse of used batteries at its plant in the town of Namie, Fukushima Prefecture. Used batteries collected from the market are sorted according to their condition and performance and supplied to various secondary users. Through these activities, we are building a business model to return value to customers, such as increasing the residual values of EVs based on the value of reused batteries. Expanding this model into a business and reducing the hurdles to ownership for customers will lead to the more widespread use of EVs.

Case study of secondary use of EV batteries

Sumitomo Corporation has completed the construction of the EV Battery Station Chitose in Chitose City, Hokkaido, utilizing EV batteries provided by 4R Energy Corporation. This facility is a battery storage system for the grid with an output of 6 megawatts and a capacity of 23 megawatt-hours, which is equivalent to the electricity used by approximately 2,500 households per day. By utilizing EV batteries in stationary application (commercial electric power), Sumitomo Corporation is not only contributing to the reduction of recycling costs through expanded use and increased demand for reused EV batteries, but also maximizing the use of resources such as rare metals contained in storage batteries and thereby reducing CO_2 emissions in the process of production of storage batteries.

Commercialization of reused batteries

Nissan is promoting the commercialization of used batteries.

Portable storage batteries


Off-grid street lighting

Addressing all forms of emissions

Addressing emissions

Promoting zero-emission vehicles

EVs such as the Nissan LEAF, which has cumulative global sales of approximately 700,000 units (as of the end of March 2024), are an effective solution for reducing air pollution in urban areas. As a leader in this field, we are promoting zero-emission mobility and infrastructure construction in partnership with national and local governments, electric power companies, and other industries.

Enhancing internal combustion engines

We have proactively set voluntary standards and emission reduction targets for internal combustion engines. With the ultimate goal of making automotive emissions as clean as the atmosphere itself, we have developed a wide range of technologies and achieved the results listed below through cleaner combustion technologies, catalysts for purifying emissions, and countermeasures against gas vapors from gasoline tanks.

- Sentra CA (released in the U.S.A. in January 2000): The world's first gasoline-powered vehicle that satisfied all the exhaust gas requirements set by the California Air Resources Board to receive Partial Zero Emissions Vehicle (PZEV) certification.
- Bluebird Sylphy (released in Japan in August 2000): The first passenger vehicle made in Japan to achieve Ultra-Low Emission Vehicle (U-LEV)*1 certification.

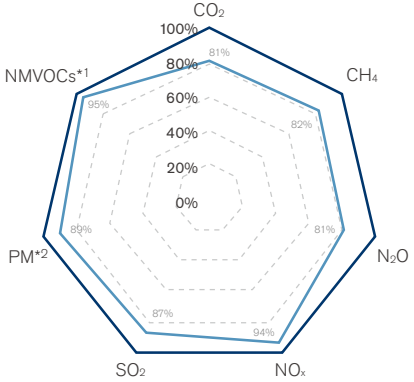
We will continue our efforts to ensure cleaner exhaust emissions from internal combustion engines.

*1 U-LEV: Vehicle that produces 75% less nitrogen oxide (NOx) and nonmethane hydrocarbon (NMHC) than the 2000 emission standards level in Japan.

Life cycle improvements beyond climate change

Nissan is expanding the scope of its life cycle assessment (LCA) to not only greenhouse gases but also a variety of chemicals. Our calculations show that the new Qashqai achieves emission reductions of 5-20% for all targeted chemical substances and reduces environmental impacts throughout its life cycle compared with the previous model.

New Qashqai life cycle assessment (LCA)



Production in EU, 150,000 km driven in EU.

Compliance with air quality emissions regulations (Passenger cars only)

Nissan not only works to develop and promote zero-emission EVs but continues to promote cleaner exhaust emissions from all of its engines.
For example, the Qashqai released in Europe in October 2018 has a fuel-efficient 1.3-liter turbo gasoline engine fitted with a particulate filter that meets the Euro 6d-Temp emissions standard. In Japan, our product with electrification technology, e-POWER has achieved a 75% reduction in exhaust emissions from 2018 standards and improved fuel economy.
In addition to complying with current regulations, we are also working to meet more advanced and upcoming standards. The status of compliance with regional emission regulations is as follows.

Compliance with exhaust emissions regulations (By region) *3

(FY)

Country/Region	Standard	2024
Japan	50% lower than 2018 standard	87%
Europe	Euro6d/Euro6e	100%
U.S.A.	LEV III ULEV/SULEV/ ZEV	100%
China	National 6	100%

Addressing emissions other than vehicle exhaust

In consideration of impacts on people and nature, Nissan is broadening its efforts to address vehicle emissions beyond exhaust emissions to include wear from brakes, tires, and various other sources.
EVs use regenerative braking to charge their battery with electricity generated, thereby reducing wasted energy and improving electricity efficiency. This also reduces brake wear, contributing to improved air quality as well as climate change mitigation.
As the next proposed European exhaust emission regulation, Euro 7, will regulate particulate emissions including those from brake wear, Nissan has begun exploring technologies to address this issue.

Improving in-cabin air quality

Under the circumstances of widespread advanced driver assistance systems and the development of fully autonomous driving technologies, it is expected that drivers will spend more time in their vehicles, making it even more important for that space to be pleasant and safe.
Nissan is conducting research and development aimed at cleaner vehicle emissions and has made efforts to improve the cabin environment, including better air quality, to enhance comfort. As part of its continued efforts to reduce VOCs such as formaldehyde and toluene, Nissan is carrying out additional reviews of materials for seats, door trims, floor carpets, and other parts as well as adhesives.
Nissan complies with Nissan standards which are in accordance with the laws and guidelines of each country regarding in-cabin VOCs.

*1 NMVOC: Non-Methane Volatile Organic Compounds
*2 PM: Particulate Matter
*3 Passenger cars only.

Corporate activities

In our corporate activities, including production, logistics, offices, and dealerships, we promote various activities.
In terms of manufacturing, we have announced the concept Nissan Intelligent Factory for the next generation of vehicle manufacturing and are making progress in our efforts toward carbon neutrality.
We are also promoting decarbonization throughout our corporate activities by improving the efficiency of our logistics operations and installing renewable energy systems in our offices and dealerships. By developing systems that utilize resources and energy efficiently and sustainably throughout their entire life cycles and incorporating a circular economy perspective, we are also endeavoring to maximize the value we provide to society and our customers. Through these efforts, we are striving to minimize resource and energy usage and emissions.

Efforts toward carbon neutrality

Efforts toward CO_2 emission reduction through efficient energy use

We are promoting activities aimed at achieving carbon neutrality by 2050 in our corporate activities. Nissan's first priority will be the minimization of energy consumption through energy measurement and energy conservation activities. In addition, we will make maximum efforts to transition to electrification and replace them with carbon-free energy.
We will also promote technological development to create further opportunities.

Scope 1 and 2 CO_2 emissions*1

In fiscal year 2024, the total of Scope 1 and 2 emissions*2 of our global corporate activities was 1,519 thousand tons ★ (Scope 1 emissions: 442 thousand tons ★; Scope 2 emissions: 1,077 thousand tons ★), a 12% decrease from 1,731 thousand tons in fiscal year 2023.

CO_2 emissions results (FY)

Scope	Unit	2023	2024
Scope 1	(kt-CO_2)	477	442★
Scope 2	(kt-CO_2)	1,254	1,077★
Scope 1 + 2	(kt-CO_2)	1,731	1,519★
Japan	(kt-CO_2)	984	908
North America	(kt-CO_2)	501	401
Europe	(kt-CO_2)	86	73
Other	(kt-CO_2)	161	137

Greenhouse gas (GHG) emissions other than energy-derived CO_2*3

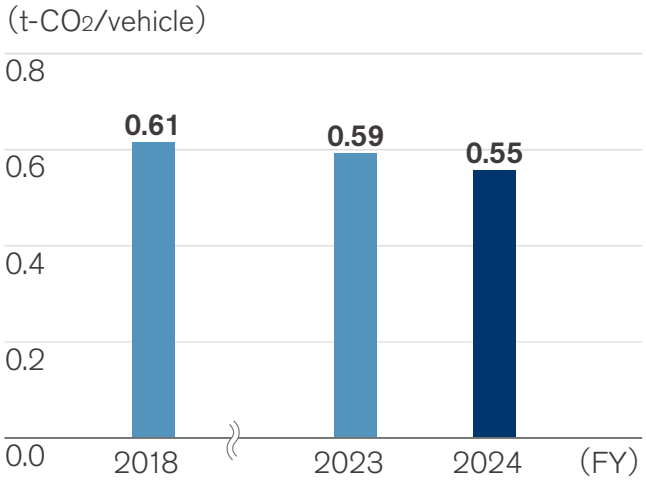
(FY)

By type	Unit	2023	2024
CH_4 (methane)	t-CO_2e	5,705	4,810
N_2O (nitrous oxide)	t-CO_2e	1,801	2,094
HFCs (hydrofluorocarbons)	t-CO_2e	148	121
PFCs (perfluorocarbons)	t-CO_2e	0	0
SF_6 (sulfur hexafluoride)	t-CO_2e	128	117
NF_3 (nitrogen trifluoride)	t-CO_2e	0	0

Manufacturing activities

Manufacturing CO_2 per vehicle produced*4*5

In fiscal year 2024, our manufacturing CO_2 emissions per vehicle produced were 0.55 tons, 10% less than fiscal year 2018.



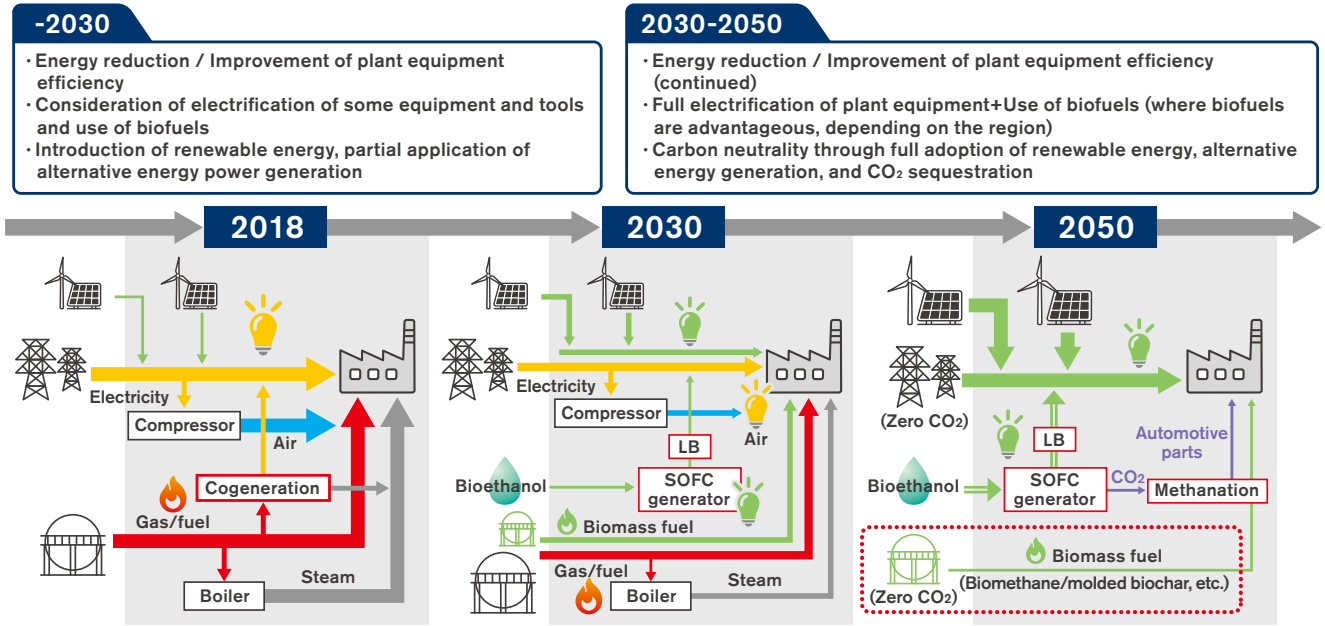
*1 Changed in line with revisions to fiscal year 2023 performance data.
*2 Click here for more information on the data book for the past 5-year historical trends. >>> P146
Click here for more information on details regarding CO_2 calculation methodology. >>> P062
*3 GHG emissions from Nissan bases in Japan, calculated based on the Act on Promotion of Global Warming Countermeasures.
*4 The boundary of data aggregation has been revised to align with the financial consolidated group.
*5 CO_2 emissions per vehicle produced in the NGP management scope.

★ This figure is subject to assurance by KPMG AZSA Sustainability Co., Ltd. For details, please see here. >>> P061

Carbon neutrality roadmap at production plants

Nissan is promoting activities aimed at achieving carbon neutrality at its plants, with the goal of achieving this by 2050.
In October 2021, we announced a roadmap to achieve carbon neutrality in 2050 at our plants to steadily promote initiatives to achieve this goal.*1

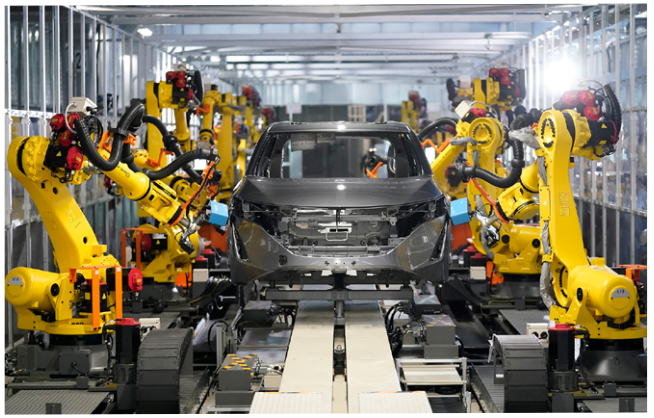
By 2030: We will first promote the introduction of innovative production technologies and electrification while reducing energy consumption in plants. Following this, we plan to introduce renewable energy and expand the application of alternative energy.
2030-2050: We aim to eliminate the use of fossil fuels by utilizing biofuels and fully electrifying plant equipment that currently operates under various forms of power, including gas and steam. At the same time, we are working toward achieving carbon neutrality at our plants through the full use of renewable energy and in-house electricity generation via fuel cells powered by alternative fuels.



Aiming to achieve carbon neutrality by 2050 through innovation in production technology

Nissan Intelligent Factory, our next-generation vehicle manufacturing concept*2

Nissan announced its Nissan Intelligent Factory concept for the next generation of vehicle manufacturing as the advancement of Nissan Intelligent Mobility such as electrification and intelligence accelerates. As the functionality and structures of cars become more complex, further technological innovation will become essential in the production process.
The pillar of the Nissan Intelligent Factory concept, the Zero Emission Production System promotes activities based on the carbon neutrality roadmap at production plants.



*1 Click here for more information on our roadmap for carbon neutrality at production plants. https://global.nissannews.com/en/releases/release-c252360e1167201269852 95f9d7480af-new-nissan-intelligent-factory-opens-in-tochigi
*2 Click here for more information on the Nissan Intelligent Factory. https://www.nissan-global.com/EN/INNOVATION/TECHNOLOGY/ARCHIVE/NIF/
Click here for more information on a next-generation vehicle manufacturing concept. (Japanese only) https://global.nissannews.com/ja-JP/releases/191128-02-j

Key initiatives toward carbon neutrality by 2050 at production plants

Global energy-saving activities (adoption of new technologies, improved processes)

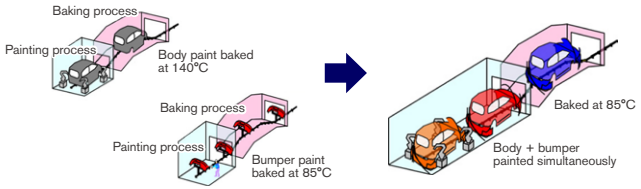
Most CO_2 emissions in the manufacturing process come from the consumption of energy generated by fossil fuels. We engage in a variety of energy-saving activities in the manufacturing process in pursuit of the lowest energy consumption and CO_2 emissions among automakers.

Initiatives in automotive production technology

In the realm of automotive production technology, we are introducing highly efficient equipment and improving manufacturing techniques. Other key approaches are the three-wet paint process and low-temperature baking technology used for vehicle painting, which enable the body and bumpers to be painted at the same time. Approximately 30% of CO_2 emitted from manufacturing plants comes from the painting process, thus shortening or eliminating processes and lowering temperatures during the process will lead to a reduction in CO_2 emissions. The low-temperature three-wet painting technology introduced by Nissan enables the body and bumpers, which were previously painted separately, to be painted at the same time, reducing CO_2 emissions from the painting process by 25% or more.*1 Nissan has implemented this technology in the new production line at the Tochigi Plant in the Nissan Intelligent Factory (launched in 2021) and is being gradually expanded its roll out as painting facilities become more sophisticated in the future. Also, systems for recycling air expelled from booths needed dehumidifying processing to ensure that the air was at the humidity required. Dry paint booths can reuse air without dehumidifying it, reducing energy consumption to less than half its previous levels.

This technology was adopted for the dry paint booths at our Sunderland Plant in the U.K. (in operation since September 2018).

Simultaneous Painting of Body and Bumpers

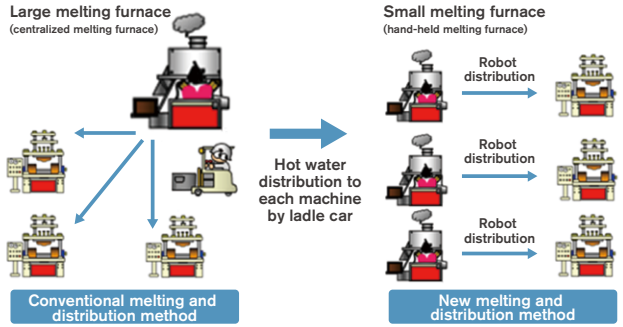


CO_2 emissions have been reduced by simultaneously painting the body and bumpers using a new technology and consolidating them into one process (right) and drying at a low temperature (85℃) instead of the conventional two-step process (left).

Initiatives in the field of powertrain production technology

In the field of powertrain production technology, Nissan is working to reduce CO_2 mainly in aluminum cast melting and heat treatment processes. The conventional melting process involved the use of large furnaces having a melting capacity of three to four tons per hour installed at each factory, with molten aluminum transported and distributed to the holding furnaces of each casting machine using forklifts equipped with ladles. We have adopted a system in which small-scale melting furnaces with the minimum capacity required for each casting machine are installed next to all casting machines, with molten metal distributed to casting machine holding furnaces by robots. This method has eliminated the temperature loss caused by transporting molten metal, and has made it possible to lower the melting temperature by approximately 100℃. This has also enabled us to suspend melting furnace operation in accordance with the operating rate of each casting machine, achieving an overall reduction in CO_2 emissions of approximately 20%. In recognition of these efforts, Nissan was awarded the 2024 GOOD FACTORY Award, sponsored by the Japan Management Association.

Changes in melting and distribution methods



Energy-saving activities at Nissan Energy Saving Collaboration (NESCO)*2

To reach our defined objectives for CO_2 emissions and energy use, we solicit facility proposals from each global site, preferentially allocating investment based on the potential CO_2 emission reductions compared to project costs. In Japan, aging facilities are being transformed into cutting-edge, high-efficiency facilities to improve energy consumption efficiency.

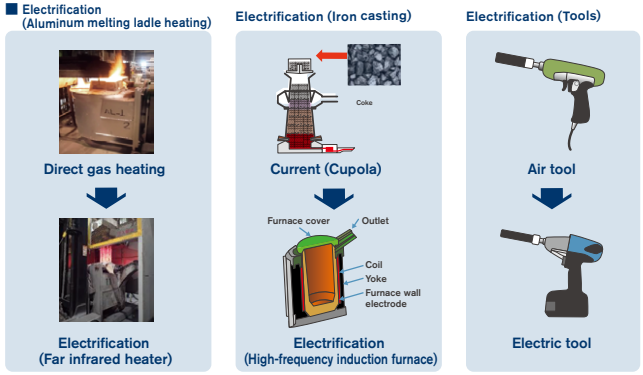
In terms of facility operation, meticulous management of lighting and air-conditioning systems is carried out to ensure thorough energy consumption control and minimize waste during operations. Our plants use finely controlled lighting and air-conditioning for low-energy consumption and low-energy-loss operations. We promote CO_2 emission reduction

*1 Source: Nissan
*2 Established in Japan in 2003, then in Europe, Mexico, and China in 2013

activities and introduced cutting-edge, energy-conserving technology from Japan to our plants worldwide. Our plants globally engage in learning and sharing best practices with each other, while NESCO diagnoses energy loss at plants in the regions where we operate and proposes new energy-saving countermeasures. These proposals amounted to a potential reduction in CO_2 emissions of some 41,172 tons*1 in fiscal year 2024.
When sourcing energy, we consider the balance of CO_2 emissions for the entire company alongside renewable energy usage rate and cost, choosing the suppliers best suited for achieving each goal.
As a result of these activities, CO_2 emissions at production plants in fiscal 2024 amounted to 0.55 tons per vehicle, a reduction of 10% from the fiscal year 2018 level.

Expanded electrification of production facilities

The electrification of fossil fuel facilities is indispensable to achieving carbon neutrality. For that reason, we have initiated the electrification of aluminum melting furnaces and gas heating equipment used for casting. Additionally, we have plans to convert various heat treatment furnaces and cupolas, which currently use coke as fuel, to electric furnaces.
Electrification of compressed air, which has low energy efficiency, is also effective in reducing CO_2 emissions. For this reason, we are reducing our compressed air usage by converting air tools in the assembly process to electric tools and migrating from water removal by air blowing to vacuum drying in the machining process.
We will continue to expand production facility electrification in these and other ways.



Promoting renewable energy

Nissan takes three approaches to promote the adoption and integration of renewable energy in line with the characteristics of each region: (1) Generating our own renewable energy in company facilities; (2) sourcing clean energy; and (3) promoting the introduction of renewable energy through contracts with PPA*2 providers.
As an example of the first approach, our Sunderland Plant in the U.K. introduced 10 wind turbines supplying 6.6 MW of power. In fiscal 2023, we updated the wind turbine facilitates. We are continuously exploring ways to enhance power generation efficiency. At our Iwaki Plant, the guest hall for plant visitors is powered by solar energy. By storing surplus electricity in second-life Nissan LEAF batteries, the plant both stabilizes the energy supply and uses resources more effectively.
Regarding the second approach, Renault Nissan Automotive India Private Limited in India actively uses energy generated from wind power, solar power, and biomass. In fiscal year 2024, the proportion of renewable energy in the total electricity consumption averaged approximately 82% annually and reached a maximum of 98% on a monthly basis.

Under contract with a PPA*2 provider, Dongfeng Nissan Passenger Vehicle Company (DFL) commenced the operation of solar power generation systems of approximately 20 MW at its Huadu Plant, 3 MW at its Changzhou Plant, and 5 MW at its Zhengzhou Plant in fiscal year 2023. Having also installed solar power generation systems at its global sites, including of 20 MW at both its Sunderland plant in the U.K. and at Tan Chong Motor in Malaysia. Nissan is steadily promoting the use of renewable energy.


Solar power generation at the Sunderland Plant

In-house power generation using alternative fuels

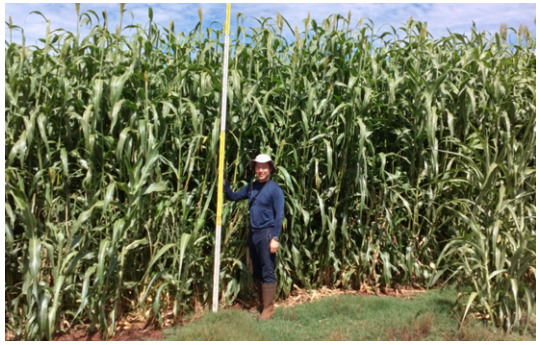
In 2016, Nissan became the first automotive company in the world to incorporate e-Bio Fuel-Cell technology, a fuel cell system that uses solid oxide fuel cells (SOFC*3) as a vehicular propulsion system. Based on its experience in developing SOFCs for automotive applications, Nissan will apply this technology to stationary power generation systems*4.
On March 6, 2024, Nissan announced that it had developed a stationary, bioethanol-fueled system capable of high-efficiency power generation and commenced trials at its Tochigi Plant.

*1 Source: Nissan
*2 Power Purchase Agreement
*3 SOFC (Solid Oxide Fuel Cell)
*4 Click here for more information on stationary power generation systems. https://global.nissannews.com/en/releases/nissan-starts-trial-of-stationary-power-generation-system-fueled-by-bio-ethanol

Moving forward, Nissan aims to improve its power generation capacity through trial operations and work toward full-scale operations starting from 2030.

In-house power generation using SOFC

Along with SOFC systems, procuring bioethanol for power generation is also important. Although bioethanol derived from plants releases CO_2 when used in SOFC power generation, this is CO_2 that was absorbed from the atmosphere during the plant growth process, thereby contributing to the realization of a “carbon-neutral cycle” that can reduce CO_2 emissions to near zero. Nissan has turned its attention to sorghum, a member of the grass family, as a raw material for bioethanol and is engaged in R&D ahead of procurement. Sorghum is characterized by its rapid growth, ability to be harvested multiple times a year, and high adaptability to its environment. These characteristics enable



sorghum to be cultivated in a wide range of regions and climate conditions, making it suitable for stable procurement. Sorghum kernels are used as food, while the pulp remaining after the extraction of juice (bagasse) is expected to be used as biomass power generation fuel and livestock feed.

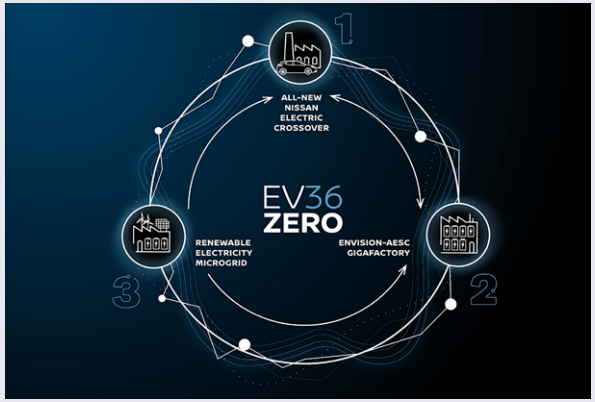
Having been conducting a small-scale trial production of sorghum bioethanol since 2024, we have verified the entire process, from sorghum cultivation to bio-ethanol production. At present, we are working to resolve remaining issues as we prepare for full-scale operations.

EV36Zero, an electric vehicle (EV) hub to achieve carbon neutrality

Nissan is a pioneer in not only the development and production of EVs, but also in comprehensive efforts to utilize the onboard battery as a storage battery and for secondary use, with the aim of achieving carbon neutrality throughout the entire life cycle of a vehicle. In July 2021, we unveiled EV36Zero as the world’s first hub to create an ecosystem for electric vehicle (EV) manufacturing to advance the next phase of the automotive industry together with our partners and achieve carbon neutrality in Europe.

- New-generation Nissan electric crossover to be manufactured at the Nissan Sunderland, U.K. Plant
- AESC will build a new battery giga-factory with an annual production capacity of 9GWh adjacent to the Nissan Sunderland Plant
- Renewable energy ‘Microgrid’ to deliver 100% clean electricity for the Sunderland Plant
- Second-life EV batteries used as energy storage for ultimate sustainability
- This comprehensive project represents 6,200 jobs at Nissan and at its U.K. suppliers

Centered around the plant in Sunderland, U.K., Nissan EV36Zero will supercharge the company’s drive to carbon neutrality and establish a new 360-degree solution for zero-emission mobility. The transformational project has been launched with an initial £1 billion investment by Nissan and its partners AESC and the Sunderland City Council.
Comprised of three interconnected initiatives, Nissan EV36Zero brings together EVs, renewable energy and battery production, setting a blueprint for the future of the automotive industry. The experience and know-how gained through the project will be shared globally, enhancing Nissan’s global competitiveness.

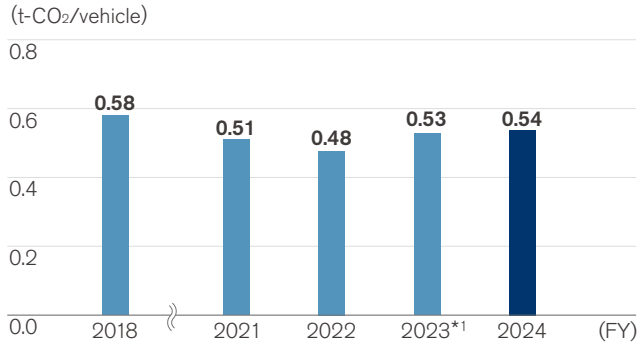


Initiatives in the logistics field

To achieve carbon neutrality across the entire life cycle, Nissan has formulated a clear roadmap toward 2030 in the logistics field and is proactively moving forward. The following specific initiatives are being implemented.
Reduced distances: We minimize transport distances through efficient logistics design.
Improved packing: We reduce transport volume with optimized packing specifications and part shapes.
Improved loading: We increase transport loading efficiency by optimizing routes and frequency.
In 2024, when transporting import parts from the Honmoku Wharf for the Nissan Ariya manufactured at the Nissan Intelligent Factory in Tochigi, which aims to achieve a zero-emission production system, we switched from conventional trucking to rail transport, thereby reducing environmental impacts.
Furthermore, we are strengthening cooperation with logistics partners around the world who are committed to environmental measures. We are promoting modal shifts, utilizing ships that run on environmentally friendly fuel, and introducing electric trucks, particularly as more than 80% of the transport of completed vehicles to Europe is now done by LNG carriers.
In fiscal year 2024, CO_2 emissions from logistics per global vehicle were 0.54 tons, a reduction of -7.9% compared with 2018.

Launch of Nissan Ariya import parts rail transport

CO_2 emissions from logistics (per vehicle produced)



CO_2 emissions from logistics

In fiscal year 2024, CO_2 emissions from logistics were 1,774k-tons.

(FY)

	Unit	2023*1	2024
Total*2	kt-CO_2	1,981	1,774
Inbound*3	kt-CO_2	552	505
Outbound*4	kt-CO_2	1,429	1,269

Sea	%	37.0	38.1
Road	%	57.3	56.1
Rail	%	3.1	3.4
Air	%	2.6	2.5

Office initiatives

Nissan promotes efforts to reduce CO_2 emissions at Nissan offices in Japan, North America, Europe, and China. In Japan, through Nissan Trading, we operate the Nissan Power Producers and Suppliers (PPS) scheme, sourcing clean energy for which CO_2 emissions and costs have been taken into account through Japan's PPS system. Overseas, we are expanding the introduction of renewable energy in offices, with a focus on sites in Europe.
Nissan Energy Saving Collaboration (NESCO) teams contribute to reducing emissions in the Nissan Technical Center in Atsugi.
In addition to CO_2 management, we are encouraging initiatives that show consideration for the environment. These include reducing the number of business trips on a global basis by utilizing online meeting tools.

*1 Changed in line with revisions to fiscal year 2023 performance data.
*2 CO_2 emissions include those from transportation of parts to our manufacturing bases and transportation of vehicles from our manufacturing bases to dealerships.
*3 "Inbound" includes parts procurement from suppliers and transportation of knockdown parts.
*4 "Outbound" includes transportation of complete vehicles and service parts. Click here for more information on the data for the past five years. >>> P148

Renewable energy initiatives at Nissan Global Headquarters

At our Global Headquarters in the city of Yokohama, Kanagawa Prefecture, we are promoting energy conservation activities through daily improvements that include turning off lights and installing LEDs, as well as reducing CO_2 emissions through the introduction of renewable energy.

In 2011, we installed a solar power generation system providing approximately 40kW. The electricity generated is stored in Nissan LEAF lithium-ion batteries housed in the Global Headquarters building, then used for electric vehicle charging systems installed onsite. Surplus power generated is effectively used as electricity for the building.

In fiscal year 2024, the electricity and thermal energy used in our Global Headquarters was entirely replaced by renewable energy.

Green building policy

Based on ISO 14001 management processes to evaluate environmental impact, we make it a key task to optimize our buildings during construction or refurbishing to make all our structures greener. Evaluation metrics in this area include environmental footprint, such as CO_2 emissions; waste and emissions from construction methods; and the use of hazardous materials and other quality control issues.

Furthermore, one of the performance indices for Nissan in Japan is the Comprehensive Assessment System for Built Environment Efficiency (CASBEE), which was developed by the Ministry of Land, Infrastructure, Transport and Tourism. Among our current business facilities, our Global Headquarters has earned CASBEE's highest "S" ranking, making it the second Nissan building to do so following the Nissan Advanced Technology Center (NATC) in Atsugi, which is also located in Kanagawa Prefecture.

Our Global Headquarters gained a Built Environment Efficiency Rating of 5.6, the highest CASBEE rating for a new structure, making it one of Japan's greenest office buildings. The use of natural energy sources to reduce the building's energy usage and CO_2 emissions were evaluated highly, as were its methods of water recycling and its significant reduction in waste produced.

Dealership initiatives

Nissan promotes efforts to reduce CO_2 emissions at dealerships. Our retail outlets also work continually to increase energy efficiency. Many have adopted high efficiency air-conditioning, insulation films, ceilings, fans and LED lighting. During renovation work, some outlets have installed lighting systems that make use of natural daylight, as well as insulated roofs.

In April 2000, we introduced the "Nissan Green Shop" certification system, a proprietary environmental management system based on ISO 14001 certification, to promote energy conservation and other CO_2 reduction activities as one of our environmental initiatives.

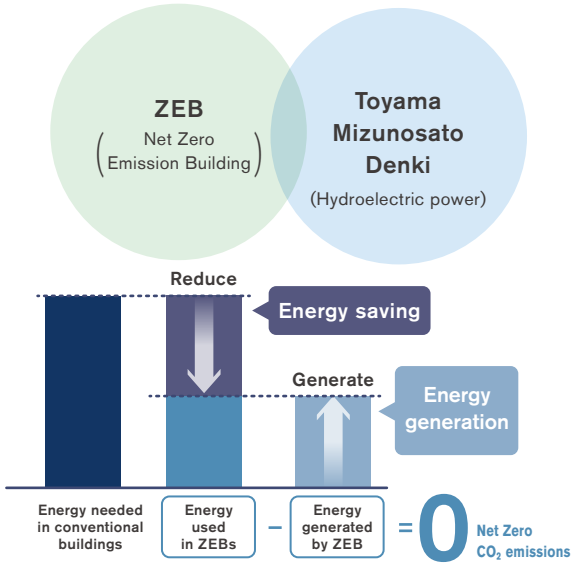
A set of standards has been established enabling CO_2 reduction activities to be conducted in accordance with a unified concept based on the Nissan Green Program 2030 (NGP2030), and specific measures such as reducing electricity consumption and switching to LED lighting have been incorporated into the activity plans of each company.

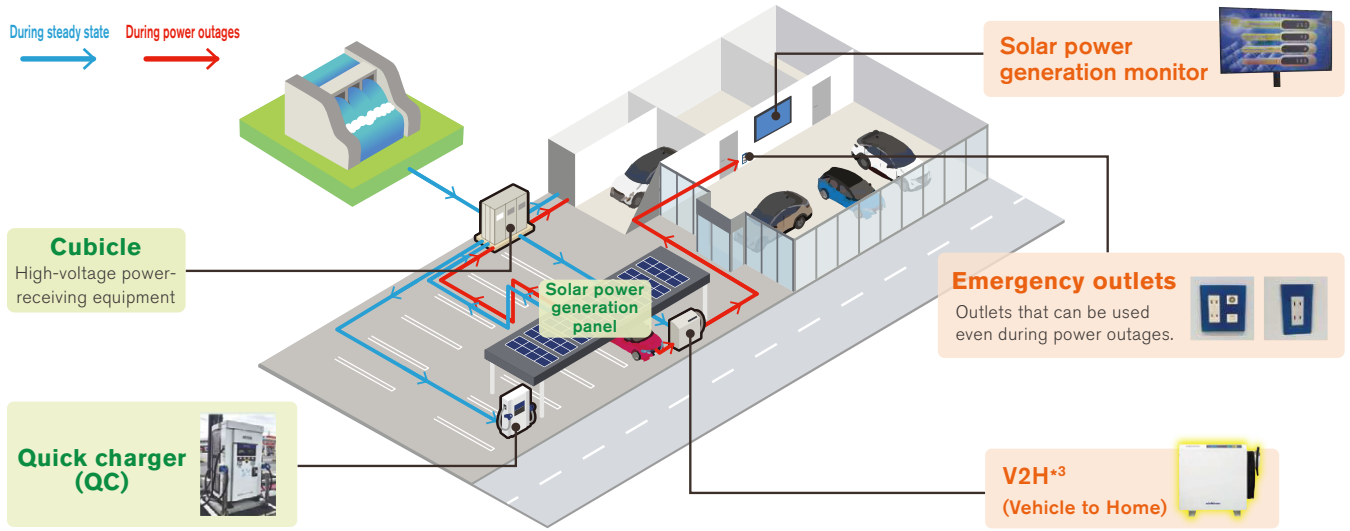
Carbon-neutral activities at local dealerships

In the Hokuriku region, the Takaoka Interchange branch of the Nissan Satio Toyama dealership located in Toyama Prefecture became the first in the region to be designated as a carbon-neutral dealership in December 2022, followed by the Toyama Higashi branch in July 2023.

In addition to the building's high thermal insulation, the incorporation of high-efficiency air-conditioning and sensor-based lighting controls have enabled the building to achieve a 63% reduction in standard primary energy consumption and obtain ZEB-Ready*1 certification. In addition, solar panels are installed on the roof of an outdoor showroom to generate electricity on-site, and for additional electricity needs, the dealership utilizes the Toyama Mizunosato Denki*2 renewable energy menu from a hydroelectric dam located in Toyama Prefecture, leveraging the value of locally sourcing renewable energy.

Through these efforts, we are realizing carbon-neutral dealerships that both conserve and create energy. Nissan Satio Toyama will promote Electrify Japan Blue Switch Program activities to resolve local issues using electric vehicles and V2H,*3 contribute to the realization of carbon neutrality in Toyama Prefecture centered on these key dealerships, while promoting the spread of electric vehicles and trains.





*1 ZEB (Net Zero Energy Building) Building design that aims to achieve a balance of zero in the annual primary energy consumption, while providing a comfortable indoor environment.

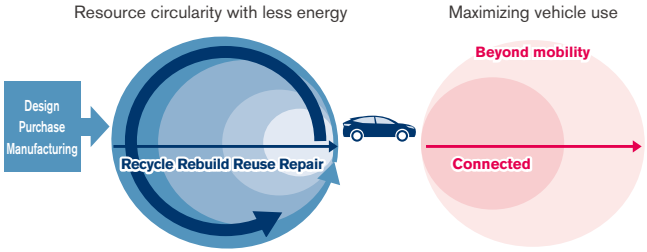
*2 Toyama Mizunogou Denki A menu of renewable electricity that utilizes the electricity generated from the Toyama Prefecture-owned hydroelectric power plants and its environmental value. This electricity has high added value, including not only the environmental value of zero carbon dioxide emissions associated with electricity usage but also the specified power source value derived from hydroelectric power plants and the local value of being produced in Toyama Prefecture.

*3 V2H (Vehicle-to-Home) A system that allows EVs to supply electricity to buildings by drawing power from them. During power outages caused by disasters or other events, this system enables the use of lighting, outlets, and other electrical devices in offices, conference rooms, and other locations by supplying power from EVs.

The Nissan circular economy (resource circularity and mobility usage)

Nissan promotes the efficient and sustainable use of resources for vehicles as well as their maximum utilization. To achieve resource circularity with less energy, Nissan actively promotes practices such as repair, which involves using vehicles while they are being serviced, as well as reuse and rebuild efforts to repurpose parts and units whenever possible. Additionally, recycling is emphasized to facilitate the circulation of materials. Further, even when we do use new resources, we make efforts to use circulable materials that have a minimal environmental impact.

Nissan's circular economy



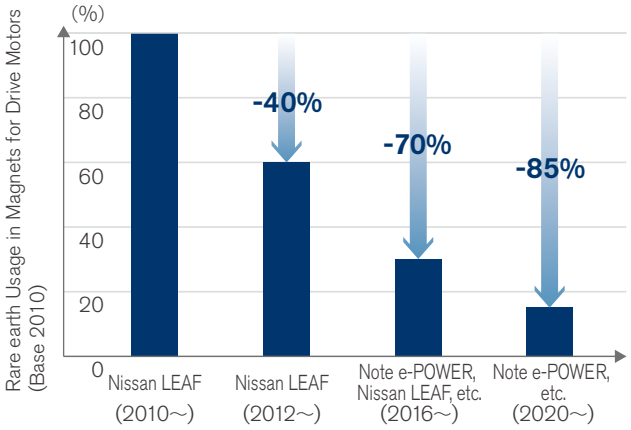
Resource circularity with less energy

Effective use of resources in the design, purchase, and manufacturing phases

Reducing scarce resources

Permanent magnet motors for EVs, HEVs and e-POWER use scarce resources known as rare earth elements. Given concerns about the uneven distribution of rare earth resources and price fluctuations driven by the supply and demand balance, reducing the amount of rare earth metals used is becoming an issue.
Nissan has continuously reduced the use of heavy rare earth, which is the scarcest of all, and in 2020, the Note e-POWER adopted magnets with 85% less heavy rare earth compared with 2010. Furthermore, the 2022 Nissan ARIYA is equipped with an electrically excited synchronous motor that negates the need for magnets. We will also continue to promote R&D aimed at eliminating heavy rare earth elements in motors that require magnets.

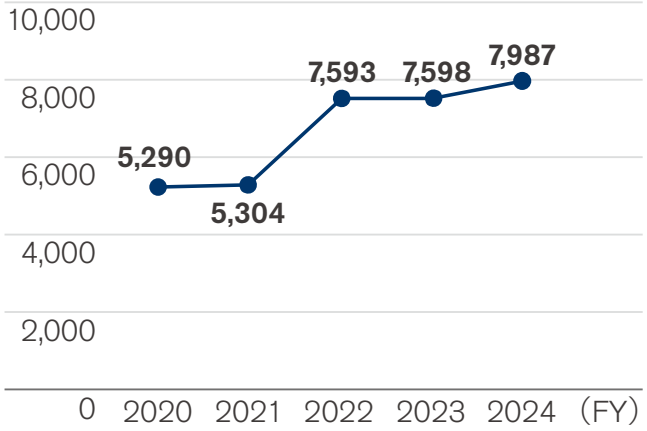
Rare earth Usage in Magnets for Drive Motors



Proper use of regulated chemical substances

Nissan continually reviews its standard for the assessment of hazards and risks related to chemical substances, actively applying restrictions to substances not yet covered by regulations but increasingly subject to consideration around the world. As a result, the number of defined chemical substances covered in fiscal year 2024 rose to 7,987. These steps are thought to be necessary for future efforts in the repair, reuse, remanufacture, and recycle loop for resources.*1

Number of defined chemical substances



Effective use of resources in repairs, reuse, and rebuilds

Repair initiatives

New technologies such as opposite die-less molding, which allows body panels to be formed without the use of dies, and 3D printers*2 make it possible to keep producing parts required for after-sales service, as well as to repair parts of older models, which require high-mix, low-volume production. This enables us to extend vehicle lifetimes while helping to reduce waste.

*1 Click here for more information on chemical substance governance. >>> P018
*2 Click here for more information on 3D printers. (Japanese only) https://global.nissannews.com/ja-JP/releases/release-abe1d9572c0dbf098bf54c66e927c947-210315-01-j

Promoting the 4RE lithium-ion battery secondary use business

Nissan EV batteries offer high performance even after being used in cars. As the adoption of EVs increases and vehicle replacements progress, it is anticipated that the supply of batteries available for secondary use will significantly rise. Nissan is promoting a business for the secondary use of lithium-ion batteries initially used in EVs.*1

Expansion of remanufactured parts

Parts reclaimed from end-of-life vehicles (ELVs) and those replaced during repairs include potential parts for recycling. In Japan, we collect these parts and conduct thorough quality checks to sell them under the Nissan Green Parts initiative. Nissan Green Parts have two categories: remanufactured parts, which are disassembled and have components replaced as needed, and reusable parts*2.
By accelerating such Nissan Green Parts initiatives, particularly in Japan, Europe, and North America, Nissan aims to supply parts to customers stably while effectively using limited resources.

Example of Nissan Green Parts in Japan


Alternator


Air-conditioning compressor

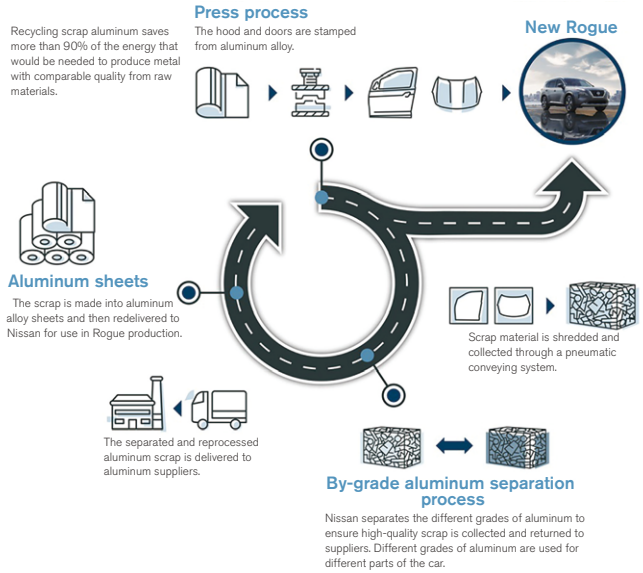

Starter motor

Effective use of resources in recycling

Initiatives to expand use of recycled materials (ferrous and nonferrous metals)

In fiscal year 2024, ferrous metals accounted for 60% of the materials used in our automobiles by weight. Nonferrous metals made up another 11% and resins 19%, with miscellaneous materials making up the final 11%. To reduce our use of natural resources, we are advancing initiatives to expand the use of recycled materials in each of these categories.
Taking steps to reduce the steel and aluminum scrap left over from the manufacturing process, we are working globally with business partners to collect and reuse this scrap as material for new vehicles through closed-loop recycling initiatives.
Currently, at Nissan Motor Kyushu and plants in North America and Europe, where X-Trail, Rogue and Qashqai are manufactured, we are collaborating with aluminum manufacturers to adopt a closed-loop recycling process that recycles aluminum scraps generated during manufacturing into aluminum alloy sheets for automobiles. The sorting and collecting of scrap in this process control impurities, realizing horizontal recycling without quality deterioration, which contributes to reductions in the amount of newly mined resources (aluminum ingots) used. Aluminum road wheel scrap generated from ELVs and the market are also used for suspension parts after sorting and removing impurities and making them compliant with Nissan's quality standards. We aim to achieve closed-loop recycling for ELV aluminum doors and the like, which are being promoted to reduce weight. We then control the composition to secure the

Closed-loop recycling of aluminum



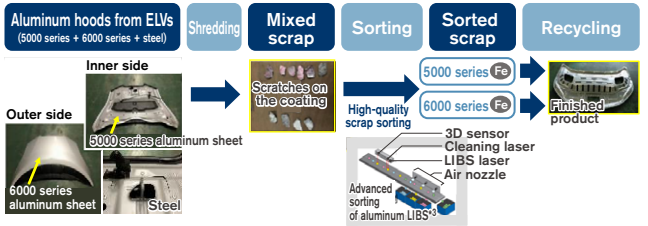
Horizontal recycling of aluminum


Collection and sorting of aluminum wheel scraps

Melting and casting (Yokohama and Tochigi Plant)

Suspension part (Skyline, etc.)

Upgrade recycling of aluminum



*1 Click here for more information for the secondary use of lithium-ion batteries >>> P042
*2 Not available at some retail outlets.
*3 Laser-Induced Breakdown Spectroscopy

necessary formability for aluminum panels, after innovating the shredding method to improve the accuracy of aluminum sorting, and aim to achieve closed-loop recycling rather than the conventional cascade recycling method.

Initiatives to expand use of recycled materials (plastics)

In addition to our initiatives to expand the use of recycled steel and aluminum, Nissan also strives to use more recycled plastics. After resin materials are manufactured from crude oil and residue plastic parts are applied to vehicles and scrapped, most plastic parts are collected as automotive shredder residue (ASR) and used as energy in the form of thermal recovery.
Compared with conventional materials, recycled plastics can reduce the amount of CO_2 generated during material production, contributing significantly to effective resource use and waste reduction. Nissan is promoting R&D into material and chemical recycled plastics to establish a circular economy for plastic materials. As a material recycling initiative, our Oppama Plant and Dongfeng Motor Co., Ltd. (DFL), our joint venture in China, are recycling painted bumpers generated at the plants. These are utilized as materials for new car bumpers or after-sales service bumpers.
Additionally, replaced bumpers collected from dealerships are being recycled as materials used in undercovers and for other components. We collected and recycled approximately 78,000 bumpers in fiscal year 2024, representing 50% of bumpers removed at Japanese dealerships.
Furthermore, 30% of the ASR processed at dedicated processing plants is made from plastics. Nissan is engaged in R&D aimed at recycling these resins as materials for automobiles.

In addition to recycling used automotive parts, we are also promoting the development of recycled plastics for use in other industries. We are promoting an initiative to recycle splash prevention partitions used within our offices for recycling as automobile parts, the use of acrylic (PMMA) partitions for the inner lenses of headlamps, and polyethylene terephthalate (PET) partitions for roof trim. In promoting these efforts, we aim to increase the use of recycled plastics from the automotive and other industries, targeting a 10% recycled plastics utilization rate in new passenger cars produced and sold in Japan by 2031.

Recycling of plastics materials

Closed-loop recycling of plastics

End-of-life vehicle recycling

Nissan considers the three Rs —reduce, reuse, and recycle —from the design stage for new vehicles. Since fiscal year 2005, all new models launched in the Japanese and European markets have achieved a 95% or greater recyclability rate.*1

We have also joined forces with other automotive companies to promote the recycling of ELVs through dismantling and shredding.

Based on Japan's End-of-Life Vehicle Recycling Law, Nissan has achieved at least 95% effective recycling rate of ELVs in Japan since fiscal year 2005. In fiscal year 2024, we achieved a final recovery ratio for ELVs of 99.4%*2 in Japan, greatly exceeding the target effective recycling rate of 95% set by the Japanese government.

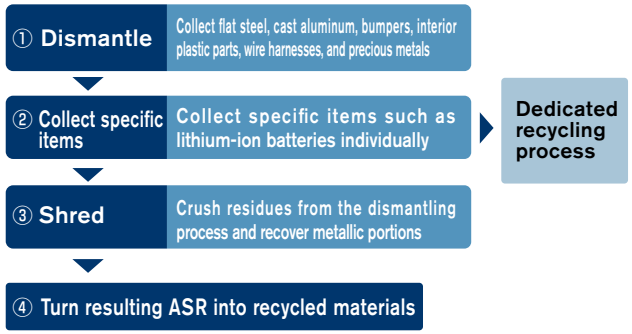
In December 2003, Nissan and twelve other automobile manufacturers launched the Automobile Shredder Residue Recycling Promotion Team (ART), and has since promoted the processing of ASR at ASR recycling facilities.

This initiative complies with Japan's Automobile Recycling Law, and Nissan is playing a central role in ensuring the effective, smooth, and efficient recycling of ASR.

We have also established a take-back system for ELVs in Europe. This network of Authorized Treatment Facilities was developed for individual countries in collaboration with contracted dismantlers, contracted service providers, and governments in alignment with a European ELV directive.

Additionally, Japan Automobile Manufacturers Association, Inc. (JAMA) established a common scheme for recovering used lithium-ion batteries along with a system for processing these batteries appropriately, and put both into operation in fiscal year 2018.

ELV processing flow



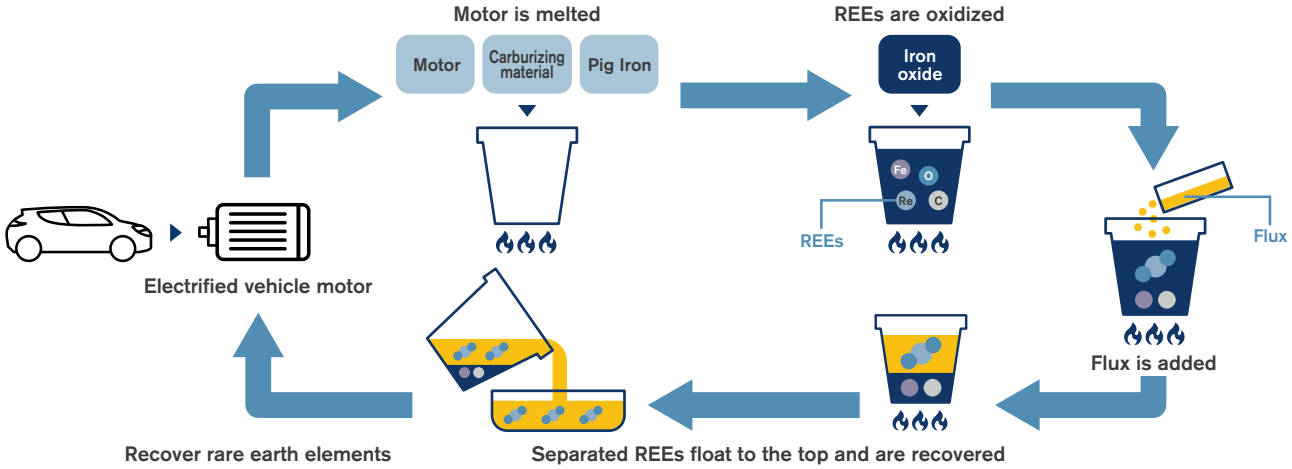
Reuse of rare earth metals

As a new initiative, Nissan is also promoting the development of rare earth metal recovery technologies from drive motor magnets. Previously, the recycling of the magnets used in motors had required multiple processes that included the manual disassembly and removal of the magnets making economic efficiency an issue. Nissan and Waseda University collaborated to establish technologies for recovering rare earth elements (REEs) in highly pure states through direct dissolution using borate as a flux, eliminating the need to dismantle the motor rotors.

Currently, we are conducting trial testing using motors that did not meet our shipping standards to put the new technologies into practical use around 2030.

In these ways, with respect to motors, which are a key technology, Nissan is engaged in developments corresponding to the circular economy concept, from reducing the amount of REEs used to utilizing resources efficiently and sustainably.

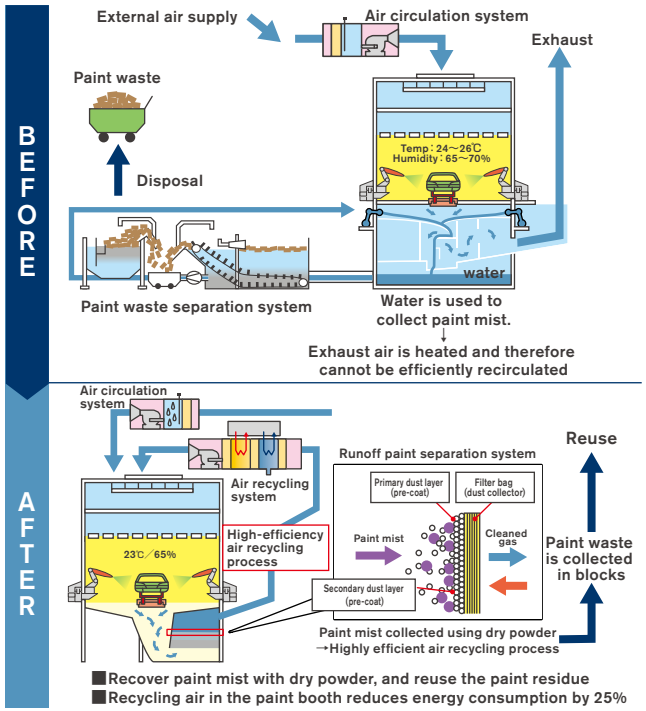
Recycling process for rare earth elements (REEs) used in electrified vehicle motors



*1 Calculated based on 1998 JAMA definition and calculation guidelines (in Japan) and ISO 22628 (in Europe).
*2 Based on Nissan research

Promoting recycling with dry paint booths

Recycling is also being promoted at the Nissan Intelligent Factory, which began operations in 2021.
Conventionally, residual paint in the air during the painting process has been mixed with water and disposed of as waste. By employing dry booths that do not use any water, 100% of the paint mist is collected in the plant and recycled as a substitute for the auxiliary agent used to remove impurities in the iron casting process.



Thorough measures for waste materials

Nissan actively promotes measures based on the 3R (Reduce, Reuse, Recycle) approach in its production processes whenever possible, striving to minimize the waste generated and maximize recycling efficiency by thorough waste sorting. At the end of fiscal year 2010, we achieved a 100% recycling rate at all of our manufacturing sites in Japan, including five manufacturing plants, two operation centers, and seven affiliates. Overseas, we have reached 100% recycling rates at plants in India, Brazil, and elsewhere.
We are also working to reduce waste at global production factories, including Japan, by reducing packaging materials for imported and exported parts, distributing parts between overseas bases, and repeatedly using plastic and returnable containers.*1
Furthermore, we have optimized the shape of parts at the parts design stage, which is called logistics simultaneous activities, to reduce the volume of packaging materials used. We also contribute to waste reduction by selecting recyclable materials at the packaging material selection stage and are actively engaged in the development of recycling technologies for carbon fiber-reinforced plastics (CFRP).

Waste*2

The volume of regular waste*3*4 generated from global corporate activities in fiscal year 2024 amounted to 150,642 tons, and waste generated from production sites in fiscal year 2024 was 145,678 tons (Non-regular waste*5 from production sites: 10,226 tons).

Regular waste generated from corporate activities*6

(FY)

	2023	2024
Total	155,857	150,642
By region		
Japan	57,646	54,910
North America	50,814	50,856
Europe	44,551	43,142
Other	2,846	1,734
By treatment method		
Recycling	146,332	142,013
Incineration waste	1,997	1,352
Landfill waste	7,528	7,277

(Unit : Tons)

Maximizing use of vehicles as resources: Mobility and connected services

Through electrification and connected car technologies, we are promoting the provision of new mobility services that include ride sharing and the use of vehicles as energy sources. In this way, we are expanding services that utilize vehicles to connect people and society.
We are also considering ways to maximize the use of vehicles through mobility services and connected vehicles.*7

*1 Returnable containers: Containers for packing parts that can be returned to the sender after parts delivery and used repeatedly. Nissan has adopted a folding structure in consideration of transportation efficiency at the time of return.
*2 From fiscal year 2023 performance data, the scope of calculations is aligned with the consolidated financial group.
*3 Regular waste generated from production, maintenance, and issue resolution activities, etc.
*4 Click here for more information on resource dependency (Facility waste). >>> P151
*5 Waste generated irregularly from activities such as installing new processes, relocating equipment, and dismantling facilities.
*6 Regular waste generated from production and office sites, excluding*5.
*7 For details, please see here. >>> P040

Impacts on and dependencies on nature within corporate activities (water and air)

Water-related achievements

Reducing water used in corporate activities

Nissan views water as a contextual issue, and in areas with a high risk of water stress, Nissan prioritizes efforts aimed at reducing water usage, including wastewater recycling and the effective use of rainwater, while also contributing to the resolution of local water issues. Additionally, all manufacturing plants are working to manage and reduce water usage, and each plant is implementing new water reduction activities through mutual improvements.

To reduce water usage, we built reservoirs to collect rainwater at the Chennai Plant in India and the second Aguascalientes Plant in Mexico, and installed wastewater recycling equipment at the Chennai Plant, the Huadu Plant in China, and the Oppama Plant in Japan. In particular, the Chennai Plant, which is located in a water basin with valuable water resources continues its efforts to reduce water usage and is also engaged in the restoration of nearby ponds and lakes.

In recognition of these efforts, Nissan received consecutive awards from the Confederation of Indian Industry (CII) for outstanding water resource management in fiscal year 2023 and for wastewater management and recycling in fiscal year 2024.

We are also working on the efficient use of water resources at office locations, in addition to our manufacturing sites. For example, we are working to reduce water usage at Nissan's Global Headquarters in Japan, by processing rainwater and wastewater from kitchens and other internal sources and reusing it for purposes other than drinking.

In recognition of these activities, Nissan has been awarded as an A-List company, the highest CDP ranking for the sixth consecutive year in the water security category.

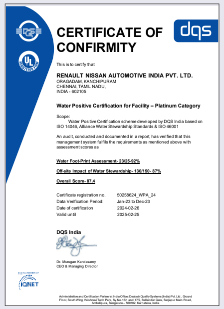
Chennai Plant, honored by the CII.

Water Positive initiatives at the Chennai Plant in India

In India, where the handling of water resources has a significant impact on people's lives, our manufacturing plant has installed water treatment facilities using a reverse osmosis (RO) membrane to reduce water usage. After treating domestic wastewater, it is reused as cooling for the manufacturing process and cooling towers. As a result, we are able to reduce consumption by approximately 78,000 kiloliters of water per year, which is equivalent to the amount of water used by about 320,000 households a day.

In addition, India is working to revitalize lakes and ponds around its plants with consideration of the use of water in the local communities regarded as important. India completed the revitalization of Sitheri Lake in 2020 and committed to revitalizing eleven lakes and ponds, including Oragadam lake which is the primary source of water for six villages, in 2023. Dredging and increasing the capacity of lakes and ponds contributes to securing drinking water and sustains biodiversity.

In February 2024, Nissan obtained the highest Platinum category certification under the Water Positive initiative, following a rigorous third-party assessment of our comprehensive water strategy, which includes the implementation of water-related positive activities such as reducing water use at plants and revitalizing ponds and lakes around manufacturing facilities.



Water Positive certificate (Platinum category)

The revitalized Uthukuttai pond

Water intake for corporate activities*1

In fiscal year 2024, water intake for our global corporate activities was 16,873 thousand m³, the same level 17,794 thousand m³ in fiscal year 2023.
In fiscal year 2024, water intake from global production sites was 15,761 thousand m³ , the same level 16,620 thousand m³ in fiscal year 2023.

(FY)

	2023	2024
Total	17,794	16,873
Japan	10,724	10,086
North America	4,409	4,321
Europe	1,380	1,402
Other	1,281	1,064

(Unit : thousand m³)

Water discharge from corporate activities*1

The total amount of water discharged in global corporate activities in fiscal year 2024 was 12,831 thousand m³, the same level 13,405 thousand m³*1 in fiscal year 2023.

(FY)

	2023	2024
Total	13,405	12,831
Japan	9,448	9,132
North America	2,837	2,669
Europe	724	706
Other	396	324

(Unit : thousand m³)

Water quality

Chemical oxygen demand (COD*2)	24,811	22,536

(Unit : kg)

Nissan thoroughly processes wastewater at its various plants. Wastewater from its plants in Mexico and India plants, is used to maintain landscaping on the sites. We are also strengthening water pollution prevention measures at our Japanese plants. In preparation for unexpected occurrences, such as a discharge of oil, we have attached water quality sensors to the discharge points of wastewater treatment facilities. The discharge of water outside the sites is automatically suspended if water quality problems are detected. We will also install water quality sensors in rainwater drainage outlets, and strengthen our water pollution prevention measures to prevent wastewater with abnormal water quality from being externally discharged outside during heavy rain. We are working to secure investment in these systems while also developing technologies for substances that are difficult to detect with sensors using current technologies.

Water consumption in corporate activities*1*3

The total amount of water consumed in global corporate activities in fiscal year 2024 was 4,042 thousand m³, a decrease from 4,390 thousand m³*1 in fiscal year 2023.

(FY)

	2023	2024
Total	4,390	4,042
Japan	1,277	953
North America	1,572	1,653
Europe	656	696
Other	885	740

(Unit : thousand m³)

Air quality: Achievements

Plant emission management

In Japan, we have promoted strict countermeasures for emissions of nitrogen oxides (NOx) and sulfur oxides (SOx) as air pollutants.
We have lowered NOx and SOx emissions by introducing low-NOx burners in the ovens and boilers that provide heat for painting lines, and by switching the fuel used by those burners from heavy oil and kerosene to alternatives with low SOx emissions.
From a carbon-neutral perspective, facilities that use fuel will be increasingly electrified. As a result, emissions from production plants are expected to be further reduced. We will continue to implement appropriate management on an ongoing basis.

Reducing VOCs from production processes

Volatile organic compounds (VOCs), which readily evaporate to become gaseous in the atmosphere, account for approximately 90% of the chemicals generated from our vehicle production processes. Lowering VOC emissions is a challenge that we are addressing. We strive to increase our recovery of cleaning solvents and other chemicals to limit the amounts of these substances emitted from our plants ahead of the implementation of new regulations in each country where we operate, while also advancing planned measures to increase the recycling rate for waste solvents. We are also introducing water-based paint lines that limit VOC emissions to less than 20 grams per square meter of painted surface. We have adopted these lines in the Nissan Motor Kyushu Plant, plants in Aguascalientes in Mexico, the Resende Plant in Brazil, the Smyrna Plant in the U.S.A., the Huadu Plant in China, and the Sunderland Plant in the U.K. Nissan will continue to manage VOCs at manufacturing sites.

*1 From fiscal year 2023 performance data, the scope of calculations is aligned with the consolidated financial group. Performance data up to and including fiscal year 2022 includes non-consolidated companies.
*2 Four sites of Nissan Motor and Nissan Motor Kyushu
*3 Based on GRI 303, total water consumption is total water withdrawn minus total water discharged as calculated by Nissan.

Collaborations with relevant partners

Nissan faces various risks in its operations, including climate change, the depletion of material and energy resources, and loss of biodiversity. To properly ascertain these environmental risks, it is important to build relationships of trust and engage in dialogue with both direct and indirect partners, such as customers, government agencies, companies including suppliers, investors, NGOs and NPOs. Nissan will reflect the identified risks and uncovered opportunities through such dialogue in its business activities. The aim is to minimize Nissan's negative impact on the environment while maximizing its positive impact, thereby achieving a sustainable society and business continuity.

Collaborations with customers

Nissan Zero Emission Fund

The Nissan Zero Emission Fund*1 aggregates the amount of CO_2 emissions avoided when participating customers drive their EVs, then monetizes it under the J-Credit system. The funds will then be returned to society and EV owners through activities related to decarbonization. In fiscal year 2024, a portion of past funds from credit certification and sales were used*2 for forest conservation and tree planting activities in Biei-cho, Hokkaido. In the future, Nissan will continue using this fund for social activities aimed at decarbonization, including forest conservation, environmental education, and support for the adoption of EVs.

Further alignment with governments and partner companies

Since 2006, Nissan has set medium-term goals under the Nissan Green Program and made efforts to move closer to a society that can realize its environmental philosophy of "a Symbiosis of People, Vehicles and Nature" by ensuring these goals are achieved. When the Paris Agreement was adopted at COP21 in 2015, we recognized the importance of the common goals of "holding the increase in the global average temperature to well below 2℃, and pursuing efforts to limit the temperature increase to 1.5℃ above preindustrial levels." We reaffirmed the consistency between these goals and Nissan's long-term vision. Recognizing the need to enhance our vision based on the IPCC special report published in January 2021, we declared the goal of achieving carbon neutrality across product life cycles, including business operations, by 2050. In November 2021, we announced Nissan Ambition 2030, which involves the promotion of electrification initiatives combined with ambitious actions. Creating an EV ecosystem requires cooperation with a wide range of partners, including national and local governments, and companies in other industries. In terms of cooperation with government, Nissan has participated in the GX League*3 since the beginning of 2022 to expand opportunities for cooperation and enhance the effectiveness of climate change initiatives.

Additionally, as shown in the table below, we reviewed the climate change stance of the automotive industry associations to which we belong and confirmed that they are aligned with the direction Nissan aims to pursue. Through the activities of these automotive industry associations, we will continue to collaborate within the automotive industry and take on the challenge of carbon neutrality together with our partners.

Results of reviews of stances at industry organizations of which Nissan is a member

Group	Paris Agreement Stance (the source)	Nissan Stance Aligned with Paris Agreement
Japan Automobile Manufacturers Association (JAMA)	▪ All out to achieve carbon neutrality (CN) in 2050 ▪ CN by 2050 is not achievable without breakthrough technologies, premised on inexpensive and stable CN electricity and requiring strong support incl. policy and financial measures (April 8, 2021: Probing deeper into energy conservation, issues and requests targeting CN in 2050)	▪ JAMA's goal of CN in 2050 aligned with Paris Agreement goals and Nissan's vision ▪ CEO Ivan Espinosa is the JAMA vice chair, Nissan executive officers are subcommittee chairs ▪ Developing fair and equitable LCA evaluations for autos focused on CN, promoting international LCA standardization through its subcommittee ▪ Nissan and JAMA aligned and will continue to cooperate toward CN in 2050
Japanese Business Federation (Keidanren)	▪ Environment is the foundation of business activities and daily life; a sustainable society is the business community's top concern ▪ Keidanren works with the government toward "CN by 2050" with unwavering determination (December 15, 2020: Toward CN by 2050 ("Society 5.0 with CN") Determination and Actions of the Business Community)	▪ Confirmed Keidanren's goal of CN in 2050 is consistent with Paris Agreement and Nissan's vision ▪ Nissan and Keidanren aligned and will continue to cooperate toward CN in 2050

*1 Click here for more information on the Nissan Zero Emission Fund. (Japanese only) https://n-link.nissan.co.jp/MANUAL/EV/ZEFUND/index.html
*2 Click here for more information. (Japanese only) https://global.nissannews.com/ja-JP/releases/240624-01-j
*3 Click here for more information on the GX League. https://gx-league.go.jp/en/

Collaborations with suppliers

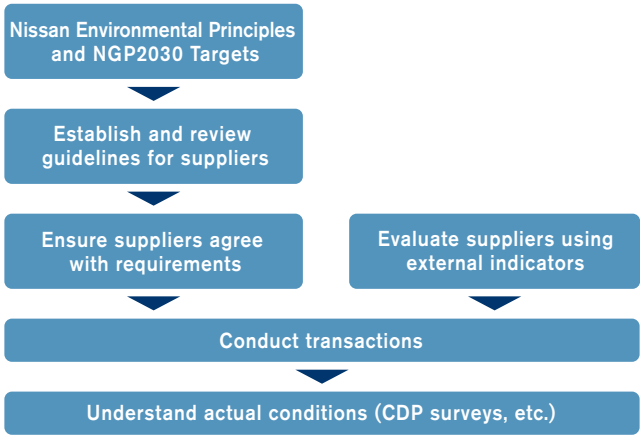
Policies and approaches to supplier management

Nissan believes that collaboration with suppliers is essential for achieving its environmental targets. To this end, we are working with suppliers to promote activities that reduce environmental impacts, including the formulation of guidelines, the holding of briefings, understanding the actual status of activities, and joint technological developments. In 2008, Nissan published the Nissan Green Purchasing Guidelines. The guidelines are reviewed and updated on an ongoing basis to reflect evolving societal expectations and environmental challenges. By sharing a common understanding of Nissan's environmental philosophy, our medium- and long-term environmental targets, and requirements for suppliers, we are mitigating the environmental footprint caused by suppliers and promoting responsible procurement.

Environmental activity briefing meeting

Supplier Selection Process and Environmental Considerations

When selecting suppliers, we incorporate environmental considerations into our evaluation criteria, and do business with suppliers that agree to meet the requirements set forth in Nissan's guidelines.



Working with suppliers to promote improvement activities

Environmental data surveys at supplier facilities

In 2012, Nissan began conducting surveys of supplier environmental data, and in 2014 we adopted the supply chain program developed by the international non-profit organization CDP. We conduct surveys related to climate change and water at supplier facilities that are chosen based on transaction amount, company size, and other factors. Based on survey results, we are encouraging some suppliers to improve their environmental initiatives.
(Fiscal year 2024 response rate: 78%)

CO_2 emission reduction activities with suppliers

To promote environmental impact reduction activities in the supply chain, Nissan obtains CO_2 emissions information from suppliers and conducts comparative assessments among them. With suppliers who wish to do so, we share information on CO_2 reduction progress as well as on Nissan's expected values and improvement measures to encourage further CO_2 reduction activities at their sites.
In terms of collaboration with suppliers, we will promote the use of low-CO_2 aluminum for parts that use aluminum as a raw material in all vehicles produced starting from fiscal year 2027 onwards.

Requirements for suppliers under the Nissan Green Purchasing Guidelines

Climate change	Resource Dependency	Air quality and water	Foundational enhancements
CO_2 emissions reduction activities (the following are perspectives on activities) · Establish a promotion system · Calculate entire supply chain CO_2 emissions · Plan and promote CO_2 reduction plans · Set science-based CO_2 reduction targets · Disclose information based on frameworks Provide information on CO_2 emissions	· Promote the use of sustainable materials · Report the use of sustainable materials	<Air quality> · Comply with and manage legal regulations, Nissan standards, and policies · Provide information <Water> · Reduce water usage · Manage wastewater quality · Respond to water surveys	· Establish environmental management · Designate managers for environmental impact · Manage suppliers · Respond to audits · Provide information on life cycle assessments · Response to environmental surveys

Third-party assurance

Independent Practitioner's Limited Assurance Report

To the Representative Executive Officer, President and CEO of Nissan Motor Co., Ltd.

Conclusion

We have performed a limited assurance engagement on whether selected environmental performance indicators (the "subject matter information" or the "SMI") presented in Nissan Motor Co., Ltd.'s (the "Company") Sustainability data book 2025 (the "Sustainability data book") for the year ended March 31,2025 have been prepared in accordance with the criteria (the "Criteria"), which are established by the Company and are explained in its Sustainability data book. The SMI subject to the assurance engagement is indicated in the Report with the symbol "★".

Based on the procedures performed and evidence obtained, nothing has come to our attention to cause us to believe that the Company's SMI for the year ended March 31,2025 is not prepared, in all material respects, in accordance with the Criteria.

Basis for Conclusion

We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information*, and International Standard on Assurance Engagements (ISAE) 3410, *Assurance Engagements on Greenhouse Gas Statements*, issued by the International Auditing and Assurance Standards Board (IAASB). Our responsibilities under those standards are further described in the "Our responsibilities" section of our report.

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA).

Our firm applies International Standard on Quality Management (ISQM) 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements*, issued by the IAASB. This standard requires the firm to design, implement and operate a system of quality management, including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Other information

Our conclusion on the SMI does not extend to any other information that accompanies or contains the SMI (hereafter referred to as "other information"). We have read the other information but have not performed any procedures with respect to the other information.

Responsibilities for the SMI

Management of the Company are responsible for:

- designing, implementing and maintaining internal controls relevant to the preparation of the SMI that is free from material misstatement, whether due to fraud or error;
- selecting or developing suitable criteria for preparing the SMI and appropriately referring to or describing the criteria used; and
- preparing the SMI in accordance with the Criteria.

Inherent limitations in preparing the SMI

As described in Sustainability data book, GHG emissions quantification is subject to uncertainty when measuring activity data, determining emission factors, and considering scientific uncertainty inherent in the Global Warming Potentials. Hence, the selection by management of a different but acceptable measurement method, activity data, emission factors, and relevant assumptions or parameters could have resulted in materially different amounts being reported.

Our responsibilities

We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the SMI is free from material misstatement, whether due to fraud or error;
- forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- reporting our conclusion to the Company's management.

Summary of the work we performed as the basis for our conclusion

We exercised professional judgment and maintained professional skepticism throughout the engagement. We designed and performed our procedures to obtain evidence about the SMI that is sufficient and appropriate to provide a basis for our conclusion. Our procedures selected depended on our understanding of the SMI and other engagement circumstances, and our consideration of areas where material misstatements are likely to arise. In carrying out our engagement, the procedures we performed primarily consisted of:

- assessing the suitability of the criteria applied to prepare the SMI;
- conducting interviews with the relevant personnel of the Company to obtain an understanding of the key processes, relevant systems and controls in place over the preparation of the SMI;
- performing analytical procedures including trend analysis;
- identifying and assessing the risks of material misstatements;
- performing a site visit at Oppama Plant of the Company which was determined through our risk assessment procedures;
- performing, on a sample basis, recalculation of amounts presented as part of the SMI;
- performing other evidence gathering procedures for selected samples; and
- evaluating whether the SMI was presented in accordance with the Criteria.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

/s/ Kenichiro Sato

Kenichiro Sato, Engagement Partner
KPMG AZSA Sustainability Co., Ltd.
Tokyo Office, Japan
July 10, 2025

Notes to the Reader of Assurance Report:
This is a copy of the Assurance Report and the original copies are kept separately by the Company and KPMG AZSA Sustainability Co., Ltd.

[Remarks] Basis of calculation for CO_2 emissions subject to third-party assurance

■ CO_2 emissions from Nissan Motor Co., Ltd. and consolidated subsidiaries: Calculated based on Nissan internal standards referencing the GHG Protocol. The energy input data of each site is based on invoices from suppliers, which are multiplied by publicly available CO_2 emission coefficients for Nissan Motor Co., Ltd. and each of its consolidated subsidiaries.
[Electricity]
- Japan: Adjusted emission factors in the "List of Emission Factors by Electricity Suppliers (for submission in 2024)" published by the Ministry of the Environment
- Other than Japan: Emission factors for each electricity supplier based on local contracts are used. If emission factors for each electricity supplier are not available, country-specific emission factors from IEA emission factors are used.

[Other than electricity]
- Japan: Emission factors listed in the "List of Calculation Methods and Emission Factors of the Greenhouse Gas Emissions Calculation, Reporting, and Disclosure System" published by the Ministry of the Environment
- Other than Japan: Emission factors published by each country

■ CO_2 emissions from purchased goods & services: The calculation formula has been revised based the fiscal year 2024 results. For each major product in the segments defined based on vehicle size and powertrain, the amount of CO_2 emissions per vehicle was calculated by applying data from Sphera Solutions Inc.'s GaBi database to the input volume of raw materials per vehicle. This figure was then multiplied by the global annual sales volume (partially including production volume) in fiscal year 2024 to determine the total CO_2 emissions.

■ CO_2 emissions from the use of sold products: The calculation formula has been revised based on the fiscal year 2024 results. Calculated using the average regional CO_2 emissions per vehicle multiplied by the regional estimated average life cycle mileage and multiplied by fiscal year 2024 sales volumes.
The average CO_2 emissions for the use phase were calculated using the Well-to-Wheel (WtW) factors defined in the Global Logistics Emissions Council (GLEC) Framework, covering the range from fuel extraction to tire movement. For each of our main regions (Japan, the U.S.A., EU and China), market-specific average was used and extrapolated from the average emissions of these markets for other markets. Estimated average lifetime mileages until end of life were set based on published country-by-country market average lifetime mileage data.

■ Quantification of CO_2 emissions is subject to uncertainties related to the measurement of activity data, the determination of emission factors, and scientific uncertainty involved in the determination of global warming potential (GWP).

Social

Approach to social issues

To further our corporate purpose, we formulated the Nissan Social Program 2030 (NSP2030), which implements the social aspects of Nissan Ambition 2030. It aims to transform Nissan into a people-centric company that continues to grow together with employees, suppliers, partners and broader society as a whole. In each focus area, we set our goals and indicators for 2030, as well as the value we aim to provide to society. The activities defined in NSP2030 are responsibly promoted by the function in charge.

The Global Sustainability Steering Committee (GSSC) discusses and decides on company-wide policies and the setting of goals pertaining to social responsibility, and reports on the progress of activities in each area. The most important discussions are proposed and reported to the Executive Committee, while the details of those discussions are also provided to the Board of Directors. The GSSC met twice in fiscal year 2024. The discussions mainly focused on NSP2030 progress, revision of human rights related policies/guidelines and sustainability issues related to the supply chain.

The sustainability data book reports both on progress made in NSP areas and achievements in human rights initiatives common to them.

Indicators in the executives' performance-based incentives

Nissan clearly demonstrates executives' commitment to sustainability by reflecting the results of efforts to become a sustainable company in our compensation. Since fiscal year 2021, we have incorporated the performance indicators for sustainability in performance-based cash incentives*1 that form a part of the long-term incentive program to increase its mid- to long-term corporate and social value. In fiscal year 2024, those performance indicators and evaluation weights were reviewed and updated to further strengthen social-related initiatives.

FY2021 - FY2023	External evaluation on respect for human rights (evaluation weight 5%)
<New>FY2024-	Global employee survey scores related to DEI (evaluation weight 10%)

*1 Click here for more information on the performance indicators for sustainability inperformance-based cash incentives, including the environment. >>> P010

NSP2030

Focus areas			Social value	2030 goal	Initiatives
Human rights	Safety		Reduction of traffic accidents and related casualties, contribution to building a safe and secure social system	Invest in new technologies, such as autonomous driving and connected car systems, to create safer, more efficient, and more personalized mobility solutions	· Expand ProPILOT · Incorporate next-generation LIDAR · Create traffic safety enlightenment tools and start activities · Promote driver/pedestrian education programs by each region
	Quality		Customer satisfaction and product safety/quality	Achieve top-level quality,*1 defect aim zero and no compliance issue	· Improve quality based on customer's feedback · Enhancement of audit capability
	Intellectual property		Efficient/effective promotion of innovation through IP Ecosystem for coexistence and co-prosperity of human, society and the earth	Contribute to solving social issues by promoting IP activities with others to foster innovation (IP Ecosystem)	· Promote IP creation · Secure IP protection · Explore IP licensing · Enforce IP (Anti-counterfeit)
	Responsible sourcing		Promotion of respect to human rights, and reduction and prevention of negative impact to human rights in supply chain	Establish a framework to promote respecting human rights in the supply chain to aim for "No human rights violation"	· Conduct human rights due diligence · Execute the grievance mechanism
	Communities		Provide learning opportunities, support disaster-affected areas, and address social issues faced by the community	Contribute to solving social issues through "Nissan-ness" as well as to empowering youth and children in communities	· Develop and promote community engagement initiatives
	Power of employees		Make Nissan a great place to work in which all employees feel empowered, supported, and can be their authentic selves, in order for them to realize their full potential		
		Employee human rights	· Culture of respect for human rights, specific rules development and promotion of penetration · Protection of individual dignity and status, empowerment	Respect human rights to realize "People centric"	· Expand scope of activities · Enhance due diligence and strengthen awareness
		Diversity, equity & 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	Realize an inclusive and exciting Nissan that values uniqueness	· Penetrate DEI mindset · Build employee driven DEI with executive sponsorship (ERG) · Enhance inclusive workplace and system · Expand scope to partners & communities
		Learning & development	· Enhance individual's employability · Nurture individuals who are prepared for rapid and significant societal changes (enhance adaptability of individuals)	Development a highly skilled and motivated workforce	· Launch and promote a globally consistent framework for learning and development · Make learning accessible for employees to upskill and re-skill in critical skills*2 areas · Leverage technology to improve learner experience · Identify and develop impactful learning opportunities · Review and re-architect talent acceleration programs
		Health & safety	· Increased productivity for society as a whole · Reduction of burden on medical institutions	· Increase people who work safely, securely and in good health · Realize a company that can work lively	· Improving of mental and physical health, well-being · Eradication of occupational accidents

*1 Top level: Top 3 in each market in product and sales & service quality
*2 Critical skills: Skills related to electrification, connected, autonomous driving, digital, advanced technologies, leadership

Human rights

Approach to human rights

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 neither condone discrimination or any other form of harassment — on the basis of race, ethnicity, national origin, culture, religion, gender, sex, sexual orientation, gender expression, gender identity, disability, marital status, or any other characteristic — nor tolerate infringements of 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 year 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 pertaining to respect for human rights 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 (EC), 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. In response, we have continued to work on this as a regular cross-functional activity from fiscal year 2022 onward. In addition, to instill human rights initiatives to an even greater degree among employees and the supply chain, etc., each major department, including HR and Purchasing, has promoted the implementation of human rights initiatives at the day-to-day management level.

Nissan will continue working 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.

Revision of the Nissan Human Rights Policy

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).

Moreover, based on the UN Guiding Principles on Business and Human Rights (UNGP), Nissan formulated and published the Nissan Human Rights Policy Statement (First Edition) in June 2017 to actively prevent adverse human rights impacts. Following a revision of the policy statement in July 2021, Nissan updated it for a second time in March 2025 and relaunched it as the Nissan Human Rights Policy*1.The main point of the revision is to further strengthen initiatives in two ways: by requesting that not only Nissan but also its business partners in the value chain conduct activities in a way that aligns with this policy; and by showing Nissan's commitment to dialogue with its stakeholders.

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

In addition, also in March 2025, Nissan updated the Nissan Global Guideline on Human Rights,*1 which outlines the details of specific measures for employees regarding respect for human rights, with the aim of ensuring more thorough compliance with and implementation of the policy. 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.

Furthermore, in anticipation of complying with requirements such as European regulations, we established the Nissan Sustainability Due Diligence Standard*2 in March 2025. This defines the basic philosophy of and procedures for Nissan's due diligence with regard to impacts on sustainability aspects, such as the environment and human rights. Under the revised policy 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.

Milestones related to respect for human rights

FY	Approaches	Activities
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 results (published 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 internal reporting system
2018	· Announces Nissan Sustainability 2022	· Conducts human rights assessment at corporate level
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 · Publishes revision to Global Code of Conduct	· Conducts a human rights assessment at Nissan (China) Investment Co., Ltd. · Firmly established as cross-functional activity, further strengthened respect for human rights efforts
2023	· Announces Nissan Social Program 2030*3 · Revises from Customer Privacy Policy to Global Data Privacy Policy*4 · Updates Global Code of Conduct*5	· Updates Nissan CSR Guidelines for Suppliers · Implements human rights due diligence at consolidated subsidiaries (expansion of scope) · Establishes human rights hotline for suppliers · Promotes efforts to respect human rights by functional department*6 at day-to-day management level · Updates priority areas for human rights assessment at corporate level
2024	· Publishes revision to Nissan Human Rights Policy · Publishes revision to Nissan Global Guideline on Human Rights · Publishes Nissan Sustainability Due Diligence Standard · Revises from Global Minerals Sourcing Policy to Responsible Materials Sourcing Policy*7 · Revises from Nissan Supplier CSR Guidelines to Nissan Supplier Sustainability Guidelines*8	· Continues the implementation of human rights due diligence at consolidated subsidiaries · Expands operation of human rights hotline for suppliers · Strengthens the responsible procurement of raw materials such as natural rubber · Strengthens initiatives to respect human rights by function at the day-to-day management level*9

*1 Click here for more information on the Nissan Global Guideline on Human Rights (revised version). https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/HUMAN_RIGHTS_GUIDELINE/
*2 Click here for more information on the Nissan Sustainability Due Diligence Standard. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/DUE_DILIGENCE/
*3 Click her for more information on Nissan Social Program 2030. >>> P008
*4 Click here for more information on Global Data Privacy Policy. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/Data_Privacy_e.pdf
*5 Click here for more information on the Global Code of Conduct. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/NISSAN_GCC_E.pdf
*6 There are managers who promote human rights initiatives in departments such as HR, Purchasing, Communication and other related functions. To instill human rights in the supply chain, the purchasing management departments are working with suppliers to strengthen initiatives such as human rights, the environment, and responsible materials sourcing.
*7 Click here for more information on the Responsible Materials Sourcing Policy. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/MATERIALS_SOURCING/
*8 Click here for more information on the Nissan Supplier Sustainability Guidelines https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/SUPPLIERS/
*9 Click here for more information on the initiatives in HR departments >>> P093

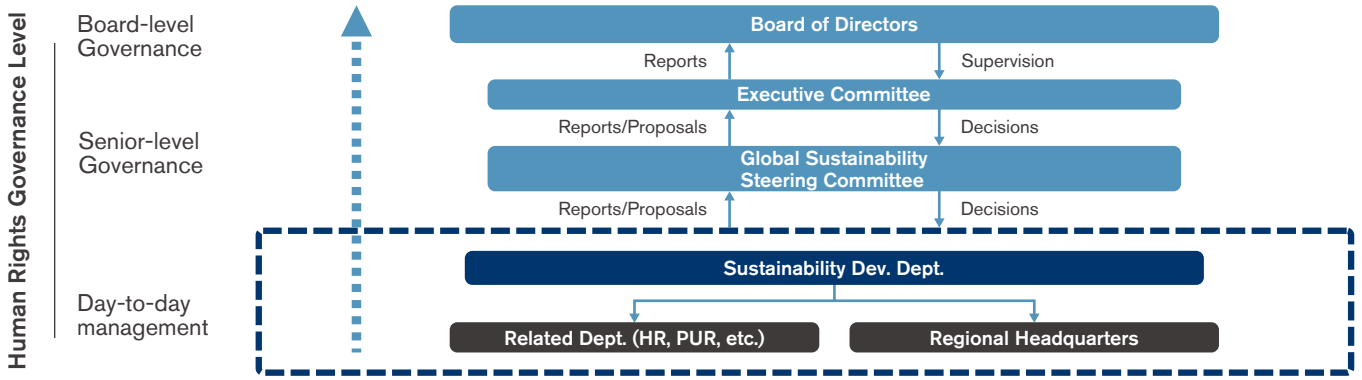
Human rights management

At Nissan, governance related to human rights is directed by the Global Sustainability Steering Committee (GSSC) in accordance with the Nissan Human Rights Policy Statement. In fiscal year 2022, the governance structure was revised and examined. Specifically, as part of day-to-day management, related functions and overseas regional headquarters regularly report progress to the Sustainability Development Department, which oversees human rights initiatives. The Sustainability Development Department reports or makes proposals to the GSSC and EC, which also reports as well as to the Board of Directors. Since fiscal year 2021, we have added an item related to respect for human rights as a sustainability evaluation indicator in the performance-based cash incentives that form a part of the long-term executives' incentive compensation program.*1 While working to ensure that respect for human rights is instilled and becomes firmly established, we will strengthen our human rights governance system, from day-to-day management to the board level, to ensure that human rights are respected at all levels of Nissan's business activities. From fiscal year 2022 onward, we have been working to resolve the four human rights issue areas clarified by the human rights special project team in fiscal year 2021 — (1) Expand the scope of employee human rights due diligence; (2) expand and strengthen human rights training; (3) establish grievance mechanisms for suppliers; and (4) conduct and strengthen stakeholder engagement (including responses to serious allegations), with (5) dealer human rights due diligence being newly added in fiscal year 2024. This is performed in a global and cross-functional manner that involves the Sustainability Development Department, HR, Purchasing, Communication and other related functions, including regional headquarters. The progress and results of each activity in respect of human rights was reported twice to GSSC and also to EC, the highest decision-making body. Nissan regularly reviews Nissan Human Rights Policy 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. We continuously conduct human rights due diligence based on these policies, in order to enhance 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. The status of these initiatives is regularly reported to companywide Corporate Risk Management Committee.*2 As one of the important activities of the Nissan Social Program 2030, in fiscal year 2024 our initiatives related to respect for human rights were again reported to EC and the Board of Directors.

Items	FY2024 Objective	FY2024 Result
① Employee human rights due diligence	Implementation of human rights due diligence	Implemented, being followed up with improvement plan
② Human rights training	Implement human rights e-Learning (updated version), etc.	Implemented globally
③ Grievance mechanisms for suppliers	Expanded the content and scope of reporting	Expanded operation of the human rights hotline · In addition to human rights, environmental and community life were added · Also opened to battery suppliers
④ Stakeholder engagement (including responses to serious allegations)	Implement FY2024 communication plan (including confirmation of process for serious allegations)	Implemented (roundtable with media/analysts on NGP/NSP2030 launch, engagement with NGOs/international organizations/unions)
⑤ Dealer human rights due diligence	Incorporated Nissan Human Rights Policy into contracts and established due diligence process	Nissan Human Rights Policy has been incorporated into global dealer contracts, and a dealer due diligence framework is being developed using the existing TPC*3 process.

Human rights governance structure



*1 Performance indicators for sustainability in performance-based cash incentives were updated in 2024. Click here for more information. >>> P010
*2 Click here for more information on risk management enhancement efforts. >>> P132
*3 TPC: An abbreviation for Third Party Compliance

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 (UNGP) and the OECD*1 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.

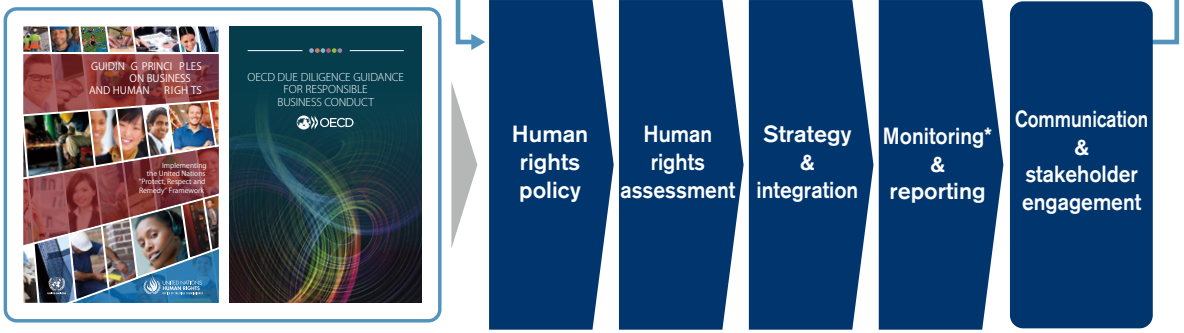
We also apply the same process to our supply chain and regularly conduct third-party sustainability assessments based on the "Nissan Supplier Sustainability Guidelines." The results are monitored and improvements are made with suppliers.*2 Please refer to the Employee Human Rights*3 and Responsible Sourcing sections, respectively, for further information on employee human rights and human rights initiatives in the supply chain.

Update of priority focus areas for respecting human rights

In fiscal year 2023, in cooperation with Business for Social Responsibility (BSR), a U.S. NPO promoting sustainability, we identified and updated priority focus areas for respecting human rights as part of our second corporate-level human rights assessment since 2018.

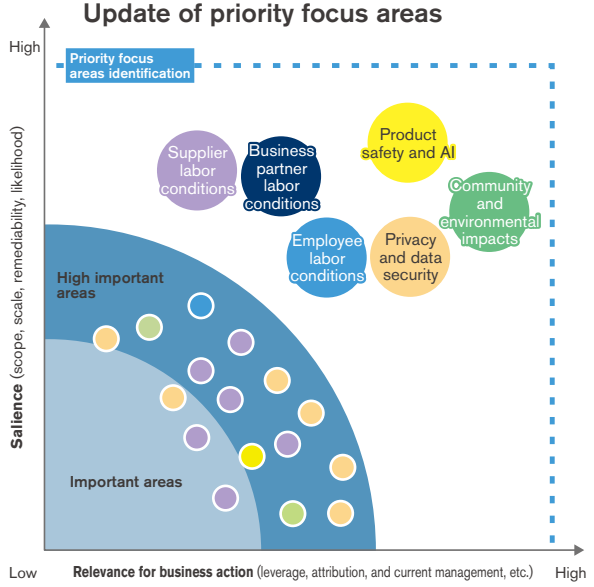
Specifically, to identify factors that impact human rights as an automobile manufacturer, we conducted a human rights assessment from two perspectives — salience (scope, scale, remediability, likelihood) and relevance for business action (leverage, attribution, current management, etc.) — and classified them into high important areas and important areas. The six priority focus areas that Nissan should address by incorporating business strategies and business activities from among the elements identified as priorities were specified, namely 1) employee labor conditions, 2) supplier labor conditions, 3) product safety and AI, 4) privacy and data security, 5) business partner labor conditions, and 6) community and the environmental impacts. Going forward, we plan to strengthen our efforts in each area based on the results of this assessment.

Human rights due diligence process



* Incl. Grievance Mechanism

Update of priority focus areas



*1 Organization for Economic Co-operation and Development
*2 Click here for more information on supply chain-related human rights initiatives. >>> P084
*3 Click here for more information on employee human rights initiatives. >>> P093

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
· Nissan Supplier Sustainability Guidelines https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/SUPPLIERS/
· Responsible Materials Sourcing Policy https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/MATERIALS_SOURCING/

Stakeholder engagement on human rights

<External stakeholder initiatives>

In fiscal year 2024, we continued to hold dialogues over several occasions to engage with external stakeholders.

Initiatives related to NPOs and NGOs

We participated in the Stakeholder Engagement Program (FY2024)*1 organized by Caux Round Table Japan (CRT Japan), a non-profit organization. Through continued dialogue with participating companies, NPOs/NGOs, and academic experts, we deepened our understanding of a broad range of social issues, particularly those related to human rights and the environment. These discussions helped us gain insights into the background to the occurrence of human rights issues, the relationship between business activities and human rights, key human rights concerns, and the importance of conducting business in a way that respects human rights. We also recognized the importance of collaborating with labor unions in order to reflect the perspectives of potentially vulnerable employees — particularly direct employees — in our activities.

In addition, in March 2024, we held a dialogue with Amnesty International Japan, Japan section of the international human rights NGO Amnesty International. In addition to gratefully receiving valuable opinions with regard to stakeholder involvement in the process of formulating and revising Nissan Human Rights Policy, its scope, content/priority areas, and operation, we received multifaceted and thought-provoking feedback regarding Nissan's human rights initiatives and expectations for the automobile industry.

Further, in November 2024, we engaged in dialogue with both the international secretariat and Japan section of Amnesty International. The discussions focused on Nissan's policies and guidelines—particularly in relation to the mineral supply chain—as well as our initiatives related to human rights due diligence. These interactions further enhanced our understanding of social expectations and will inform future policy updates and the strengthening of our initiatives.

Initiatives related to international organizations

In addition to dialogue through stakeholder engagement programs previously described, we implemented the following initiatives. In October 2024, we held discussions with the International Labour Organization (ILO), during which we reaffirmed as a key expectation for the automotive industry the importance of social dialogue including communication with employees, labor-management discussions, and engagement with local governments and labor unions in countries where we operate. Based on this, we initiated engagement with the Nissan Motor Workers' Union on a wide range of human rights topics.*2

Participating in the 2024 UNDP "Business and Human Rights Project" (supported by the Japanese government) gave us the opportunity to deepen our understanding of the UNGP and review each of our own initiatives through group training led by human rights experts. We also exchanged views with other participating companies on such themes as the establishment of human rights policies, due diligence processes, and grievance mechanisms as well as communication and expectations of institutional investors. On this project, Nissan was highly commended for its internationally recognized policies and management systems that respect human rights and its establishment of a cross-functional structure to address human rights issues. Nissan also received advice on addressing potential risks, strengthening activities according to their impact and priority, and enhancing the disclosure of information on human rights activities.

CAUX ROUND TABLE

*1 Click here for more information related to this program (Japanese only) https://crt-japan.jp/human-rights/she-program_archive/
*2 Click here for more information related to this engagement. >>> P071

<Internal stakeholder initiatives>

In fiscal year 2024, we conducted engagement with the Nissan Motor Workers' Union as an organization representing employees, who are the most important internal stakeholders in human rights activities.

Engagement conducted with the Nissan Motor Workers' Union (October 2024)

Specifically, in October 2024, we visited the Nissan Motor Workers' Union and held a dialogue on a broad range of human rights topics with the Central Executive Committee Chair, and the Central Secretary-General. Multiple members from Nissan participated, including representatives from HR and the Sustainability Development Department. Opinions were shared covering various human rights-related issues such as grievance mechanisms, discrimination and harassment, diversity, and health and safety. It was a valuable opportunity to hear the authentic voices of employees conveyed through the labor union.

Based on this dialogue, we will strive to implement internal improvements, including conducting harassment training. In addition, in light of the growing awareness of human rights not only at Nissan but across the automotive industry as a whole, we reaffirmed the importance of constructive collaboration based on strong labor-management relations and also reconfirmed our cooperative framework.

Strengthening of engagement-based policies and activities

Nissan further strengthened its commitment to respecting human rights by ensuring that the points and feedback received from this series of internal and external stakeholder engagements on human rights were reflected in revising and newly formulating the following policies, guidelines, and standards as well as in related activities implemented in March 2025.

- Nissan Human Rights Policy*1
- Nissan Global Guideline on Human Rights*2
- Nissan Sustainability Due Diligence Standard*3
- Nissan Supplier Sustainability Guidelines*4
- Responsible Materials Sourcing Policy*5

Going forward, Nissan will further strengthen its efforts while reflecting the opinions received from internal and external stakeholders in its human rights initiatives, including human rights risk assessments, reports, and communications. We will promote these initiatives not only at Nissan but through ongoing dialogue with all of Nissan's stakeholders, including the rights holders*6 in the supply chain mentioned.

*1 Click here for more information on the Nissan Human Rights Policy. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/HUMAN_RIGHTS/
*2 Click here for more information on the Nissan Global Guideline on Human Rights. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/HUMAN_RIGHTS_GUIDELINE/
*3 Click here for more information on the Nissan Sustainability Due Diligence Standard. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/DUE_DILIGENCE/
*4 Click here for more information on the Nissan Supplier Sustainability Guidelines. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/SUPPLIERS/
*5 Click here for more information on the Responsible Materials Sourcing Policy. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/MATERIALS_SOURCING/
*6 Rights holders: Human rights systems that companies should respect.

Safety

Approach to safety

The automobile has transformed people's lives, bringing mobility, convenience, and the pleasure of driving. At the same time, according to the Global status report on road Safety 2023 published by the World Health Organization (WHO), approximately 1.19 million people worldwide die annually as a result of road traffic crashes. This is the 12th leading cause of death worldwide.
Nissan designs and engineers cars that embody the pleasure and richness of driving while offering a high level of safety in the real world. Our goal is zero fatalities: reducing the number of deaths from crashes involving Nissan vehicles to virtually zero. We continue working on safety initiatives toward achieving this goal.

Safety management

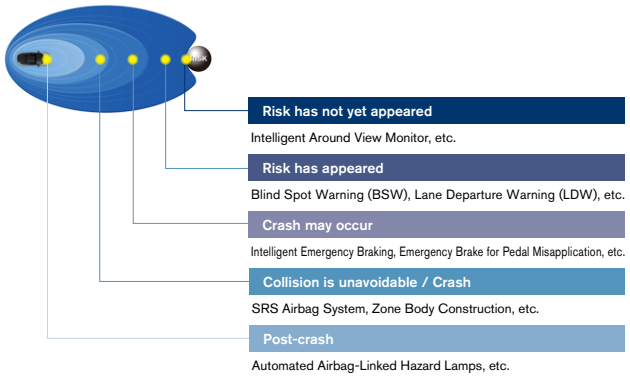
Based on an analysis of accidents that have occurred in the real world, Nissan believes that the most effective way to achieve our goal is to reduce the number of accidents itself rather than just improving the safety performance in the event of a collision. We are thus aiming to achieve virtually collision-free cars. 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 through the Traffic Safety Future Creation Lab, a virtual research laboratory established in collaboration with academia.

Safety achievements

Aiming for Virtually Collision-Free Cars

Nissan's approach to safety technology development is based on the Safety Shield concept, which aims to support the safety of vehicle occupants in a variety of scenarios with the overall goal of preventing collisions where possible and, in case of unavoidable collisions, mitigating damage and injuries. Among these initiatives, driver assistance technologies that help avoid collisions can be particularly effective, and Nissan is actively promoting the development and adoption of such new technologies.
We are committed as an automobile manufacturer to widespread availability of our safety technologies.

Safety Shield Concept*1



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

Enhancement of Nissan's safety technologies and external ratings acquired*1

The New Car Assessment Program (NCAP) are being implemented in many markets worldwide, and have expanded their evaluation items from crash safety only to daily driving safety support, hazard avoidance support, and post-accident safety, and is moving toward an assessment of the total safety performance of a vehicle. Based its Safety Shield concept, Nissan offers not only collision safety technologies, but also hazard avoidance support technologies such as Intelligent Emergency Braking*2, Intelligent Lane Intervention, Emergency Assist for Pedal Misapplication, and 360° Safety Assist*3 as well as the SOS Call system, which assists in the arrangement of ambulances after an accident if needed. These have been actively adopted, and our vehicles have earned high safety ratings on many publicly disclosed tests held in various regions. In addition, Nissan is actively participating in industry activities such as those organized by the Japan Automobile Manufacturers Association (JAMA) and Society of Automotive Engineers of Japan (JSAE) to promote the vehicle safety measures activities and the strategic standardization activities, while contributing to the creation of the international regulations and de jure standards (ISO) of "performance evaluation test methods". In recent years, standardization activities have become more important in terms of creating markets and securing competitive advantages. By providing technologies that meet international standards through these standardization activities, Nissan will support the development of healthy global markets and realize innovation that solves social issues.

ProPILOT Assist - advanced driver assistance technology

The ProPILOT Assist is a system that assists with acceleration, braking, and steering under certain conditions, such as on highways, to reduce the burden on the driver. This technology has been commercialized since 2016 and is currently installed in a wide range of vehicles, from "kei" cars to premium SUVs. In 2019, ProPILOT Assist 2.0, which enables navigated highway driving with hands-off single-lane driving capabilities. This technology has been highly acclaimed by customers around the world as a technology that reduces stress and fatigue and provides peace of mind. It has also achieved "very good" rating in Euro NCAP's Assisted Driving assessment.

Next-generation ProPILOT Assist

Nissan aims to realize safe and reliable autonomous driving. We are developing the next-generation ProPILOT Assist system with embodied AI technology to provide door-to-door driving assistance that enables driving on ordinary roads and within areas where detailed map information is not available. In order for customers to be able to use this technology with peace of mind, we believe that driver assistance technology is needed to avoid accidents that occur in complex situations. Toward this end, we are developing ground truth perception technology, which aims to lead to dramatic enhancements in the collision avoidance performance of vehicles. This technology makes it possible to accurately capture information about the surroundings, make near-instantaneous decisions, and help avoid conflicts in complex situations where it is extremely difficult to make decisions. Nissan believes that this technology will make a significant contribution to reducing accidents by assisting drivers. We plan to adopt this next-generation ProPILOT Assist technology in new models from 2027 onward, providing drivers with an even safer and less fatiguing driving experience.*4

Promote educational initiatives for traffic safety activities

Traffic crashes 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*5, Nissan's Omoiyari Light Promotion*6 urges drivers to turn on their headlights earlier in the evening. We have actively supported 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*7 in 2018 together with a research department in Niigata University. One of the outcomes from these efforts is the "Wheel Spinning (Guru-Guru) Exercise,"*8 developed in March 2020, which promotes and encourages safe driving among senior drivers.
Furthermore, in March 2021, we established a virtual laboratory called the Traffic Safety Future Creation Lab,*9 which is committed to traffic safety with the aim of creating a mobile society with virtually zero traffic fatalities by standing by anyone who has concerns or inconveniences in their life and mobility.
In collaboration with institutions such as Kitasato University, Sagami Women's University, Niigata University, and Toin

*1 Click here for more information on major external safety ratings (Based on fiscal year 2024 assessments) >>> P160
*2 Automatic Emergency Braking in North America
*3 Nissan Safety Shield® 360 in North America. Nissan Safety Shield technologies can't prevent all collisions or warn in all situations.
*4 Click here for more information. https://global.nissannews.com/en/releases/250410-01-e
*5 Click here for more information on the Hello Safety Campaign. (Japanese only) https://www.nissan-global.com/JP/SUSTAINABILITY/SOCIAL/SAFETY/HELLOSAFETY/
*6 Click here for more information on the Omoiyari Light Promotion. (Japanese only) https://www.omoiyari-light.com
*7 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.
*8 Click here for more information on the "Wheel Spinning (Guru-Guru) Exercise". (Japanese only) https://www.nissan-global.com/JP/SUSTAINABILITY/SOCIAL/SAFETY/HELLOSAFETY/TAISOU/
*9 Click here for more information on the Traffic Safety Future Creation Lab. (Japanese only) https://www.nissan-global.com/JP/SUSTAINABILITY/SOCIAL/SAFETY/HELLOSAFETY/LAB/

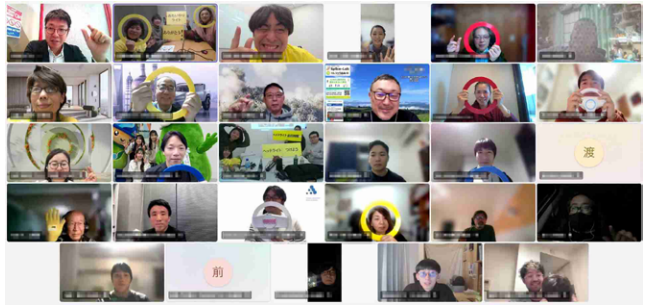
University of Yokohama, Nissan regularly shares the outcomes of its research and initiatives. In March 2024, the company launched the VR experience "NISSAN Heritage Cars & Safe Driving Studio,"*1 which allows users to explore the history of Nissan's iconic heritage vehicles and experience research on traffic safety. Additionally, in November 2024, Niigata University's initiative involving the "Wheel Spinning (Guru-Guru) Exercise," conducted in partnership with Nissan, received the Sports Agency Commissioner Prize at the 13th "Extend Healthy Life Expectancy! Award."

Omoiyari Light Promotion

On and around November 10, designated Day of Good Lighting, we supported people nationwide in taking the initiative to encourage drivers to turn on their headlights. This year, supporters from 19 locations from Hokkaido to Kagoshima participated in the event, which was named the Thank You for Lighting Activity.
In addition, a nationwide debriefing session was held in December 2024 together with a "Wheel Spinning (Guru-Guru) Exercise" event. Participants from around Japan shared their ideas and tips to get drivers to turn on their headlights. The participants encouraged each other, and the session gave rise to new insights.

Taking the initiative nationwide to encourage drivers to turn on their headlights nationwide

Throughout the year, the Global Headquarters Gallery hosts daily presentations at dusk by "Nissan PR specialist" staff members about the Omoiyari Light Promotion. These activities have helped our Omoiyari Light Promotion steadily gain broad acceptance among the public.



Nationwide debriefing session for the Omoiyari Light Promotion also featuring a "Wheel Spinning (Guru-Guru) Exercise" event

Traffic safety future creation lab

This laboratory is prioritizing reduction of the number of traffic crashes caused by elderly drivers, which has been identified as a key societal issue in Japan. This year, as part of measures to promote the Wheel Spinning (Guru-Guru) Exercise, which is designed to improve the muscular strength, flexibility, and balance necessary for safe driving, particularly among older drivers, we launched a nationwide baton relay of Wheel Spinning (Guru-Guru) Exercise under the slogan "Let's Expand the Circle of Friends with the Wheel Spinning (Guru-Guru) Exercise."

"Let's Expand the Circle of Friends with the Wheel Spinning (Guru-Guru) Exercise" held at various locations

In addition, we released new content within the VR world "NISSAN Heritage Cars & Safe Driving Studio" that teaches the importance of pedestrian crosswalks. From now on, we will continue to implement various initiatives to reduce traffic crashes.

VR experience comparing driver's visibility with and without a pedestrian crosswalk

*1 Click here for more information on the NISSAN Heritage Cars & Safe Driving Studio featured under social implementation.(Japanese only) https://www.nissan-global.com/JP/SUSTAINABILITY/SOCIAL/SAFETY/HELLOSAFETY/LAB/ACTIVITY/

Quality

Approach to quality

Product evaluations and automaker brand value are dependent on customer perception of quality. Rapid technical innovations are seeing customers demand ever-higher levels of quality.
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.
The Nissan Social Program 2030 aims to achieve top-level quality and is undertaking initiatives to achieve the goal of eliminating quality defects and compliance issues.
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 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, while listening to the feedback of every customer with sincerity.
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 vehicles 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.

Quality management

Ensuring the safety of customers and providing the quality they expect are both important issues. To achieve sustainable growth as a trustworthy company, Nissan has created an 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. A manual addressing all quality items is prepared and updated as necessary to ensure thorough quality management. Annual training on the guidelines for establishing and implementing a quality management system is also conducted. This training is mandatory for all employees.
23 out of 23 vehicle production bases*1, including consolidated and non-consolidated sites, have acquired ISO9001 certification.

*1 Excluding non-consolidated OEM plants

Management systems for quality

To achieve top-level quality, we have assigned a number of Corporate Executives, 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.

Quality achievements

Reflecting customer feedback in activities to enhance quality

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 planning 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, contact 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. A portion of this FAQ is made available to customers so they can solve problems themselves, saving them the trouble of making inquiries.
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.

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, design, R&D, manufacturing, sales, and services. 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 questionnaires submitted by vehicle owners, 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 to foster this mindset and providing opportunities to experience customer feedback on a daily basis.
One example of this is the companywide “Customer Centric Workshop,” in which participants learn to understand customers’ concerns, think about what they can do for them, and experience the importance of providing products and services that exceed customers’ expectations motivated by compliments from customers.
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 from the market, improvement activities based on customer feedback, and activities aimed at meeting targets. The forums are organized cross-functionally by all divisions from R&D to service that incorporate experiential events to raise all employees' focus on customers and the importance of quality. 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, which has played a key role in *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. In addition, we are improving product quality to satisfy as many customers as possible by reliably identifying customer dissatisfaction and implementing countermeasure activities in all processes to eliminate any issues.

Approaches in development and at manufacturing plants

Improving perceived quality and developing vehicles with valued designs

Perceived quality is the quality felt when seeing, touching, and operating a vehicle.
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 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.

Implementing quality evaluation envisioning a myriad of situations

Each of our production cars and development models is evaluated using a system called VES*1 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 "VES Masters," can perform our strict daily assessments.

The assessment process evaluates the vehicle's interior and exterior and evaluates it while it is in operation, focusing on whether it meets quality standards defined in terms of customer requirements. During the running evaluations, carried out on actual roads, assessors evaluate 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 CQE, who envisages different use scenarios for Nissan vehicles and carries out stringent quality checks accordingly.

Activities to improve market quality

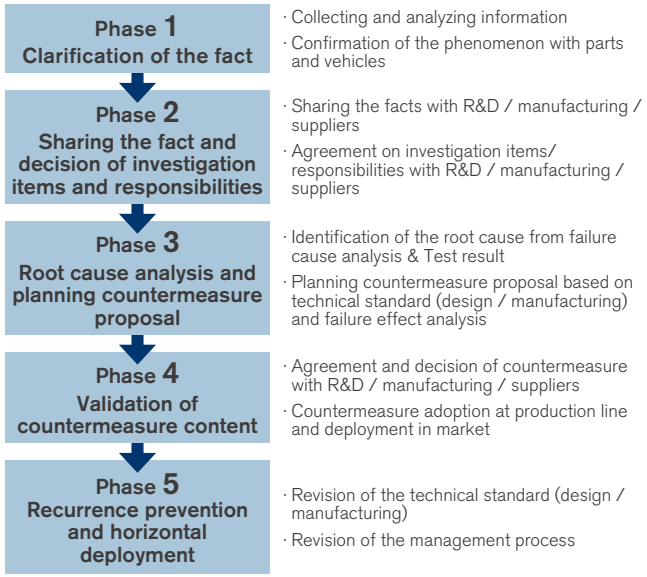
Swiftly improving quality in local markets

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 15 FQCs in Japan, the U.S., Europe, China, Mexico, Brazil, South Africa, India, Australia, Thailand, and other locations.

Our FQCs conduct market quality research and analysis in five phases.

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.

Fair and prompt response to material quality issues

While we consider it our responsibility to do our best to prevent product defects from occurring, it is also our duty to be prepared for any contingency in the manufacture of cars, which are 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

*1 VES stands for "Vehicle Evaluation Standard." VES is a quality evaluation system, in which specially trained experts assess vehicles using more than 300 quality assessment criteria established from the customer's perspective.

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 FY2024*1

Country / Region	Number of recalls	Recalled vehicles (1,000 units)
Japan	13	386
North America	20	639
Europe	14	130
Other	13	100
Global	42*1	1,256

Approaches with suppliers

Nissan is working with suppliers to improve the quality of parts from the design stage at all production sites, including addressing risks related to parts quality and supply.

Promoting risk evaluation and reduction management among suppliers

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 offer support for suppliers' efforts to meet the quality control standards we require.
In addition to these activities, we 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 mass production. We have created a system called Nissan Product Quality Procedure (NPQP)*2 for regulating the necessary quality assurance across this entire series of activities. The NPQP requires tests to be carried out on every component delivered to confirm their high quality.
We developed the Automotive-parts Supplier Evaluation Standard (ASES)*2 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. We also ensure that all parts are material certified through a quality control system that coordinates with suppliers, both in the manufacturing process as well as for component materials.
More than 1,000 personnel from all suppliers participate in NPQP training held each year. Through this training, we promote and ensure supplier understanding of the NPQP, thereby establishing a system such that accurate parts are delivered.
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)*2 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.

*1 Each recall action is counted as one case, so the total number of recalls in each country and region is not equal to the global number of recalls. We respond to all safety-related investigation requests from authorities in each country.
*2 Click here for more information on NPQP, ASES, and SHC. https://www.nissan-global.com/EN/SUSTAINABILITY/SOCIAL/QUALITY/PRODUCTS/ASSURANCE/

Improving sales and service quality

Nissan continues to improve not only vehicle quality but also quality of services at Nissan dealerships seeking to exceed customer expectations at all touch points. Certainly, it's not an easy task as customer expectations are constantly evolving. However, at Nissan we have a clear plan on how to manage it. Operational excellence will be our continuous focus to address the basics of customer satisfaction. Additionally, we strive to provide our customers with an enriched dealership experience that is seamless and personalized, through innovative management of sales and service quality at dealerships around the world.

Global dealership guideline updates

Several examples out of many are explained below to showcase how Nissan exerts its efforts to exceed customer expectations.
First, Nissan Sales and Service Way (NSSW) is a set of global process guidelines aiming at constantly improving customer experiences especially during his/her vehicle purchasing and servicing process, which involves any dealership interactions. We regularly revise these guidelines to reflect the evolution of customer trends and needs, and ultimately offer a better experience at all touch points whether it is physical or digital, or both. The latest NSSW update covers Connected Car Services (CCS) to support customers in CCS experience.
Nissan Academy, our Learning and Development team for dealers, creates and conducts various training programs to support dealer personnel from dealership staff to management, to better serve our customers now and in the future. We have created a diverse set of programs including brand, product, and behavior trainings.
To enhance our activities at the dealership, we also continue training our field team members, who support our dealer partners to be successfully sustainable by analyzing dealer operations, developing improvement plans based on their individual situations, and supporting their implementation.
Nissan Retail Concept (NRC) is a new dealership layout and design that has been rolled out globally with an intention to appeal to all customers. Customers that come for purchasing new vehicles or the ones coming to service their cars can be hosted in a welcoming and comfortable environment. The key elements of the brand such as, electrified vehicles, NISMO performance sub-brand, light commercial vehicles, Nissan Certified Pre-owned (used vehicle program) are all showcased in the NRC environment. We continuously develop this concept around the world.

Quick Voice of Customer (QVOC) to reflect customer feedback

Focusing on the voice of each individual customer and quick problem resolution, we implemented QVOC. It is not only a standardized survey by third party, but rather a powerful tool to capture customer's feedback with simple questions and free comment. In order to deliver wow experience, we are monitoring whether the provided experience exceeded customer expectation through this QVOC. In case a customer shows any concern, QVOC provides the dealer / Nissan a hot alert and allows the dealer to quickly resolve the specific customer's concern and thereby increases customer advocacy for Nissan. It is one of our important focus initiatives to consistently improve customer satisfaction.
At Nissan, we are always thinking of the customer and QVOC is just one of the tools that we use to provide customers unparalleled customer experience.

New logo Nissan dealer outlet

Intellectual property

Approach to intellectual property

In recent years, the Intellectual Property (IP) environment in the automotive industry has been undergoing significant change and diversification. Due to technological development having shifted to areas referred to as “CASE”, the areas in which innovation is created have also changed. In accordance with that change, protection methods are not limited to traditional industrial IP rights, and the importance of managing a broader range of assets is increasing, encompassing software and data management as well as the black-boxing of know-how. In addition, due to changes in technological development, opportunities for the utilization (Sell/Buy, License, Enforcement, and so on) of IP between increasingly diverse industries will increase, and crossover between industries will become more active. For example, dealing with the standard essential patents that must be used when adopting technical standards in new areas, and new IP disputes with non-competing entities other than automakers are also on the rise.

In the counterfeit goods market, where IP is used illegally, the distribution and sales channels for counterfeit products are also changing from stores to e-commerce sites as the internationalization of supply chains continues to accelerate. In this way faced with a diverse innovation environment, an active IP utilization environment, and a changing market for counterfeit products, Nissan recognizes the following social opportunities and threats.

- In an environment in which global IP is properly respected and efficiently utilized, and the creation and utilization of innovation stimulated in a healthy manner, IP can contribute greatly to solving a variety of social and environmental problems.
- In contrast, overlooking the expansion of the counterfeit product market, which has become a breeding ground for illegal use of IP, threatens to obstruct the creation of an environment that promotes the creation and utilization of innovation in a healthy manner, as described above.

Based on these changing environments, social opportunities and threats, Nissan aims to promote global innovation, and the coexistence and co-prosperity of individuals, society, and the earth, through appropriate utilization of IP.

To achieve these aims, we are promoting the establishment of an IP ecosystem*1 through the creation, protection, and utilization of IP in a flexible and effective manner, while remaining aware of any changes in the IP environment, and through measures taken in accordance with the law, such as the appropriate exercise of rights and measures to combat counterfeit products. We are particularly focused on developing our IP management as well as the mutual use of our own and other companies’ IP while promoting innovation not only within Nissan but throughout the market.

We are also eager to contribute to the realization of a healthy IP ecosystem by leading revitalization of the IP market.

We aim to prevent the distribution of potentially harmful counterfeit products by enforcing IP rights and applying the Unfair Competition Prevention Act, in cooperation with administrative agencies of multiple countries.

IP-related management

Under its global IP policy, Nissan is working to strengthen IP by raising awareness of its importance and the need for its effective management and operation on a companywide basis. To better evaluate the various IP-related issues

To better evaluate the various IP-related issues from multiple angles and to rapidly deduce the appropriate direction to take, we have put in place an IP Specialist Support Committee, which comprises members from a variety of divisions, including the product planning, R&D, production, finance, legal, and IP divisions.

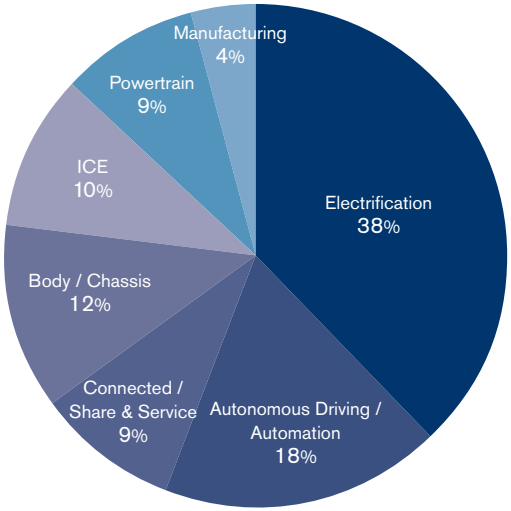
*1 The term IP ecosystem refers to the so-called ecology of IP, which also includes the concept of an IP cycle, i.e., a positive cycle of development to create, protect, and make strategic use of IP. Specifically, this indicates a system based on IP being created under the IP cycle, in which people have a positive impact on each other and on society to autonomously establish new ideas and values. (Source: Japan Patent Office: Mission, Vision, and Values (MVV) :https://www.jpo.go.jp/e/introduction/tokkyo_mvv.html

Efforts relating to IP

Promotion of innovation, patent portfolio management

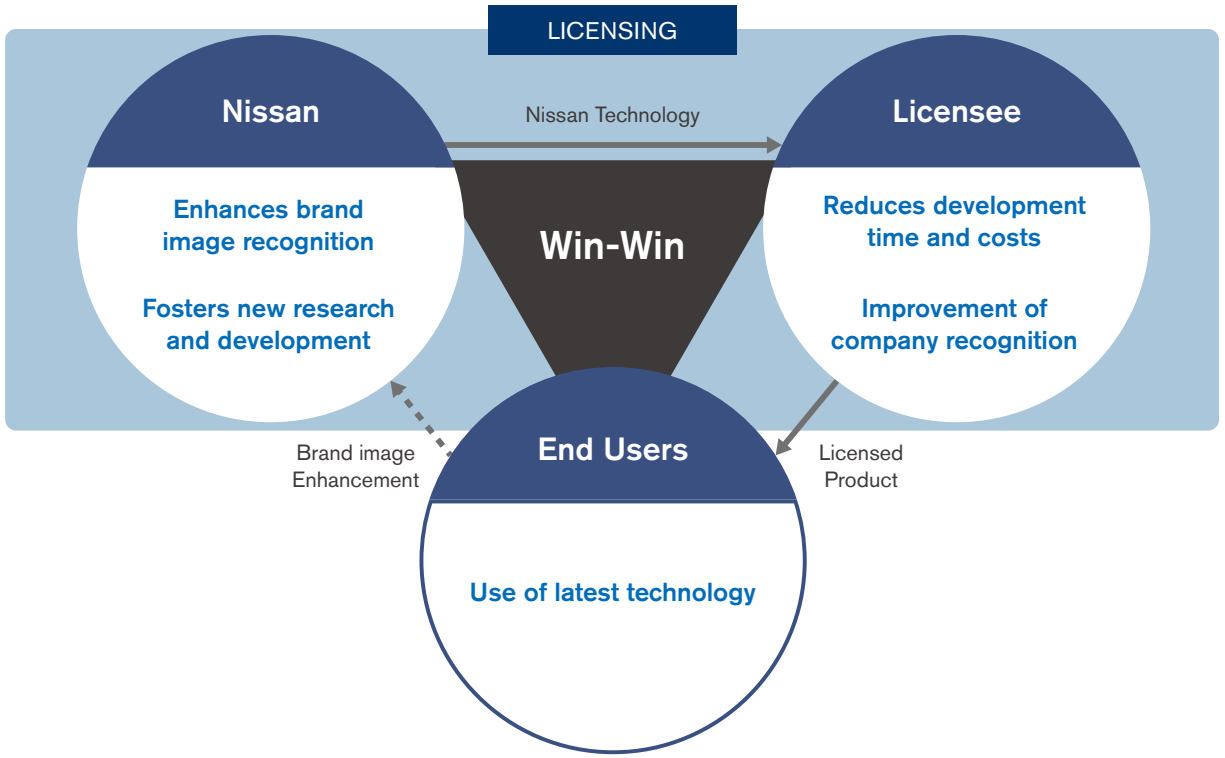
In addition to promoting sustainable innovation tailored to the market environment, Nissan maintains freedom in the design of its own products while optimizing its patent portfolio for external use. Since patents in the CASE areas account for 65% of patents— Electrification area (38%), Autonomous Driving/Automation area (18%), and Connected area (9%),— the current patent portfolio reflects the current business environment. Even so, the Company continues to work to strengthen its patent portfolio.

Patent portfolio



IP licenses

Nissan licenses its advanced technology and expertise, honed through years of automobile manufacturing, to companies across various industries, thereby supporting the creation of innovative products and services that contribute to the reduction of carbon dioxide emissions and the improvement of work environment.
We are committed to fostering win-win relationships with all stakeholders, including our licensees and end-users, as part of our dedication to contributing to a thriving society.
Our active engagement in IP licensing is a testament to this commitment. *1



*1 Click here for more information on Nissan Technology Licenses : https://www.nissan-global.com/EN/LICENSE/

Measures against counterfeit products

Anti-counterfeiting initiatives

Nissan actively implements measures against counterfeit products across the entire supply chain through collaboration between its global headquarters and various regions.
In recent years, counterfeit products have become increasingly prevalent worldwide through e-commerce (EC) platforms. In response to this situation, we exercise our IP rights and actively work to eliminate counterfeit products. Specifically, we monitor EC platforms and request that EC platforms remove infringing listings. We also request that law enforcement authorities take action against counterfeit products at customs and in the markets, and we provide them with training for this purpose. Furthermore, we implement legal measures, including civil litigation, against malicious sellers.
In addition to exercising IP rights, we are implementing additional initiatives. To prevent counterfeit products from being mistakenly purchased and installed in vehicles, we provide training for our dealers and conduct awareness activities aimed at both the repair and maintenance industry and our customers. Furthermore, in order to be able to implement effective measures, we engage in lobbying activities with the government and make requests to EC platforms.

Exercising IP rights

Nissan exercises its IP rights and actively works to eliminate counterfeit products.
In fiscal year 2024, a total of 34,676 infringing online listings were removed from EC platforms.
In the market, 314,532 counterfeit products were seized in 161 enforcement actions. At customs, 44,623 counterfeit products were seized in 74 cases during import and export.
Furthermore, we filed twelve litigation cases against malicious sellers. *1

Type of IP rights enforcement	Number of cases	Quantity of items
Online listing takedown	34,676	-
Market raid	161	314,532
Customs seizure	74	44,623
Civil litigation	12	-

Social value of anti-counterfeiting

Nissan prevents the global distribution of counterfeit products and provides stakeholders with a fair and healthy marketplace.
This effort contributes to the realization of a safe and secure society where people do not mistakenly purchase counterfeit products. Additionally, by protecting the IP ecosystem from infringement by counterfeit products, we also contribute to the promotion of innovation.

Social Value of Anti-Counterfeiting for Counterfeit Nissan Parts	
Realization of a Safe and Secure Society	Protection of IP Ecosystem / Promotion of Innovation
Prevent counterfeit Nissan parts from endangering people's safety due to inadequate quality.	Prevent counterfeit Nissan parts from damaging fair business relations with partners.
Prevent counterfeit Nissan parts from causing a negative impact on the environment due to inadequate production.	Prevent counterfeit Nissan parts from hindering innovation and creative incentives.

*1 Click here for more information on Nissan anti-counterfeiting measures : https://www.nissan.co.jp/SERVICE/SHAKEN/PURE/EN/

Responsible sourcing

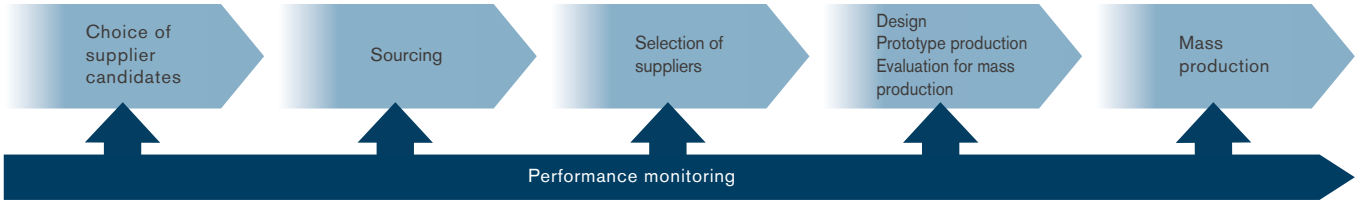
Supply chain strategy

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. Nissan's business and supply chain expand across the globe.
We share Nissan's vision and policies with business partners, with whom we strategically collaborate to achieve our goals through the promotion of consistent procurement activities on a global scale.
In accordance with Nissan's corporate purpose is "Driving innovation to enrich people's lives," the mission of our Purchasing Division is "to deliver vehicles that inspire and delight our customers by sourcing all goods and services essential to Nissan's operations. To this end, we are committed to developing a competitive supplier base and supporting the sustainable and sound business operations of both Nissan and our suppliers". We conduct our procurement activities with consistency, guided by globally unified values and standards, while strictly complying with the laws and regulations of each country and region. All transactions are carried out in accordance with the Nissan Purchasing Principle outlined below.

1. Fair and Equitable:
   We conduct procurement fairly, equitably, and with transparency. We collaborate with companies of all sizes and select our suppliers based on clear selection criteria.
2. Mutual Trust and Prosperity:
   We respect our suppliers, build trust, and strive for sustainable growth in partnership together. We continuously innovate and improve to ensure healthy operations and better future for Nissan and our business partners.
3. Responsible Purchasing:
   We aim for a cleaner, safer, and more inclusive future, by conducting business ethically and considering society and the environment throughout the entire supply chain.

In Japan, we are also making efforts to adhere to the "proper trading guidelines" issued by the Ministry of Economy, Trade and Industry for the automotive industry.
In addition, based on the recommendation received from the Japan Fair Trade Commission in March 2024 regarding compliance with the Act against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors (hereinafter referred to as the "Subcontract Act"), we have implemented improvements as part of our company-wide efforts to strengthen education effort on the Subcontract Act. With the aim of promoting fair transactions, these improvements include revising educational materials for purchasing personnel and providing more practical education on the Subcontract Act education.*1

Processes from supplier selection to mass production



Approach to responsible sourcing

Initiatives with suppliers

Nissan is committed to conducting business in an ethically, socially, and environmentally responsible manner at every stage of its global supply chain. In March 2024, Nissan announced the Nissan Social Program 2030 and Nissan Green Program 2030 as mid-term action plans to achieve these initiatives.
In addition to the values that Nissan cherishes, Nissan aims to build a sustainable supply chain and realize responsible procurement of all parts and raw materials. To this end, Nissan established the Nissan Supplier Sustainability Guidelines (revised in 2025)*2 and the Nissan Green Purchasing Guidelines (revised in 2024)*3, defining the initiatives that suppliers are expected to implement. We request our suppliers and their business partners be aware of, manage, and practice these policies.
The Nissan Supplier Sustainability Guidelines explain expected initiatives in 31 categories across seven areas with the aim of encouraging suppliers to review their corporate activities from a sustainability perspective and implement Sustainability initiatives. (Refer to the table on next page). As one aspect of this, we require suppliers to undergo assessments by third-party organizations and

*1 Click here for more information on our initiatives to promote compliance related to the Subcontract Act. >>> P134
*2 Click here for more information on the" Nissan Supplier Sustainability Guidelines". https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/SUPPLIERS/
*3 Click here for more information on collaborations with suppliers within" Value chain activity achievements." >>> P060

provide a written commitment to ensure that suppliers and their business partners will maintain the same levels of management. Further, if suppliers are found to be in a state of non-compliance with the Nissan Supplier Sustainability Guidelines, the guidelines prescribe required responses, such as filing a report immediately, investigating, 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 addition, Nissan requires its suppliers to perform due diligence in accordance with the Nissan Sustainability Due Diligence Standard (risk assessment and analysis, risk prevention and mitigation, risk monitoring, establishment of a grievance mechanism, etc.).
When issuing each policy, we distributed booklets that were explained at supplier meetings to ensure that suppliers were fully aware of these policies. In addition to Japanese and English language booklets, we also publish Chinese language versions as appropriate.
In the Nissan Social Program 2030, we have set the goal of 'Establish a framework to promote respecting human rights in the supply chain to aim for "No human rights violation"' and are undertaking initiatives to achieve it.

Nissan continues its initiatives to prevent and mitigate negative impacts on human rights through dialogue with its suppliers.
Since fiscal year 2023, Nissan has established a hotline to receive escalations from suppliers.

- Scope of reporting: Negative impacts on human rights, the environment, and local communities (including negative impacts by suppliers)
- Areas in scope: Japan, China, Europe (local language support)
- Reports can be made 24 hours a day, 365 days a year
- Declares whistleblowers are protected from retaliation from Nissan and demands that suppliers also prohibit retaliation
- Whistleblowers are not required to waive their right to relief through judicial process and are not obliged to maintain confidentiality
- Negative impacts identified through this hotline are reported to top management
- The wording was changed to make it easier to make an escalation following feedback from a mock whistleblowing drill conducted with five suppliers, questionnaires, etc.
- There was one report through the hotline (as of the end of March 2025). No negative impact on human rights, the environment, or local communities by employees of Nissan or its suppliers was confirmed.

Also, as far as Nissan is able to confirm, there were no cases of discrimination or other violations of human rights or significant risks related to forced labor or child labor among Nissan's suppliers in fiscal year 2024.
Furthermore, based on the belief that forced labor is one of the most important human rights issues in the supply chain, Nissan focused on migrants, who are considered to be particularly vulnerable to adverse impacts, and in fiscal year 2023 partnered with the International Organization for Migration (IOM), an organization affiliated with the UN, to conduct a pilot project*2 on human rights due diligence for migrant workers in the supply chain.
Through this project, we have gained an understanding of the human rights violations of migrant workers and the likelihood of such violations. Nissan recognizes that these are potential human rights issues and risks that we should focus on within its supply chain and will use the results of this project to consider how to enhance its future activities.

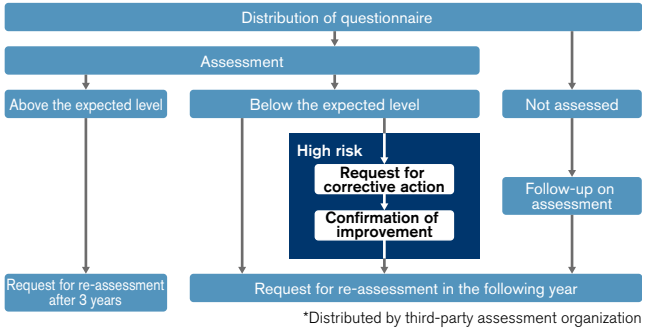
Approach to Supply Chain Management

*1 Click here for more information on Nissan human rights policies and initiatives. >>> P066
*2 Click here for more information on this project. https://thailand.iom.int/blogs/pilot-project-automobile-sector-assessment-migrants-human-rights-nissans-supply-chain-thailand

Responsible sourcing management

Evaluation, Monitoring, and Auditing of Suppliers' Sustainability Practices

Nissan has been confirming suppliers' commitment of the Nissan Supplier Sustainability Guidelines and also 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 year 2024, 100% of them met both Nissan's social standards and basic environmental principles.
In 2016 Nissan began third-party assessment of suppliers' sustainability activities, including those related to the environmental and human right issues, to raise the level of activities through mutual confirmation. When results do not meet Nissan's expectations, suppliers are requested 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 on how to answer assessment questions and formulate improvement plans. By now, more than 90% of Nissan's purchase turnover is covered by a third-party assessment.



*Distributed by third-party assessment organization

Nissan requires all employees to attend e-Learning courses on the Subcontract Act*1 and the Anti-Monopoly Act*2 as mandatory training every year in order to maintain fair and impartial relationships with suppliers. We also conduct sustainability training in our purchasing department to ensure that employees conduct checks of suppliers' sustainability activities in their daily work.
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.
In fiscal year 2024, we conducted Third-Party Compliance risk monitoring in accordance with the Global Third-Party Compliance Risk Management Policy. There were no suppliers whose compliance was problematic, and no supplier contract was terminated for such a reason.*3,*4

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 year 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.

THANKS

Trusty and
Harmonious
Alliance
Network
Kaizen activity with
Suppliers

*1 Act against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors
*2 Act on Prohibition of Private Monopolization and Maintenance of Fair Trade
*3 Click here for more information on the detail of Nissan Human Rights management and its structure. >>> P068
*4 Click here for more information on initiatives related to third-party compliance risk. >>> P134

Engagement with suppliers

Providing suppliers with timely and accurate information is a key task for Nissan Partners Conferences 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.
The purpose of this awards program is to ensure that Nissan's concept of balanced management in terms of social and environmental*1 considerations as well as quality*2, cost reduction, technological development, and other economic activities, permeates the entire supply chain on a global level.
At the Nissan Global Innovation and Quality 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 year 2024, six companies received Global Quality Awards, while Global Innovation Awards went to seven projects and eight companies.

Responsible materials sourcing

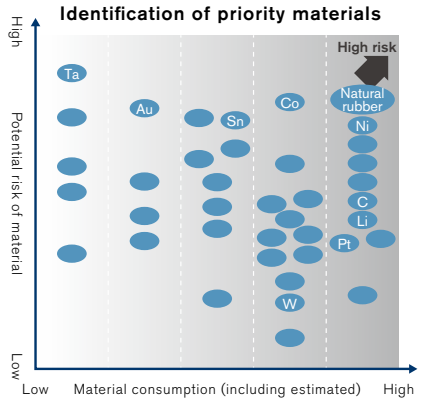
Raw materials sourcing policy

In 2013, Nissan moved quickly to establish a policy against use of conflict minerals, and in July 2020 it formulated and published its new Global Minerals Sourcing Policy Statement. In 2025, in addition to all minerals including 3TGs (tin, tungsten, tantalum, and gold) from conflict-affected and high-risk areas, the scope was expanded to include raw materials required for battery manufacturing, natural rubber, other materials that may have social and environmental impacts and published our Responsible Materials Sourcing Policy*3.
Nissan's goal is to conduct ethical, social, and environmentally conscious business practices at every level of our global supply chain.
We conduct due diligence on the natural resources contained in materials and components used in our products, assessing potential impacts on sustainability issues such as the environment and human rights in accordance with the Nissan Sustainability Due Diligence Standard.*4 We monitor also our supply chain, and when concerns are identified, we take steps to prevent or mitigate risks and implement corrective measures based on the Nissan Supplier Sustainability Guidelines. Nissan requests that suppliers ensure similar controls.

*1 Click here for more information on collaborations with suppliers within "Value chain activity achievements." >>> P060
*2 Click here for more information on initiatives with suppliers within "Quality." >>> P079
*3 Click here for more information on the Global Minerals Sourcing Policy Statement. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/Minerals_Sourcing_Policy_e.pdf
*4 Click here for more information on the Nissan Sustainability Due Diligence Standard. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/DUE_DILIGENCE/

Responsible materials sourcing management

Nissan is committed to promoting the sustainable sourcing of materials by procuring them with due consideration for ethical, social, and environmental factors. We have identified materials that should be prioritized based on factors such as their usage volume (including future projections) and potential risks related to ethics, society, and the environment. In fiscal year 2024, we identified priority materials, including natural rubber, as the top priority targets for our initiatives. Going forward, we will implement measures to mitigate the potential risks associated with each of these materials and promote sustainable procurement, while regularly reviewing and updating our risk assessments.



Initiatives related to natural rubber

In March 2025, Nissan joined the Global Platform for Sustainable Natural Rubber (GPSNR*1) and published its approaches to the sustainable procurement of natural rubber in its Responsible Materials Sourcing Policy. In line with this policy, it is conducting due diligence in cooperation with suppliers in order to ensure sustainable natural rubber procurement.

Initiatives related to cobalt and other minerals necessary for the manufacture of batteries

We are aware that cobalt poses geopolitical risks, environmental damage and human rights issues during mining. We have conducted interviews with lithium-ion battery suppliers, from the viewpoint of cobalt content, and since 2018, we have been working to identify supply chains and smelters and refiners. The results are disclosed annually in our "Actions for minerals sourcing" report.*2 The EU battery regulations, which was adopted on August 17, 2023, requires due diligence on social and environmental risks for cobalt as well as natural graphite, lithium, nickel and their compounds. We are currently studying the implications using a third-party research organization.

Initiatives related to minerals including 3TGs (tin, tungsten, tantalum, and gold) sourced from conflict and high-risk areas

Referring to the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict and High-Risk Areas, Nissan carries out due diligence.
Since 2021, Nissan has joined the RMI*3 and tracks 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.
In fiscal year 2024 we conducted surveys in 10 markets Japan, the U.S., Mexico, Europe, China, Thailand, India, South Africa and Brazil, and Argentina. No suppliers were found to be using minerals from smelters / refineries believed to be connected to armed groups.
We will also continue to seek responses from suppliers that did not reply to the survey.

These initiatives are reported to executive management in accordance with the Nissan Sustainability Due Diligence Standard for use in determining future initiatives.

Potential risks of materials

● : High risk ○ : Risk present

	Potential risks of materials	Natural rubber	Cobalt (Co)	Nickel (Ni)	Lithium (Li)	Natural graphite (C)	Tin (Sn)	Tungsten (W)	Tantalum (Ta)	Gold (Au)
Ethics	Countries with weak rule of law	●	●	○	-	○	●	●	●	●
	Countries experiencing corruption	●	●	○	-	○	●	●	●	●
Social	Child labor	●	●	-	-	-	●	-	●	●
	Forced labor	●	●	-	-	-	●	-	●	●
	Impact on indigenous peoples/communities	●	○	●	●	○	○	○	-	●
Environment	CO_2 emissions	○	○	○	-	-	-	-	-	●
	Impact on biodiversity	●	●	●	-	-	●	-	●	●
	Environmental pollution during refining (acid discharge)	-	●	●	-	-	●	-	●	●
	Toxicity of the substance	○	○	●	-	○	-	-	-	●

Compiled from "Material Change" (Drive Sustainability, The Responsible Minerals Initiative, Dragonfly Initiative) and other sources. Insufficient information is indicated by -.

*1 Global Platform for Sustainable Natural Rubber https://sustainablenaturalrubber.org/
*2 Click here for more information on our Actions for minerals sourcing. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/Minerals_e.pdf
*3 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.

Communities

Approach to relationship with local communities

Nissan has many sites for production, sales, R&D, design, etc. globally, and in the course of its business operations, it engages in a variety of relationships with local communities. 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.

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 fostering a better business environment, creating new markets that can grow sustainably and leading to growth for both the company and the local communities.

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.

In addition to the financial support, Nissan promotes the activities for local communities in which its employees are encouraged to participate as volunteers, making full use of its own products, the knowledge and expertise as an automobile manufacturer.

Two focus areas for Nissan's social contributions program

Nissan focuses on activities in the areas of providing learning opportunities and living aid in local communities with the goal of solving social issues through "Nissan-ness" as well as to empowering youth and children in communities by 2030.

Providing learning opportunities

Nissan believes in the importance of empowering youth and children to realize a more inclusive society and is working to provide them with more learning opportunities. Nissan offers a variety of educational programs, for example, those to deepen understanding of climate change, and other lessons to leverage the creativity and technology that Nissan has cultivated since its founding.

Living aid in local communities

Nissan respects the rights of all stakeholders and provides a wide range of support around the world to help solve social issues. This includes financial and material support to the socially and economically disadvantaged, psychological care and other intangible support, and emergency aid to victims of natural disasters and humanitarian crises and the like in accordance with the needs of local communities.

In addition to cooperating in local events, Nissan conducts activities to improve the environment around its business sites, such as cleanup events, and opens its own facilities to the public.

Community engagement management

In promoting these activities, we have established a global approach to community engagement as well as targets and metrics for activities toward 2030. These were deliberated and determined by the Global Sustainability Steering Committee*1. The person in charge of community engagement in each country or region plans activities in line with global direction and reports the progress at GSSC.

Contributing to local communities: Achievements

Social contribution achievements in FY2024

Cumulative number of employees participating in global social contribution activities: Approximately 66,000
Cumulative number of beneficiaries from global social contribution activities: Over 1 million
Global social contributions*2: 2.34 billion yen

<Other humanitarian support>
Support for the 2024 Eastern Taiwan Earthquake:
As an emergency response to the affected region and people, Nissan and its Taiwanese subsidiary, Yulon Nissan Motor Co., Ltd., donated a total of 10 million yen.*3

*1 Click here for more information on the Global Sustainability Steering Committee. >>> P009
*2 Click here for more information on Nissan's global social contributions >>> P160
*3 Click here for more information on support for the 2024 eastern Taiwan earthquake https://global.nissannews.com/en/releases/240416-00-e

Social contribution achievements*1

Nissan has conducted environmental and STEAM*2 education for children in Japan and various countries to meet the diverse needs of local communities. Moreover, we have contributed to local societies through collaboration with NGOs and local governments. The followings are representative activities in each region in fiscal year 2024.

Japan

Three school visit programs packed with Nissan technology and know-how

NML*3 offers three types of school visit programs*4 in the areas of the environment, *monozukuri* and design, making use of the technology and know-how Nissan has cultivated to date. In addition, to meet the needs of elementary schools we also invite students from schools located near our business sites, and provide educational programs at plants and GHQ gallery.

Achievements

Number of schools visited: 369(FY2024)

Total number of employee participants: 1,650 (FY2024)

Cumulative number of students participating: 434,300

U.S. and Canada

Partnership with Habitat for Humanity

Since 2005, we have continued to partner with the NGO Habitat for Humanity (Habitat), an international aid organization that has a vision of "a world where everyone has a decent place to live". The nonprofit works to build homes and support self-sufficiency in more than 70 countries around the world. NNA and NCI*3 employees have volunteered at Nissan-funded build sites.

Achievements (U.S.)

Cumulative number of hours of employee participation: Over 116,000

Total number of employee participants: 665 (FY2024)

In 2024, participated in 12 house build projects.

Cumulative donations: Over $22 million

Thailand

Support for Forest Fire Rescue

To prevent forest fires, which are a cause of air pollution in Thailand, Nissan Motor Thailand (NMT) has been providing support activities in collaboration with Chiang Mai Province since 2021, providing vehicles and supplies for fire prevention activities. In 2024, the fourth year of our activities, we provided equipment and supplies for fire prevention activities, lent a Nissan Navara pickup truck and offered maintenance support.

Achievements

Support provided: Provision of vehicles and supplies equivalent to THB 70,000

China

Educational Support for Children and Youth: Nissan Dream Classroom

Nissan Dream Classroom, an educational program to support elementary school students, has been implemented since 2013. The program now offers a wide variety of lessons by NCIC and DFN*3, including the environment, manufacturing, design, painting, intelligent driving, and the fundamentals of automotive culture and engineering.

Achievements

Cumulative number of students participating: Over 2.3 million

Total number of employee participants: 290 (FY2024)

U.K.

Providing Educational Opportunities to Children: Nissan Skills Foundation

Established in 2014, the Foundation has provided school children with Nissan's own environment and *monozukuri* programs, as well as supported local teams in schools through three external international education programs: VEX IQ Robotics, FIRST LEGO League, and F1 by providing equipment, funding, and knowledge.

Achievements

Cumulative number of students supported: Over 100,000

Total number of employee participants: 791 (FY2024)

*1 Click here for more information on social contribution activities in each country. https://www.nissan-global.com/EN/SUSTAINABILITY/SOCIAL/CITIZENSHIP/
*2 STEAM : Science, Technology, Engineering, Art, Mathematics
*3 NML: Nissan Motor Co., Ltd.; NNA: Nissan North America, Inc.; NCI: Nissan Canada Inc.; NCIC: Nissan (China) Investment Co., Ltd.; DFN: Dongfeng Motor Co., Ltd. Dongfeng Nissan Passenger Vehicle Company; NMUK: Nissan Motor Manufacturing (UK) Ltd.
*4 Click here for more information on the three types of school visit programs https://www.nissan-global.com/EN/SUSTAINABILITY/SOCIAL/CITIZENSHIP/VISITINGSCHOOL/

Contributing to local communities and stakeholders

Proof-of-concept experiment for community development using new mobility

In 2021, Nissan signed the Collaboration Agreement for Community Development Utilizing New Mobility in the Hamadori Region of Fukushima Prefecture together with the three municipalities of Minami Sohma City, Namie Town, and Futaba Town as well as seven corporations. It has been working on proof-of-concept experiments to build a new mobility service that will serve as a transportation infrastructure to support regional activities.
The activities of the agreement, which have been undertaken with the aim of enriching the lives of residents, creating new service, and increasing the number of people interacting with each other mainly in the Hamadori Region, gave rise in 2022 to Nissan Smart Mobility, an on-demand vehicle hailing service designed to allow anyone to freely move around the community. Additionally, in 2023 Sumamobi Kids, a transportation service for children, was created and has taken root as a new transportation mode for local citizens.*1
Furthermore, a proof-of-concept experiment on energy management use of electric vehicles that started in Namie Town has begun in earnest from 2024 as Nissan Energy Share.
We have also been demonstrating and testing autonomous-drive(AD) technology since 2017 in Minato Mirai area of Yokohama, and in fiscal year 2024 we showcased the latest driverless AD test vehicles based on the Serena.*2 We are maximizing its efforts to establish and verify the safety of AD technology tailored to different traffic conditions worldwide. To do this, it is utilizing insights and technologies gained through research in Japan, research in Silicon Valley conducted by the Nissan Advanced Technology Center, and participation in the U.K.'s evolvAD project.
Furthermore, Nissan and Mitsubishi Corporation launched Moplus Inc. in March 2025 to deliver a range of new mobility and energy management services in Japan. In addition to providing operational support for the Nissan's AD demonstration project in Yokohama Minato Mirai area, Moplus will provide a driver-operated mobility service, car sharing service, and an energy management services.
Moplus and Nissan will keep conducting demonstrations to establish AD technology, build foundations for a business model and improving social acceptance, which will accelerate the implementation of driverless mobility services in society.*3

Blue Switch Program: Contributing to Sustainable and Resilient Society with EVs

Launched in Japan in 2018, Blue Switch*4 is a program to promote the use of electric vehicles (EVs) to address local issues, such as disaster relief, energy management, tourism, and other points, in collaboration with local governments and companies.
Since Nissan launched the Blue Switch initiative in Japan, 276 cooperations have been realized with local governments and private companies to collaborate on projects as of the end of March 2025, and many more regional partnerships are planned.
In response to the Noto Peninsula Earthquake that occurred in 2024, Nissan worked to supply electricity to the affected areas. Based on the agreement with the Ishikawa Prefectural Government, Nissan, in collaboration with its sales companies in the prefecture, provided a total of eight Nissan ARIYA and 100 Portable Batteries from LEAF.
EVs are also highly regarded for their contribution to carbon neutrality and the SDGs. As such, we have received requests to give lectures from many universities. In 2024, we delivered lectures at five universities on the social situations surrounding EVs and case studies of their use, such as supplying power from EVs.
As a pioneering EV company, Nissan is committed to promoting new ways to use EVs and their batteries to realize a cleaner world and a sustainable society.

*1 Click here for more information on Nissan Smart Mobility. (Japanese Only) https://www.smamobi.jp/
*2 Click here for more information in the press release. https://global.nissannews.com/en/releases/250310-01-e
*3 Click here for more information on Moplus (Japanese Only). https://moplus.co.jp/
*4 Click here for more information on Blue Switch Program.(Japanese Only) https://www3.nissan.co.jp/first-contact-technology/blue-switch.html

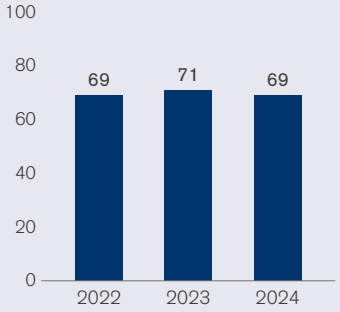
Power of employees - to demonstrate individual's potential to the fullest -

In 2022, we established "HR Ambition 2030"*1 as a human resources strategy which covers "Talent Development", "Diversity, Equity & Inclusion" and "Work Environment Enhancement" with the aim to realize the corporate purpose and long-term strategy, Nissan Ambition 2030, while accelerating recruitment of engineers for core business areas. Optimizing workforce under the "Re:Nissan", recovery plan announced in May 2025, Nissan is committed to fostering a corporate culture in which both the company and its employees evolve together and where all employees can learn on their own initiative as well as demonstrate their abilities and realize their potential on the basis of HR Ambition 2030.
Under NSP2030, we have defined the human resource initiatives in HR Ambition 2030 that address social issues as "the power of employees." We have set goals for 2030 in the four areas of employee human rights; diversity, equity and inclusion; learning and development; and health and safety. The initiatives are aimed to help Nissan become a people-centric company that grows together with employees, local communities, and partners.

Global Employee Survey

For Nissan, employees are our greatest asset. Since 2005, we have conducted Global Employee Survey to continuously improve employee engagement with the aim of creating an inclusive organization in which each and every one of our diverse human resources can demonstrate their capabilities and grow over the medium to long term.
We continuously monitor "Engagement"*2 as key indicators, as well as five priority areas*3 that have high precedence throughout the company. Survey results are disclosed internally and analyzed by each division and in each region, with improvement activities conducted under the direct ownership of top management. These key indicators are also set as one of the evaluation indicators for annual bonuses for executives and management-level employees.
In fiscal year 2024, we also included an open-ended comments section at the end of the survey to gather a wide range of candid opinions from employees about the situation surrounding the company. In the Global Employee Survey*4 conducted in January 2025, the score for "Engagement" declined by two points from the previous year. In the five priority areas, the score increased for corporate ethics and diversity, equity and inclusion, but decreased for the other three areas. In addition to our ongoing improvement activities, we will reflect the comments of our employees in our future company initiatives, and work to create an even better organization.

Engagement score



※Score for the entire Nissan Group, including affiliated companies

*1 Please refer to the 2024 Securities Report (P27) for details of HR Ambition 2030. https://www.nissan-global.com/EN/IR/FINANCIAL_RESULTS/ASSETS/FR/2024/PDF/fr2024.pdf#page=29
*2 "Engagement" consists of two parameters: "Satisfaction with working at Nissan" and "I can recommend Nissan as a great place to work."
*3 Five priority areas: Enablement (environment that supports employee motivation and ease of working to facilitate achievement of full potential); Corporate ethics; Leadership; Corporate culture; and diversity, equity and inclusion.
*4 Approximately 102,000 people responded globally. (89% participation rate)

Employee human rights

Approach to employee human rights

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 ten principles.
Nissan also respects human rights as stated in the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work (ILO Core Labour Standards). Nissan respects the ILO Core Labour Standards, which include freedom of association and effective recognition of the right to collective bargaining; the elimination of all forms of forced labor; the effective abolition of child labor, elimination of discrimination in respect of employment; and safe and healthy working conditions. In cases where there is a gap between domestic law and the above internationally recognized human rights standards, we will follow the higher standard. In cases of conflict between the above, we will pursue methods that maximize respect for internationally recognized human rights.
To ensure compliance with and thorough implementation of the Nissan Human Rights Policy*1 revised in fiscal year 2024, Nissan revised the Nissan Global Guideline on Human Rights,*2 which outlines specific measures for employees regarding respect for human rights, in March 2025. The guideline is intended to support 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. We are strengthening various activities to respect the fundamental rights of our employees.

In the Nissan Social Program 2030, "Employee Human Rights" is included as one of the key areas under the focus area of the Power of employees. The program aims to "Respect human rights to realize 'People centric' " as a 2030 goal.
The area for employees is driven by HR strategies, which include initiatives such as expanding the scope of human rights due diligence and enhancing training.
Furthermore, to promote human rights initiatives for our employees, we formulated a human rights strategy for our employees in fiscal year 2023. The human rights strategy defines the direction Nissan should take and identifies the human rights issues on which we should focus our efforts to realize what Nissan should achieve in respect for human rights. Specifically, we aim to meet stakeholder expectations regarding human rights by classifying our activities into "defensive" maintenance and strengthening that include fostering a corporate culture that respects human rights, complying with applicable laws and regulations, and responding to international human rights standards, as well as "offensive" construction and maintenance, which involves co-creating value with stakeholders, establishing a brand as a company that respects human rights, and incorporating them into business activities.
In executing our human rights strategy in fiscal year 2024, we prioritized "offensive" and "defensive" measures and set a timeline for the implementation of each. We then broke each measure down into a concrete action plan and selected departments to implement these plans. Some of these measures are already underway, and we have adopted a risk-based approach to human rights due diligence and reviewed the process for selecting sites with high human rights risks. The plan is to carry out human rights due diligence in fiscal year 2025 based on this selection process.

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

Employee human rights management

Aiming to realize “People centric”, Nissan is working to create a workplace environment where employees can work with peace of mind.
In this context, respecting the human rights of employees is essential for an organization, and Nissan has created a structure to systematically address this issue.
As part of our human rights governance structure, we have established a Global Sustainability Steering Committee to promote activities that respect human rights. Reporting and making proposals to the Executive Committee and the Board of Directors based on the results of those activities, this committee also receives feedback.
As part of our human rights governance structure, we have established a Global Sustainability Steering Committee and reporting to the Board of Directors and the Executive Committee, to promote activities that respect human rights. The details of this committee are also reported to the Board of Directors and the Executive Committee for feedback.
In addition, at the day-to-day management level, each functional department, such as purchasing and human resources, is promoting efforts to respect human rights, and a structure has been established whereby the sustainability development department, which oversees human rights initiatives, is regularly updated on progress.
Particularly in human rights due diligence, where external expectations are high, we are promoting activities in alignment with the global and regional teams within the human resources department.
Under the “Value Diversity and Provide Equal Opportunity” code within the Global Code of Conduct,*1 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, ethnicity, national origin, culture, religion, gender, sex, sexual orientation, gender expression/identity, disability, marital status or any other characteristic; nor may they allow such a situation to go unchecked if discovered.
We also endeavor to ensure that all employees, regardless of gender identify, can work in an environment free from sexual and other forms of harassment. As a specific measure to achieve this goal, we have introduced mandatory e-learning programs on human rights and compliance with the aim of advancing employees’ awareness of such issues.*2
In addition, we have implemented a system called SpeakUp,*3 which enables internal reporting of any suspected breaches of all internal policies, including the Global Code of Conduct.

Furthermore, from the perspective of protecting the safety and health of all employees, Nissan is making every effort to prevent long working hours and excessive labor.

Examples of specific initiatives
- Optimizing working hours and visualizing the status of various types of leave by introducing a management system using PC activity logs and card readers installed at production sites
- Promoting autonomous workstyles with the introduction of a non-core flextime system in indirect departments

Employees’ human rights due diligence

Achievements

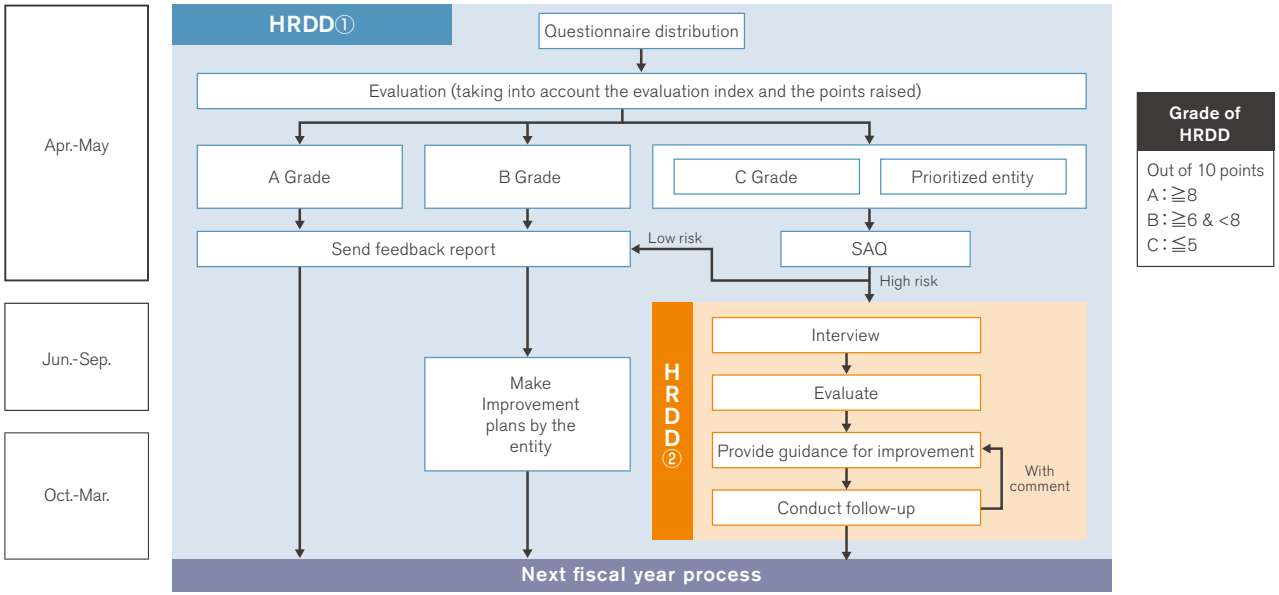
As part of human rights due diligence, we worked with external organizations to conduct human rights assessments at Nissan South Africa (Pty) in fiscal year 2019, Nissan Motor Thailand (NMT), Nissan Powertrain (Thailand) and SNN Tools & Dies in fiscal year 2020, Nissan North America in fiscal year 2021, Nissan (China) Investment Co., Ltd. in fiscal year 2022, and Nissan Philippines, Inc., Nissan Mexicana, S.A. de C.V. , and Nissan Motor Manufacturing (UK) Ltd., in fiscal year 2023. The human rights assessment conducted at our Mexico site in fiscal year 2023 indicated the need for improved hygiene in the facility, and washrooms were renovated. Additionally, at our UK site, we discovered a shortage of first aid kits and have made improvements that include the provision of additional first kits and regular stock checks going forward.
In fiscal year 2024, we conducted human rights assessments at five locations: Nissan North America, Inc., Jatco Ltd, Renault Nissan Automotive India Private Limited, Nissan Automotive Europe, and Nissan Motor (Thailand) Co., Ltd. While these assessments did not reveal any violations of local laws, they did identify areas that target sites should consider reviewing to improve their response to the seven themes*4 outlined in the Nissan Global Guideline on Human Rights. At target sites where actual risks were identified, countermeasures were considered, and action plans were developed.
As specific cases, issues were identified with regard to a lack of awareness of the rules for changing safety shoes and the frequency of updating safety training content, and reviews of and improvements to the company's internal policies were recommended. Any matters identified are expected to

*1 Click here for more information on the Global Code of Conduct. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/NISSAN_GCC_E.pdf
*2 Click here for more information on management of compliance with business ethics. >>> P137
*3 Click here for more information on the internal reporting system. >>> P137
*4 Seven themes (evaluation items): Labor management system and access to remedy, forced labor, child labor and young workers, working conditions, discrimination, freedom of association, and health and safety

be improved within three fiscal years in accordance with a follow-up plan.
Deadlines have been set for the implementation of these recommendations, and by checking with local personnel, improvements will be made through the actual measures taken and the results of these checks, we will examine the lessons learned and the items to be reflected in future HRDD processes.

<Assessment process>
Human rights assessments are conducted based on the human rights risk assessment process established in fiscal year 2023, with the selection of target sites covering more than 80% of our global workforce each year and taking into consideration risks from the perspectives of both business and sustainability.
Specifically, with the cooperation of external organizations we conduct self-assessments using human rights questionnaires that leverage their expert knowledge. At the same time, as in the past, we gain a comprehensive understanding of the situation through interviews with local employees.
In this human rights assessment, we continued to gain support from third parties, 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 consider 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. In addition, we also identify risks in consideration of geographical, economic, and social factors, such as identifying areas to be investigated based on a preliminary understanding of general labor practices and corporate culture in the region through interviews with local experts.
We address the human rights risks that were identified and assessed through the implementation of remediation activities and dialogue with affected stakeholders to cease prevent or mitigate adverse human rights impacts.
This system will be applied globally and will continue to be managed by the Global Sustainability Steering Committee, while continuously monitoring the progress and effectiveness of improvement activities in each theme with local employees.
The human rights risks detected in the assessment are fed back to the scoped entities as recommendations, and the status of responses and the effectiveness of actions taken are continuously followed up by the Global Headquarters.
Recommendations and follow-up status are also reported to the Global Sustainability Steering Committee, which evaluates whether any important issues have been overlooked and whether actions taken were appropriate, and links them to future activities.
We set indicators including human rights assessment implementation rates and identified issue improvement rates, and implemented them as planned in fiscal year 2024.

Employee: Human rights assessment process



Revision of the Nissan Global Guideline on Human Rights

The Nissan Global Guideline on Human Rights*1, which was formulated and announced in 2021, was revised in March 2025. This guideline summarizes specific measures related to respect for employee human rights, which is one criteria within human rights assessments. In light of the latest international standards, we have revised the guideline to further strengthen our efforts to respect the human rights of our employees. Specifically, we have clarified that we will prohibit recruiters from charging recruitment fees to potential employees, and ensure compensation is paid in full and on time to employees. Additionally, while we have always confirmed the ages of applicants to prevent child labor, we have now made it clear that age will also be confirmed at the time of hiring. By ensuring that the revised guideline is understood and thoroughly implemented, we will further strengthen our efforts to respect the human rights of all our employees on a global level.

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.*2

Employee education and training related to human rights, internal reporting system

A mandatory training program for all global employees established in fiscal year 2021, “Nissan Human Rights e-learning” focuses on introducing the content of the Nissan Human Rights Policy (formerly the Nissan Human Rights Policy Statement), updated in fiscal year 2023, and the Nissan Global Guideline on Human Rights, and consists of a CEO message, a definition of human rights, business and human rights, respect for human rights at Nissan, case studies, and tests. The training content is designed so that participants can learn basic knowledge related to human rights systematically and practice respect for human rights in their daily work. First introduced to indirect employees in Japan, in fiscal year 2024 this training program was in the middle of being expanded to all directors and indirect employees at overseas consolidated bases, with a participation rate of 87.3% in Japan, 81.9% in ASEAN, 99.7% in China (NCIC), 98.5% in the Americas and 84% in the AMIEO region. This training will be updated and expanded in fiscal year 2025 to thoroughly inculcate and implement the Nissan Human Rights Policy and Nissan Global Guideline on Human Rights, which was revised in March 2025.

In addition, direct employees working at plants learned about concepts and approaches pertaining to respect for human rights, focusing on the Nissan Human Rights Policy (formerly the Nissan Human Rights Policy Statement) and the Nissan Global Guideline on Human Rights during video training on the Global Code of Conduct. Training was conducted at regular shift start meetings at all global plants or through an in-person classroom format.

Furthermore, as described in the Global Code of Conduct, employees can submit inquiries related to human rights issues via the SpeakUp*3 internal reporting system. We are committed to investigating, addressing, and responding to any concerns reported, and employees who make inquiries are protected from any form of retaliation. With the aim of promoting efforts to respect human rights together with suppliers, we established a supplier contact point (human rights hotline)*4 to receive reports of human rights violations by Nissan employees during fiscal year 2023. An internal process has also been established to address serious human rights allegations from external stakeholders, and we are collaborating with with relevant departments and overseas offices to strengthen our response.

Harassment training initiatives

Nissan strives to prevent harassment and create work environments in which all employees can thrive and actively participate.

For some time, we have implemented company-wide measures to thoroughly prevent harassment based on the Act on Comprehensive Promotion of Labor Policies (Power Harassment Prevention Act), and we are further strengthening the content and structure of our harassment training to ensure even greater prevention going forward. Specifically, we are implementing mandatory harassment training for newly appointed managers and supervisors. Additionally, as part of our awareness-raising activities aimed at preventing harassment, we are working to create an environment in which issues can be addressed before they lead to trouble, including the establishment of a harassment hotline and the implementation of programs that improve workplace communications.

*1 Click here for more information on the Nissan Global Guideline on Human Rights. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/HUMAN_RIGHTS_GUIDELINE/
*2 Click here for more information on “Happy 8” workstyle reform. >>> P104
*3 Click here for more information on the internal reporting system. >>> P137
*4 Click here for more information on the human rights hotline. >>> P085

Diversity, equity and inclusion

Approach to diversity, equity and inclusion (DEI)

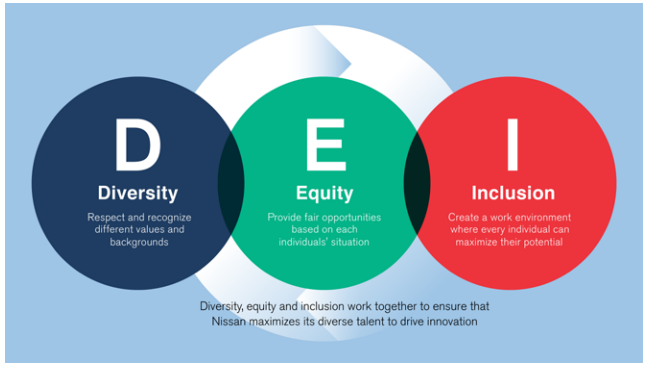
Nissan continues to reinforce its long-standing commitment to being a truly diverse, equitable and inclusive company that empowers everyone to challenge themselves and drive innovations that make a difference, consistent with local standards.
As we transform the way people live and drive, our ambition is to further deepen and advance Nissan's DEI initiatives, ensuring that everyone is valued and respected while actively contributing to a more inclusive world.

Our statement

Nissan's global commitment to DEI starts with our people and culture. We aim to give everyone a voice and the opportunity to realize their full potential.
Under the Nissan Social Program 2030 (NSP2030), we will promote initiatives with the goal of realizing an inclusive and exciting company that values uniqueness.
In an increasingly complex and changing world, we need to bring together talented teams to address and cater our products to the different needs of customers and societies. The global emphasis on DEI will help us to be truly inclusive with our innovations as we continue to deliver the future of mobility and enrich the world we live in.

Diversity, equity and inclusion
Globally, we define diversity as the need to embrace differences. This means recognizing and respecting different values and backgrounds such as race, ethnicity, national origin, culture, religion, gender, sex, sexual orientation, gender expression and identity, disability, marital status, age, career or academic background and lifestyle. By equity, we believe in providing opportunities for everyone based on each individuals' situation, recognizing unique circumstances, and providing the necessary resources and opportunities.

Finally, we recognize inclusion as creating a work environment where every individual can maximize their potential. At Nissan, we seek to foster an inclusive culture by actively bringing everyone across the business together, ensuring that everyone has a part to play in the decision-making process and their voices can be heard no matter their role in the company.
Diversity, equity and inclusion work together to ensure that Nissan maximizes its talent to drive innovation.



Signing the Women's Empowerment Principles

In August 2023, Nissan signed the UN Women's Empowerment Principles (WEPs), which are seven principles established by the United Nations Global Compact (UNGC) and UN Women.*1

In support of
WOMEN'S EMPOWERMENT PRINCIPLES
Established by UN Women and the UN Global Compact Office

*1 Click here for further information on CEO comments. https://global.nissannews.com/en/releases/nissan-signs-un-womens-empowerment-principles

Diversity, equity and inclusion management

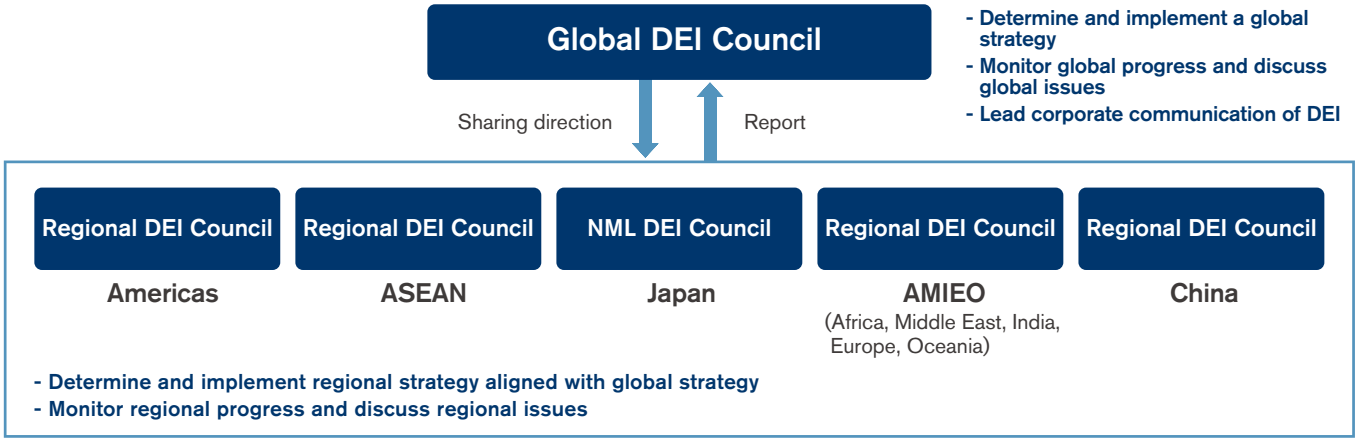
DEI decision-making and action-driving bodies

Nissan has a framework to promote DEI worldwide through collaboration between the corporate organization and each region.

Global DEI Council
- Chaired by the CEO. Members are executives representing divisions and regions.
- Share, discuss and make decisions on DEI strategies and direction.

Regional DEI Council
- Organizations for promoting DEI in each region
- Chaired by the senior management of each region and members are executives representing each division.
- Makes decisions on DEI strategies and direction in each region aligned with that of the corporate organization.

Organizations promoting DEI
- The promotion of DEI is spearheaded by dedicated organizations or specific individuals in Japan and each region where we have a business presence. They manage the DEI Council, collaborate among departments, and lead the development and execution of DEI strategies in each region aligned with the global DEI strategy.



Diversity, equity and inclusion (DEI) achievement in FY24

Our actions

Nissan's core philosophy is to empower all employees to reach their full potential while considering each individual's unique situation and embracing differences. With an inclusive mindset, we uphold a diverse work culture that provides equitable opportunity with greater work-life balance for all, and our employees are expected to empower and help each other to deepen understanding of different cultures, people and experience. Our business partners, customers and the communities where we operate are to be respected in the same way. Alongside this, each region and market where Nissan is present follows our global policy that defines roles each individual should play, while also developing their own approach to focus on diverse local environments.

Cultivating a corporate culture that promotes DEI

Nissan offers many opportunities to develop a better understanding of mutual differences. Positioned as the foundation of the Our Nissan corporate culture reform initiative, through our principles we aim to cultivate a more inclusive corporate culture by providing opportunities for various dialogues, listening to and recognizing employees' voices, and creating an environment in which employees can communicate freely and openly.

Actions to deepen mutual understanding

To deepen understanding what this concept means for Nissan, and how each employee can contribute to the inclusive corporate culture, we have introduced several trainings.

Details	
Global DEI e-learning	A training designed to deepen Nissan employees' understanding of DEI and create a workplace infused with it.
Unconscious bias e-learning	This training is provided to executives and managers in indirect functions to raise awareness of unconscious bias and learn methods to control it.
LGBTQ+ e-learning (Japan)	Aiming to make everyone feel comfortable at work, we are implementing mandatory training for all employees to learn about LGBTQ+.
Human rights and DEI training (Japan)	Training is conducted to ensure a proper understanding of human rights and their association with DEI to inculcate how everyone should act and contribute.
Global DEI Onboarding journey	To provide DEI information, new Nissan employees have a specific DEI section in their Onboarding Journey, in which they can learn about Nissan's commitment to DEI and how DEI initiatives take place in each one of the regions.

Open communication

At Nissan, we value open communication that fosters a sense of unity across different positions and years of service. We provide a variety of opportunities for dialogue so everyone can share their ideas, respect differences and bring in unique perspectives.

Main initiatives	
Talk sessions with leaders	We promote an understanding of DEI through the communication and exchange of management experiences, thoughts and expectations for employees at fireside chats, round tables and other events.*1
Global diversity awareness month	We have opportunities to reconsider and discuss the importance of DEI through executive officer messages, employee interviews and panel discussions.
DEI forum	These events are held to discuss DEI topics with outside speakers and to provide opportunities for employees to think about them.
DEI handbook	This handbook is published to explain the mindset and action guidelines required to deepen employee understanding of DEI and share these values. The materials are translated into a variety of languages and used in each region.
Intranet newsletter	Information on various seminars, reports and other DEI-related content are posted on the company intranet. We also regularly issue an e-mail magazine to promote DEI throughout the company.
Corporate website DEI section*2	As one of the key pillars of our management strategy, Nissan's vision, initiatives and top management messages are publicly disclosed on our corporate website.

Practicing inclusive leadership

Nissan leaders are expected to understand the needs of each team member and colleague while at the same time creating an inclusive work environment. This expectation is included in the Nissan Leadership Way, which defines the leadership values and actions each individual should take. Additionally, we introduced reverse mentoring in the fiscal year 2024, in which young employees serve as mentors to leaders, providing advice and insights based on their perspectives and experiences.

Main initiatives	
Executive workshop	The themes of this event are "Team strategies for increasingly diverse organizations" and "Conscious inclusion." Through discussions and exchanges of opinion, we are fostering the DEI mindset in organizational management.
Diversity management training	As part of the training for new senior managers, participants acquire the mindset to manage diverse staff and maximize results for both individuals and the team through experiential learning that takes DEI issues and responses into consideration.
Childcare leave e-learning (Japan)	Once the childcare leave system is understood, this program helps managers and supervisors learn how to lead their teams in day-to-day management using the balancing of work with childcare and paternity leave as a starting point.
Reverse mentoring	As part of the corporate culture transformation aligned with the Nissan Leadership Way, young employees serve as mentors to leaders, providing advice and insights based on their perspectives and experiences. This interaction allows both parties to encounter new viewpoints, which accelerates innovation.

*1 Click here for information on the DEI session at the Nissan Sustainability Seminar 2023 : https://global.nissannews.com/en/releases/nissan-sustainability-seminar-2023?origin=channel-NNG243
*2 Click here for information on the DEI section of the corporate website : https://www.nissan-global.com/EN/SUSTAINABILITY/SOCIAL/DIVERSITY/

Actions to maximize the abilities of each individual

To ensure employees of all backgrounds remain highly motivated and engaged, Nissan strives to create an environment that maximizes their abilities by providing learning and development opportunities.

Gender diversity initiatives

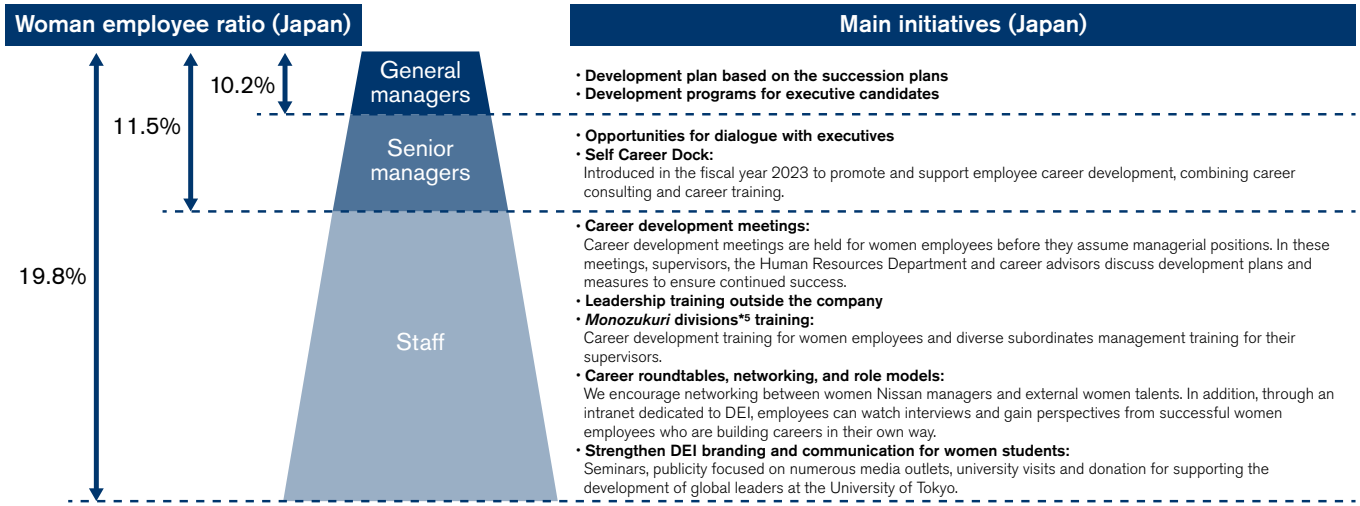
Having women in positions of influence not only provides new perspectives, but also leads to improved internal policies and systems that are more inclusive. Furthermore, Nissan acknowledges the existing gender gap and is committed to addressing it, tailoring our efforts to local realities and needs, as we believe it affects aspects of our corporate culture. As a result of such initiatives, the percentage of women among Nissan managers globally has increased from 6.7% in 2008 to 16.2% in the end of March 2025. Nissan empowers women globally. *1 *2 *3

Moreover, women now comprise 11.5% of managers in Japan as of the end of March 2025. This compares favorably to the average of 4.7% for Japanese manufacturers with 1,000 or more employees (according to the 2024 Basic Survey on Wage Structure from Japan's Ministry of Health, Labor and Welfare). As of the end of March 2025, 10.2% of positions from the level of general manager and up are filled by women. This is 5.1 times larger than the 2008 level of 2.0%. Nissan aims to bring the ratio of women in management closer to the overall percentage of woman indirect employees in Japan. To accomplish this, we aim to raise the woman ratio of indirect employees to 30% by actively accelerating the hiring and development of women to enrich the pipeline. (As of the end of March 2025, the ratio of women managers was 11.5% and the woman ratio of indirect employees was 19.8%.)

At the NML DEI Council, which discusses issues unique to Japan, the gender gap continued to be a focus of discussion in the fiscal year 2024, and workshops on unconscious bias were conducted. Executives representing each function shared best practices and discussed the different challenges and solutions specific to their functions, working to accelerate efforts toward creating a more inclusive workplace environment.

The ratio of the average pay of women to that of men is 83.8%. (The ratio is among all employees as of the end of March 2025) in NML. Although there is a gap in average pay per person due to differences in composition between men and women, such as the ratio of managers, there is no difference in treatment between men and women in pay.

<Woman level-based human resource development initiatives> (Japan)*4



*1 Refer to our Corporate Governance Report (Principle 2-4-1). Click here for more information on ensuring diversity in core human resources. https://www.nissan-global.com/EN/SUSTAINABILITY/GOVERNANCE/ASSETS/PDF/g_report.pdf
*2 Click here for Nissan's action plan based on the Act on Promotion of Women's Participation and Advancement in the Workplace. (Japanese only) https://positive-ryouritsu.mhlw.go.jp/positivedb/detail?id=727
*3 Nissan is supporting Keidanren's goal of having women make up 30% of executives by 2030. Click here for more information on Challenge Initiatives for 30% of Executives to be Women by 2030. https://challenge203030.com/EN.php
*4 For more information on the development of systems and environments, please refer to Creating an Inclusive Environment. >>> P103
*5 *Monozukuri* divisions include Manufacturing, R&D, Purchasing, Design and Total Customer Satisfaction.

Initiatives at car development/production sites and dealers (Japan)

Car development stage

We listened carefully to the voices of our women customers throughout the design and development process of the Nissan X-Trail. It went on to be named the Best Large SUV in the Women's World Car of the Year 2023. It is the only international award made up exclusively of women automotive journalists.*1

Production sites

To continuously produce supervisors, we provide opportunities for skill enhancement tailored to individual preferences, regardless of their life stage. In the fiscal year 2024, our first women foreperson was appointed at the Oppama Plant (Yokosuka, Kanagawa Prefecture). The number of women employees in supervisory positions or higher will exceed 40, creating an environment that encourages career advancement. We are helping to create production lines that allow anybody to work regardless of age or gender. We are also developing processes in which not only women but people with disabilities can play an active role. Also, with the aim of promoting the acceptance of diversity and creating comfortable workplace environments for all employees, video contents explaining DEI are provided to technicians and seminars on women's health are held regularly in collaboration with clinics at local facilities.

Dealers

Many women car-life advisors (CAs) are active in our dealers nationwide in Japan and a woman president has been appointed at a dealership. As of the end of March 2025, 1,087 women CAs were employed across Japan. The ratio of women CAs is 11.2%. We support career development by providing networking opportunities for women employees and conducting career training programs. In addition, women technical advisors (TAs) have been appointed to serve as bridges between customers and dealer technicians.

Development of women executives

We assign dedicated career coaches to women executive candidates, arrange executive mentors, and provide opportunities for external training. Additionally, during the creation of the executive succession plan, we ensure time is allocated for discussions on development plans for women candidates, continuously striving to nurture women executive candidates.

Health promotion support service (Japan)

By focusing on and improving areas often neglected by people feeling unwell, including Femtech*2 and sleep improvement, Nissan promotes a work environment that facilitates improved productivity and the realization of a worklife balance. We provide online seminars and medical support for employees and their families and partners to promote understanding of various health issues, including those specific to women such as menopause, as well as treatment for infertility — which can affect both men and women.
In the fiscal year 2024, we invited an external speaker, to give a lecture for employees in the Manufacturing Department on the importance of DEI and the differences in work styles between the Reiwa and Showa eras.

Employee Resource Group (ERG)*3

An Employee Resource Group (ERG) is a community formed by a group of employees with common aspirations (identities and interests) and is supported by executives. Nissan has a variety of organizations that cater to different interests, including Gender, LGBTQ+ Allies, Multiculture, Working Parents, Disability and Career & Communication.
They organize events and share knowledge and experiences to create a workplace where employees can work with more confidence and vigor. We are proactively developing activities tailored to the characteristics of each of our operations in Japan, the Americas, AMIEO (Africa, Middle East, India, Europe and Oceania) and China.

*1 Click here for more information on the award. https://global.nissannews.com/en/releases/release-0cbaaa35cd823cb7d80b7f6fb01f3d71-nissan-x-trail-awarded-best-large-suv-by-ww-car-of-the-year-2023
*2 Nissan has introduced self-care initiatives for both men and women, including Femtech, which refers to products and services that offer solutions to women's health issues such as menopause, menstruation and fertility treatment.
*3 Referred to as Business Synergy Teams (BSTs) in the Americas Nissan Group.

LGBTQ+ related initiatives

Nissan is making both internal and external effort to support LGBTQ+ people, creating a corporate culture that embraces difference in gender identities and sexual orientations, introducing systems and facilities considerate of them, and releasing supportive message to the public.

Activity pillars	Examples of activities
Fostering a climate of understanding	Original stickers representing allies LGBTQ+ e-learning required for all employees LGBTQ+ seminars held annually since 2014 PRIDE month special issue information disseminated via an email newsletter and intranet Employee community launched in 2016, became an ERG in 2023 HR support handbook for LGBTQ+ employees
Institutions and facilities	【Applicable to same-sex marriages and de facto marriages】 Leave system based on marriage and family-care reasons, provision of wedding gift money Private facility for annual health checkup Installation of multiuse restrooms External consultation service
Communication outside company	Participation in Tokyo Rainbow Pride (TRP) since 2017; booth exhibit and PRIDE parade participation in 2024 Expressing support for marriage equality Eight consecutive annual PRIDE GOLD awards for being a top LGBTQ+ supportive company

Enabling diverse human resources

Initiatives on mid-career hires and senior employees

Nissan has been hiring, developing and promoting talented individuals with various career backgrounds on a regular basis. We provide necessary training to employees with prior experience at other companies to enhance their performance at Nissan.
Nissan's mid-career recruitment ratio for management is higher than the average Japanese company and is even higher for indirect employees. (The mid-career recruitment ratio in management is 36.4% and for indirect employees 34.6% in Japan as of the end of March 2025.)
We also provide opportunities to senior employees.*1

Initiatives for hiring people with disabilities

At Nissan, we create workplace environments and systems to provide opportunities in which people with disabilities can work to their full potential. Disability-related ERGs were established in Americas in the fiscal year 2022 and in Japan and AMIEO in the fiscal year 2024. They are working to promote understandings of disabilities and create user-friendly vehicles for all.

Cross-cultural cooperation

Nissan's global workforce is composed of more than 100 nationalities. The senior management and team leadership levels also include diverse nationalities. The percentage of non-Japanese in management positions working for Nissan in Japan (6.3% as of the end of March 2025) is high compared to other Japanese companies. In addition, 53.3% (As of June 2025) of Nissan's executives are non-Japanese nationals.
We provide opportunities to enhance skills and experience in working collaboratively across diverse cultures by acquiring knowledge through personnel exchanges among offices outside Japan and project collaborations.
In Americas and Japan, multicultural ERGs are working to create environments where employees can demonstrate their abilities regardless of nationality, cultural background, or language ability.

*1 Click here for more information on" Support for the engagement of senior human resources." >>> P110

Creating an inclusive environment

To realize a working environment that provides equitable opportunities and support and allows every employee to reach their full potential, Nissan believes in maintaining a work-life balance that respects individual circumstances.

Balanced support (Japan)

- We provide training and seminars to support employees balancing work and childcare as well as employees responsible for nursing care and those undergoing treatment and self-care.
- We provide training and seminars for managers to learn how to support the careers of employees who are engaged in balancing work and childcare.
- We have also invested in infrastructure development, including programs and facilities.

We are introducing effective measures by approaching work-life balance from these three directions. Since 2022, with the aim of fostering a culture that makes it easier for men employees to take paternity leave, the following actions have been implemented: distributing messages of support to employees from executives and managers, rolling out mandatory e-learning for managers, and introducing cases of childcare leave by conducting interviews with employees who have previously taken paternity leave. The paternity leave acquisition rate was 65.5% , with an average period of 92 days in the fiscal year 2024.

Building on the existing Family Support Leave, from the fiscal year 2024 we have established a new Life Support Leave that can be used for medical treatment, recuperation and prevention, thereby creating an environment that can meet the individual needs of a wider range of employees.

In addition, an employee-led community set up by working parents to exchange information has been active. In 2023, the group was officialized as an ERG with an executive sponsor and more than 200 employees are participating in its activities.

Creating an environment conducive to achieving an optimal work–life balance

Comprehensive support for employees:
For themselves, managers, mindset and infrastructure

Supporting employees: Career development and work–life balance support

- Seminar for expectant parents before maternity and childcare leave, and a reinstatement seminar for those who are taking childcare leave
  Provide employees with opportunities to think about their career paths and workstyles before and after maternity and childcare leave
- Nursing-care seminar

Supporting managers who have employees engaged in work–life balance

- Guidance on offering promotion exams before childcare leave
- Childcare leave system e-learning for managers
- Diversity management training for managers
- Support for paternity leave

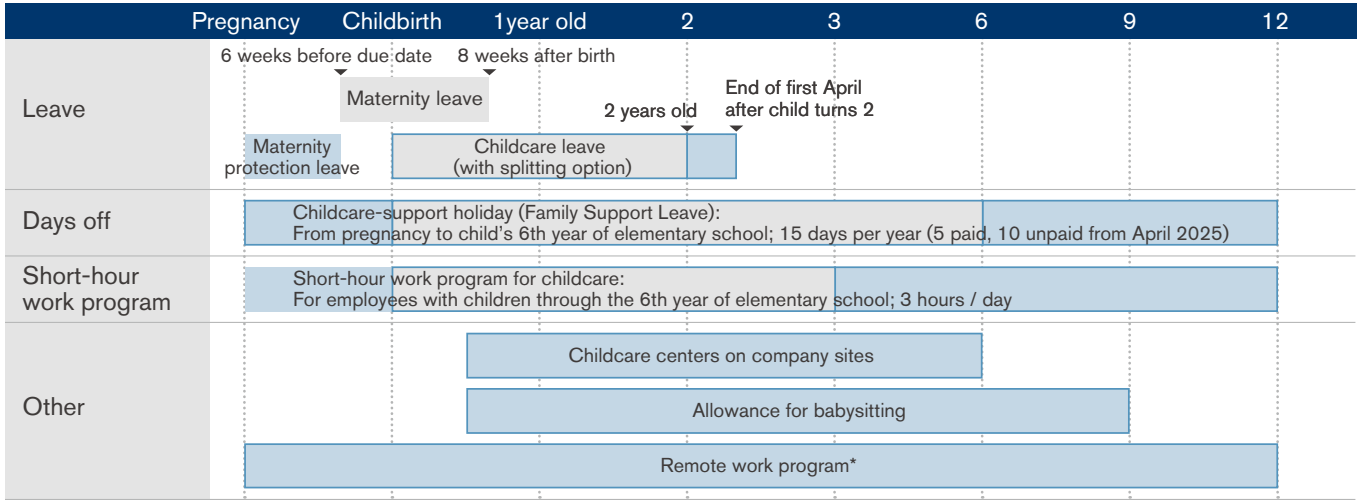
Developing programs, facilities and other infrastructure conducive to the work-life balance of employees and fostering a culture that is supportive of employees taking childcare leave

- Remote work program (all employees are eligible except those in manufacturing processes)
- Super flextime without core time (core time exists 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 available by the hour)
- Life Support Leave (medical treatment, recuperation, and prevention support available on an hourly basis)
- Childcare leave (with splitting option), nursing care leave and maternity protection leave
- Fertility treatment leave (April 2025~)
- Shorter working hours for treatment (April 2025~)
- Accompanying leave (three years 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. Support for returning to work at the desired time without being affected by the waiting list issue
- Lending of personal computers to employees on leave (for intranet and email access)
- MM care room (lactation room)
- External nursing-care hotline

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 the company opened its first one 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, Nissan opened its fifth in-house childcare center at the Yokohama Plant. We currently have in-house childcare centers at the Nissan Technical Center, the Nissan Global Information System Center, the Global Headquarters, the Oppama Plant and the Yokohama Plant. Their operating hours are line with the working times of each site to support the continued employment of employees.

Support systems for childbirth and childcare (Japan)

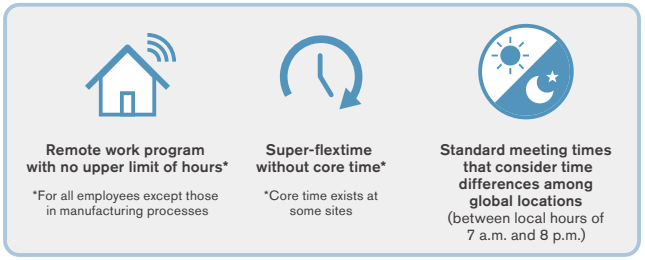


* Available to all employees (excluding those in manufacturing processes) regardless of their reasons for childcare or nursing care.

Legally mandated | Decided by Nissan | For parents of both sexes

Promotion of inclusive workstyles

We are committed to create a working environment in which diverse employees can maximize their performance. 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. The upper limit of hours was eliminated in 2021 to expand the system.



Workstyle reform Happy 8

Main initiatives	
Happy 8 program	In 2015 we introduced the Happy 8 program, a time-conscious workstyle reform emphasizing the ideal of an eight-hour 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 eight hours a day.
Happy Friday	In February 2017, we introduced our Happy Friday program. It encourages employees to leave the office at 3 p.m. on the last Friday of each month to promote 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. Items from previous Happy 8 surveys incorporated into the program

May. 2019	Expanded workplace to include locations analogous to home (spouse or blood relative homes)
Oct. 2020	Expanded workplace to include public spaces
Jan. 2021	Family Support Leave in one-hour units
Jun. 2021	Removed upper limit on remote work hours
Jul. 2023	Health promotion support service
Aug. 2023	Self-Career Dock
Apr. 2024	Life Support Leave

Expanding DEI to partnerships and communities

Nissan will proactively contribute to the realization of a more inclusive world by expanding the scope of application of DEI concepts and activities within the company to business partners and local communities.

Main initiatives (Japan)	
Collaborations with schools	We conduct vocational lectures on the automotive industry, the work done by Nissan and the experiences of our employees.
Collaborations with universities	Executive speeches and donations for supporting the development of global leaders at the University of Tokyo.
Tokyo Rainbow Pride	Alongside LGBTQ+ people and their supporters (allies), we sponsor and exhibit at events, and participate in parades with the aim of realizing a society in which all people, regardless of sexual orientation or gender identity, can live their lives more freely without discrimination or prejudice.
Participating member of D&I Kanagawa	We endorse and participate in this initiative, which aims to realize a gender-equal society in which all people can demonstrate their individuality and strengths.
Collaborations with Nissan Group companies	We regularly organize plenary meetings and information exchanges with DEI promotion members in Nissan Group companies for the purpose of sharing activities and networking.
Collaborations with other companies	We organized an event to introduce Nissan's DEI initiatives from the past 20 years and to create a platform for dialogue among participating companies.

Achievements at sites outside Japan

Initiatives in Americas

At Nissan Group of the Americas, we are passionately committed to fostering a culture where every individual employees, customers and partners alike feels respected, valued and truly heard. Our mission is driven by the broad community of people who make, sell and use our products worldwide. We strive to cultivate an environment that unlocks each employee's full potential and celebrate the unique differences that make us stronger together.
In the fiscal year 2024 we expanded our DEI focus through impactful actions and initiatives, including an impressive 43,820 training hours dedicated to advancing our leadership goals. We achieved 92% employee participation in voluntary OUR Nissan Workshops, which promote inclusive conversations and serve as a cornerstone of Nissan's cultural evolution. These workshops foster safe spaces for dialogue among leaders and teams. Through two strategic topics "OUR Nissan" and "Business Case for Diversity" we deepened trust, elevated understanding, and reinforced the critical role of DEI in driving business success across the Americas.
In Nissan South America, our DEI Dealer journey advanced significantly in 2024. We launched a new printed manifesto, prominently displayed at every dealer and accessible via QR code, reinforcing Nissan's long-term commitment to consumer diversity and inclusive environment. This initiative strengthens our Nissan Way at the dealership level, ensuring every customer and employee experiences a Nissan for Everyone.
We believe appreciation boosts morale, relationships, and innovation. In the fiscal year 2024, employees sent 18,713 Kudos - a 59% increase from the fiscal year 2023 - showing strong progress in building a culture of recognition. Throughout the year, we hosted 3 leadership summits with more than 3,000 attendees, providing a platform for networking, learning, and inspiration so our leaders can continue leading with mind and heart. We create safe spaces of connection and transparent communication with our Chairperson and more than 600 participants sharing personal, professional and business topics.
NISSAN is a great place to belong! Our dedication to inclusion is further demonstrated by ongoing regional initiatives such as:

- Unconscious bias training (voluntary) since 2018
- Flexible work schemes supporting maternity and diverse personal needs
- Adoption of the Women's Empowerment Principles (UN) since 2022

At Nissan, our leadership approach - grounded in respect - continues to shape a culture of inclusion, feedback, and growth. 81% of employees participated in Check-Ins -formal sessions with managers to align on goals, career development, and connection. Along with more of 43,000 hours of leadership training and strong engagement through summits, kudos, and coffee chats, we're building a feedback-driven culture and fostering inclusive leadership to drive innovation and trust.

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

The AMIEO region, established in April 2021, is geographically wide and diverse. We operate in more than 100 markets, which offers a tremendous opportunity to leverage the inherent diversity within the region. AMIEO is represented by a 12% woman population across the business (both direct and indirect employees), with five women in key leadership roles.
Our mission to build a strong DEI culture both internally and externally is supported by four strategic pillars: establish accountability, foster an inclusive culture and workplace, communicate and celebrate, and governance. By creating and fostering a workplace in which every individual can come to work feeling secure, embraced and able to be their true selves, we allow our employees to feel they belong and enable them to do their best every day.*1
In the fiscal year 2024 the AMIEO team launched an ERG toolkit and facilitated the expansion of ERGs within the region. The toolkit is designed to empower employees by providing clear guidance, best practice examples and resources to grow ERGs, which foster inclusivity and professional development. ERGs and their members continue to grow with more spaces for colleagues to connect, share experiences and support one another.

AMIEO DEI Annual Report

*1 Click here for more information on the AMIEO initiatives in our AMIEO DEI Annual Report FY23. Link to the AMIEO DEI Annual Report https://reports.nissanamieosustainability.com/dei-2023/article/1/

Initiatives in China (NCIC and Nissan China JVs)

In China, we are committed to creating a truly diverse, inclusive and equitable environment in which individuals can demonstrate their potential to the fullest. The following initiatives have been taken:

DEI awareness enhancement
Communication: Holistic communication channels established for DEI concept penetration, including Townhall, skip-level meetings and employee roundtables with DEI topics to create vertical and horizontal dialogue. In addition, culture ambassadors and a dedicated DEI resources site promote employees' engagement.

Training: Multiple learning resources provided to ensure a better understanding of DEI.

Equip leaders with DEI tools through leadership training and intergeneration leadership workshops. DEI e-learning, unconscious bias and safe mindset e-learning were launched.

Inclusive workplace building
A flexible working scheme: Allowing employees to work with more flexibility based upon their personal needs.

Internal policy review: Internal policy and rule were reviewed to ensure they align with the principles of DEI. Our recruitment processes are free from any discrimination based on gender, age, or personal background. We actively promote equal opportunities in all recruitment advertisements and maintain a fair and unbiased CV screening process.

ERGs: Management-sponsored ERGs provide networking and development opportunities, fostering belonging. In 2024, two key topics conducted by ERG were effective communication and cross-culture integration.

Gender diversity: In the fiscal year 2024, many initiatives related to gender diversity were implemented including the following programs.

- Comprehensive maternity, paternity, nursing and parental leave implemented to support employee's needs in taking care of family members
- Woman talent career development facilitated with regular IDP (Individual Development Plan)/CDP (Career Development Plan), which provides clear, personalized roadmaps to address skill gaps, set career goals, and access growth opportunities. By aligning organizational resources with women talents' career aspirations, IDPs/CDPs promote equitable career progression and long-term retention
- Mental health workshops held on International Women's Day.

Young generation development: We have also implemented the following programs for young generation development.

- Engage young people through the Culture Ambassadors' program, Cross Functional Team (CFT) projects and skip-level meetings with management.
- Management actively participates in mentoring program focus on strengths communication with talented young employees.

Initiatives in ASEAN

In ASEAN, we are committed to creating value and respecting the value of people through DEI. Our key activities are:

Celebrating and empowering women
We celebrated International Women in Engineering Day and International Women's Day to foster gender equality and celebrate the many contributions of women. This was done through leadership communication, employee testimonials and women development activities.

Equal opportunities

We provide equal opportunities for employees regardless of their background to drive their own careers and build their skills. To empower them to do so, we train employees to draft their own career development and individual development plans, and encourage them to register for instructor-led trainings that suit their needs and promote an inclusive workplace. Some of the trainings we launched include topics on collaborative discussion, skillful conversations, and getting and receiving feedback. We also launched a broader regional mentoring program to foster cross-functional learning and development.

Wellness month

We promoted employee well-being through physical and mental health programs and activities, including a Mental Health Week, featuring a seminar on psychological first aid, art activities and personal counseling..”

Employee Appreciation Day

We take the opportunity to give everyone a chance to show their appreciation and recognition to their bosses, peers and team members, regardless of their job level. To show appreciation to all employees, various appreciation activities are launched. The recognition program was incorporated into the Workday system to increase convenience, equal opportunity for recognition and process improvement.

DEI training

We are launching an e-learning for all employees to learn more about DEI and how it can be applied in the workplace.

External recognition for DEI at Nissan

Both Nissan’s DEI 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 a 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, Labor and Welfare recognizes companies that successfully promote woman participation in the workplace. We received the highest third-level Eruboshi accreditation in 2017.

PRIDE Index

This is an award that recognizes efforts to support LGBTQ+ employees. In 2017, we became the first Japanese automotive company to receive the top gold rating in the PRIDE Index, and have been awarded it every year since.

Outside Japan*1

Region	Awarded company	Awarded year (in calendar year)	Title of the Award	Sponsor
Americas	Nissan North America	2025	Platinum Sponsorship Award	NAACP – Murfreesboro Branch
		2025	Diamond Sponsorship Award	African-American Society of Williamson County
		2024	All-Time Top Corporation	Women's Business Enterprise National Council (WBENC) (U.S.)
		2024	Corporate Sponsor of the Year	100 Black Men of Dallas
		2024	Award of Appreciation	National Society of Black Engineers
		2024	Great Place to Work United States (second consecutive year)	Great Place to Work
		2024	All Stars Business Partner	Metropolitan Nashville Public Schools – Academies of Nashville
	Nissan Canada Inc.	2024	Great Place to Work Canada (sixth consecutive year)	Great Place to Work
		2024	Canada's Most Admired Corporate Cultures™	Waterstone Human Capital
		2024	Excellence Awardee for Diversity & Inclusion	Human Resources Director Canada
	Nissan Mexicana, S.A. De C. V., NR Finance Mexico	2025	Best Places to Work LGBTQ+ Mexico (Fifth consecutive year for NR Finance Mexico, fourth consecutive year for Nissan Mexicana, S.A. De C. V.)	Human Rights Campaign Equidad MX
		2024	Top Company for Women (third consecutive year)/Super Company (fourth consecutive year)	Top Companies – Expansion
	all Nissan South America countries, Argentina, Chile, Brazil and Peru	2024	Great Place to Work for Argentina, Chile, Brazil and Peru (third consecutive year)	Great Place to Work
		2024	Best place to Work LGBTQIAP+ (first year) for Nissan Argentina, Chile and Brazil	Human Rights Campaign
		2024	Racial Equality (second consecutive year) for Nissan Brazil	Instituto de Identidades do Brasil
		2024	Most inclusive companies for automotive (second consecutive year) for Nissan Brazil	Automotive Business
AMIEO Africa/Middle East/India/ Europe /Oceania	Nissan Motor (GB) Ltd.	2024	Outstanding Corporate Social Responsibility Award	Metro
		2024	Pride 365 Certified (fourth consecutive year)	InterPride (UK)
	Nissan Australia & New Zealand	2024	Great Place to Work	Great Place to Work
ASEAN	Nissan Philippines, Inc.	2024	Best Employer Brand 2024	Employer Brand Institute of India

*1 Click here for more information on the main examples of external recognition of our diversity and inclusion initiatives to date. >>> P159

Learning and development

Approach to learning and development

Nissan is committed to providing value to society by enhancing the employability of its employees through skill development programs, thereby fostering human resources who can respond to the ongoing major changes in society. We are implementing a number of initiatives to ensure that Nissan continues to be a company where each and every employee is equipped with high-level skills and is strongly motivated to work. Above all, 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 so that both the company and employees can continue to grow together and develop human resources.

Management of learning and development

Continually improving human resource systems

Nissan strives to continually improve its human resource systems to achieve development and growth for its people and individuals as well as the organization and company over the medium to long term. As the automobile industry faces a once-in-a-century period of great transformation, in fiscal year 2025, Nissan significantly revamped its grading, evaluation, and treatment systems, which form the foundation of human resource management.

In addition to employees taking ownership of their careers and proactively developing their skills, we are also encouraging superiors to support the development of their subordinates and to promote the realization of shared values through the PCC/PMD program*1. Specifically, we are revamping our evaluation system in fiscal year 2024–2025, introducing the four values of the Nissan Leadership Way into the evaluation criteria in addition to the five values of the traditional Nissan Way. This defines the leadership values and behaviors that all employees should adopt as the basis for implementing the Nissan Way.

The new systems incorporate various revisions with the aim of promoting corporate cultural reform, improving the quality of human resource development, and realizing future-oriented evaluations and communication.

(1) Promoting corporate cultural reform: In returning to our corporate purpose and DNA of “driving innovation to enrich people’s lives” and “daring to do what others don't,” we revised the previous evaluation system, which was centered on goal management, in order to promote and encourage each individual to take on new challenges.

(2) Improving the quality of human resource development: Under the previous system, “results” and “actions” were evaluated separately and linked to different treatment items such as wages, annual salaries, and bonuses. However, in fiscal year 2025 we revised this system so that “results” and “actions” are comprehensively evaluated and fed back to evaluate degree of contribution, then reflected in compensation, making it easier for employees to feel a sense of growth and that their efforts have been rewarded.

(3) Realizing future-oriented evaluations and communication: Previously, “results” and “actions” were evaluated in separate cycles, but by integrating the cycles, we have restructured the system to make it easier for supervisors and subordinates to engage in dialogue aimed at further growth.

We will continue to review and restructure our human resource systems and development programs in line with our long-term vision Nissan Ambition 2030.

Support for self-designed careers

At Nissan, all employees have an opportunity three times a year to discuss their own careers with their supervisors to support their career designs. Together with “Contribution Appraisal,” employees and their supervisors reach a consensus regarding their careers 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 careers. 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

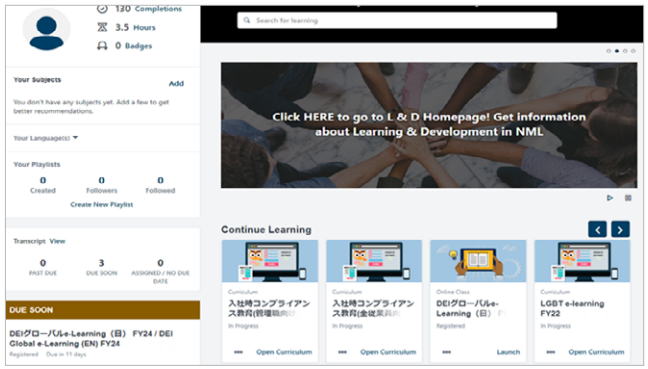
*1 PCC program: Nissan's general employee evaluation and compensation system. The performance, competency, and career (PCC) program comprises four parts: 'role rank by career course', 'appraisal system', 'compensation system' and 'career', all of which are based around the core skills and competencies needed to conduct work activities.
PMD program: The performance evaluation and compensation system for managers and above. PMD stands for performance management and development.

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 (OES). 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 year 2024, a total of 191 employees applied for approximately 592 open posts, and 111 of them succeeded in getting the positions they applied for.

Support for the engagement of senior human resources

Following the principles of diversity, equity, and inclusion, Nissan introduced the “Senior Partner System” in April 2013 as a career stage for senior employees with a high level of expertise and experience, enabling them to continue working regardless of their age. This system is designed to establish a flexible work style that balances the diverse needs of senior careers with the needs of the company and provides employment opportunities after retirement at age 60 up to age 65. The number of senior partners has grown from over 200 when the program began to approximately 2,700 as of the end of 2024, and these partners are active in a variety of occupations and positions.
In fiscal year 2023, Nissan revamped its framework of compensation and periodic interviews and related matters. It has built an environment in which employees are highly motivated to do their work and foster their successors as a member of the organization by posting expectations more in line with each individual’s experience and capabilities, and providing compensation in accordance with the level of their contribution. At the same time, the company introduced a system that allows senior partners who meet certain criteria to continue to be active beyond age 65 until age 70, thereby broadening the range of life plan options for senior employees.

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. We also offer opportunities to acquire skills in areas such as electrification, connected and automated driving, and digital and advanced technologies, which are especially important in today’s mobility industry. 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 content to encourage self-learning. With these measures, we strive to foster a corporate culture of continuous learning and development. We use technology to facilitate learning and enhance the learning experience. 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 anywhere, anytime.

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 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 recent years, we have transitioned these courses to online and on-demand formats in order to expand opportunities for employees to take them, and we offer approximately 178 courses, such as technology courses that include AI and IoT.

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 681 employees have graduated the program (completed reskilling) over a period of 21 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

Nissan formulates all principles and standards based on the Nissan Production Way (NPW) concept, a common global production method. In order to improve the operational management level of on-site supervisors, Nissan has a common NPW education program for the Nissan Group, aiming at the promulgation and implementation of the NPW.

Improving management quality

We are working to improve the quality of leadership and management at the global level. In January 2024, we announced the Nissan Leadership Way, a set of leadership values and actions felt in our hearts, and not just our heads. In the introduction of the Nissan Leadership Way, corporate officers and general managers themselves act with strong leadership, holding dialogues and workshops to promote understanding in their respective departments and to communicate the will to change. In fiscal year 2024, we introduced a new training program for general managers aimed at reforming their own organizations through the practice of the Nissan Leadership Way. From fiscal year 2025 onwards, we plan to continue to implement this program, mainly for newly appointed general managers.
From fiscal year 2021 onward, in addition to companywide training by job level (for new employees, for newly promoted managers, etc.), we have continued to promote the understanding and practice of behaviors related to the expected roles of each position. In addition, the existing training program structure will also be revised in line with the new NISSAN WAY and the leadership of psychological safety assurance and human resource development, creating an environment where employees can take training that strengthens relevant skills and leadership.
Additionally, to expand learning and growth opportunities for all employees and improve management quality, Nissan further developed a global framework called Nissan Charge in fiscal year 2024, with approximately 10,000 employees engaged in ongoing training. In fiscal year 2025, we will revamp our global learning platform, focusing on the creation of a system that makes learning more accessible to employees and enables them to gain a sense of personal growth.
We are also making efforts to improve our mid-career hire onboard training program to create a comfortable working environment for mid-career hires, including expanded orientations, the provision of effective support from supervisors and colleagues and support based on onboarding surveys, so that they can quickly adjust to their new environment and play active roles in the company.

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 global functions so that they can acquire the 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.
Furthermore, to cultivate a pipeline of future leader candidates, we provide the “Global Challenge Program,” in which younger employees travel to Nissan’s overseas sites for extended periods to work with local teams to solve problems. Candidates are encouraged to apply for the program through self-nomination from the viewpoint of supporting employees who take initiative. 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.
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 year 2024, the system's 19th year, 48 Expert Leaders and two Fellows are playing an active role in a total of 85 fields of specialization. The Expert Leaders and Fellows 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.

Company-wide training system

Compulsory training

New general manager training	Role and competencies
New manager training	Orientation
	Personnel Evaluation
	Management
	Diversity Management / Inclusion Theater
	Harassment Prevention
New assistant manager training	Role and competencies
Leader training	Role, competencies and career
3rd year employee training	Career
New graduate induction training	Onboarding Training/e-Learning
Training for mid-career hires	Onboarding Training /e-Learning

Elective and selective training*1

	General employees		Management-level employees	
	Leader	Assistant manager	Manager	General manager
Face-to-face/Online			Quality Management	
		Team Leadership		
		Building a Culture of Trust		
		Advanced Coaching for Managers		
	Coaching Training			
	Project Management			
			V-Expert Training*2	
		V-Pilot Training*2		
	V-FAST Facilitator Training*2			
	V-up Basic Training*2			

Learning and development achievements

Training program achievements at Nissan Motor Co., Ltd.

Performance indicators for training programs	FY2022	FY2023	FY2024
Total number of learners	519,905	514,187	549,382
Total hours of training	392,294	358,597	405,861
Average hours per learner	16.5	14.9	16.8
Learner satisfaction (out of 5.0)	Above 4.2	Above 4.2	Above 4.2
Investment per employee (¥)	75,000	76,000	63,000

*1 In addition, we have prepared more than 100 in-person and e-learning courses for specialized knowledge and skill development.
*2 Training on "V-up" Program, the problem-solving program developed by Nissan.

Health and safety

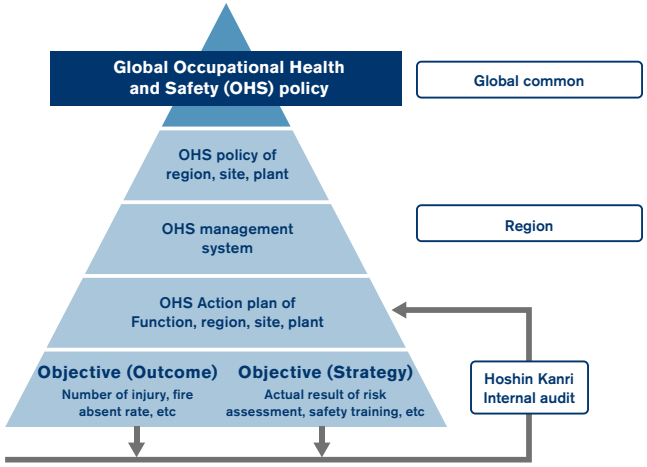
Approach to health and safety

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.
From a long-term perspective, we are working toward 2030 to maintain and improve a vibrant workplace where employees can work safely, securely, and healthily on an ongoing basis. Through such initiatives, we will not only improve productivity, but also provide value to society in the shape of higher quality employee health, safety, and happiness.

Positioning of the Global Occupational Health and Safety Policy



Management of health and safety

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 where the progress of activities is managed.
A health and safety officer and a traffic safety officer are assigned at each workplace to ensure the effectiveness of day-to-day occupational 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 Furthermore, Nissan has introduced Occupational Safety and Health Management Systems (OSHMS) in Japan and overseas in line with the guidelines of the governments of various countries. Many of its business sites are also ISO 45001*2 compliant, thereby establishing a system to ensure that occupational safety and health activities are implemented.
As part of Nissan's efforts to counter infectious diseases, we are working to strengthen measures aimed at preventing infectious diseases, with the highest priority placed on the safety of our employees and other related parties. To fulfill our social responsibilities while maintaining business continuity, we have formulated a business continuity plan

*1 In fiscal year 2020, fiscal year 2021, and fiscal year 2022, the group meeting was suspended to prevent the spread of COVID-19 infection.
*2 ISO 45001: An international standard for occupational health and safety management systems.

(BCP), established a rapid response system, and conducted training sessions on preventing the spread of infectious gastroenteritis.

Health and safety achievements

Safety initiatives

Global standardization of occupational safety standards

Nissan has introduced its own occupational safety and fire risk management diagnostic method to proactively identify potential occupational accident risks in the workplace and is taking measures to address them.

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, with all from corporate executives to general employees having a uniform perspective. 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.

Activities to prevent accidents through hazard prediction have taken root widely, where they are continuously and systematically implemented on equipment and operations in the workplace.

In addition, we employ risk assessment to identify risks in the workplace and implement countermeasures. We also provide risk assessment training to develop employees who can accurately identify risks in the workplace. Employees who have received this training conduct risk assessments of equipment and operations and implement safety measures to create safe workplaces.

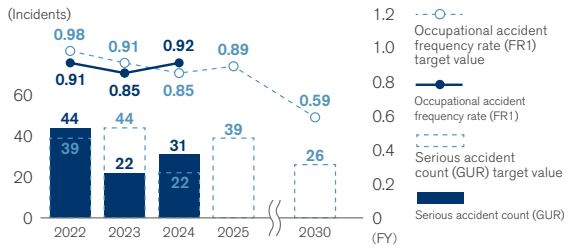
We have established common standards for reporting on work accidents or outbreaks of fire that occur in any of our global production sites. The person in charge where the accident or fire occurred must report without delay to Nissan Motor Co., Ltd. We promptly share information on the occurrence and response measures with our sites to prevent the recurrence of similar accidents.

Nissan has adopted the occupational accident frequency rate (FR1)*1 and serious accident count (GUR)*2 indicators for the purpose of comprehensive monitoring of occupational accidents and manages the progress of each.

We set annual targets for reducing the frequency of workplace accidents by half compared to fiscal year 2020 levels by fiscal year 2030, and we aim to achieve zero fatal accidents.

As a result of monitoring in fiscal year 2024, we confirmed that the occupational accident frequency rate was 0.92, higher than the previous year, and the serious accident count was 31, of which the number of fatal accidents was two, one involving a Nissan Group employee, the other a person from outside the Nissan Group.

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. WBGT*3 measurements are utilized to implement ongoing improvements that enable employees to work in a comfortable environment. In terms of countermeasures, we continue to promote the distribution of ice slurry and hold heatstroke seminars, and in fiscal year 2024, we began using digital devices to visualize risks in an effort to strengthen measures aimed at preventing serious illness.

*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 Serious 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) Applies to all workers (including employees of partner companies and other companies and visitors, regardless of employment status or affiliation) on our sites (Nissan Motor Co., Ltd., Nissan Motor Kyushu Co., Ltd., and overseas production sites).

*3 WBGT: Wet Bulb Globe Temperature. This is an index that incorporates three factors that significantly impact the body's heat balance: Humidity, the surrounding thermal environment (insolation, radiation, etc.), and air temperature.

Health promotion and management (Japan)

Basic approach

In accordance with its global policy, Nissan considers the health and safety of employees to be not only an issue for individuals but also an important issue for Nissan to grow 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. We have set targets for work absence rates (physical and mental) and monitor them as an indicator of the progress of our activities.

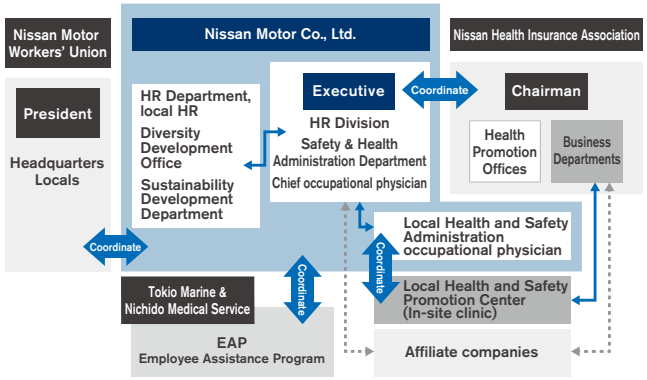
Nissan's health and productivity management

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.

Promotion structure



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	
Increase in physical and mental health leaves Lack of measures to promote health awareness	Implement activities based on health management promotion Create healthy people	Health investment outcome indicators • Event participation rates • Follow-up on results of health checks • Improved activity rate based on results of stress checks, etc.	• 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.	• Improve work engagement*1 • Improve health literacy*2 • Reduce presenteeism*3 • Reduce absenteeism*4	Realize corporate purpose Realization of a company where each person can work energetically

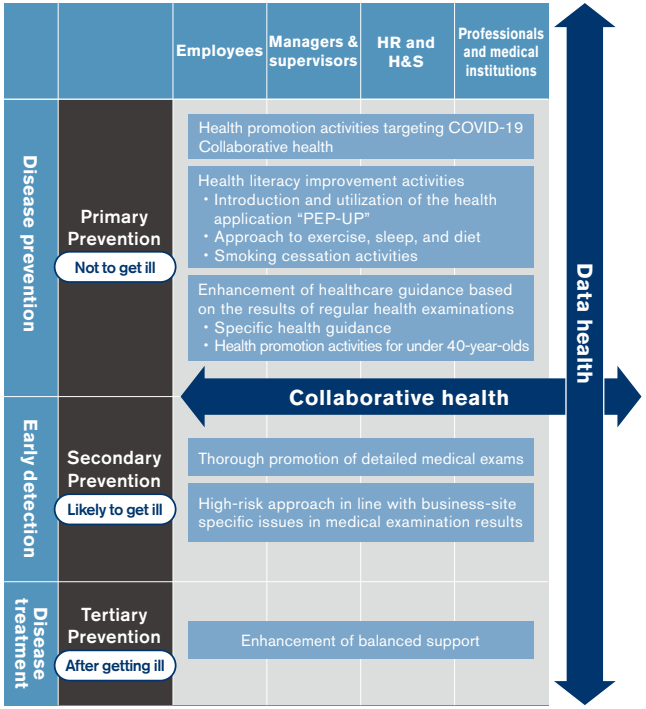
Leveraging the best characteristics of each site so the entire company can work as one

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.

Solid efforts toward physical healthcare

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



Since 2018, we have provided ongoing education on the prevention of lifestyle diseases to younger employees under the age of 40, maintaining a participation rate of 98%. We also hold seminars on menopause to address health issues associated with the ageing of our employees. Health support is provided for employees of all ages.

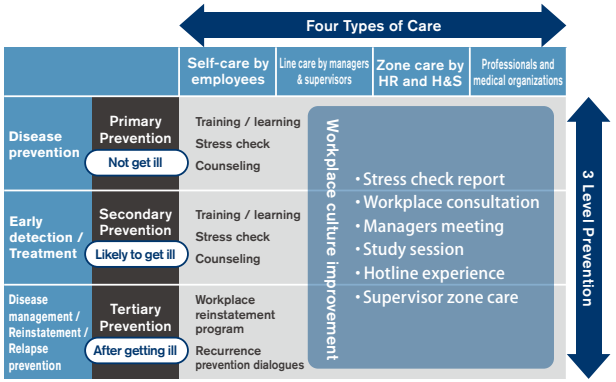
The obesity rate among Nissan employees is improving due to the activity to reduce weight gain during COVID-19. We are also promoting companywide health activities from various angles, such as oral health and diet-related activities to prevent heat stroke. We began focusing on physical exercise in fiscal year 2024.

In fiscal year 2023, as part of our DEI promotion activities, we introduced the self-care support program "Cradle" and newly established "Life Support Leave" that can be used for prevention of illness and other purposes for one's health.

While reducing the number of employees who are absent from work through comprehensive activities as a company, we are also making steady efforts in physical healthcare, such as preventing illnesses by raising health awareness.*1

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*2

- 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

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.

Debriefing sessions on the results of organizational analysis are held in all departments.

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.

*1 Click here for more information on Nissan's physical healthcare activities. https://www.nissan-global.com/EN/SUSTAINABILITY/SOCIAL/EMPLOYEE/ASSETS/PDF/Nissan_Health_Management.pdf
*2 EAP: Employee Assistance Program

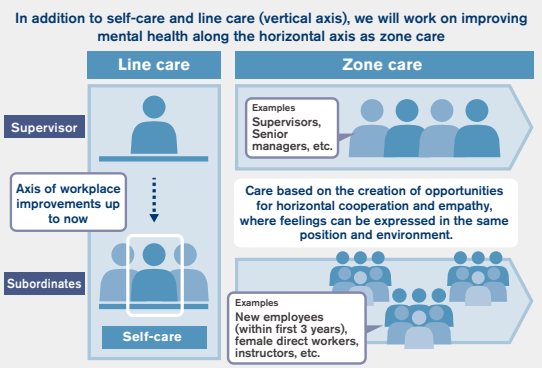
In proceeding with our organizational analysis and activities, it became clear that a certain segment of employees needed special care, based on recent analyses of mental health leave and stress levels. Nissan calls this "Zone Care," and at present we are engaged in the following activities:

- Hotline experience providing counseling to new graduates and mid-career hires
- Online sessions for indirect employees
- Roundtable meetings and sessions for young direct employees
- Roundtable meetings and coaching activities as zone care for foremen

The hotline experience in particular, which serves as a support providing advice to young employees, facilitates annual counseling until the third year of employment, and helps with the early detection of employee mental health issues. Since 2019, we have also provided self-care training as mental health support for employees, as well as line-care training for supervisors and managers.

Self-care training and Line care training (FY)

	2022	2023	2024
Self-care training attendance rates (%)	95.2	96.2	97.4
Line care training attendance rate (%)	93.0	93.5	96.5



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 (White 500) for seven consecutive years since 2019. In addition, the Japan Sports Agency has certified Nissan as a Sports Yell Company actively engaged in sports to improve the health of employees since 2022.

2025
健康経営優良法人
KENKO Investment for Health
大規模法人部門
ホワイト500

SPORTS YELL COMPANY 2025

Governance

Approach to governance

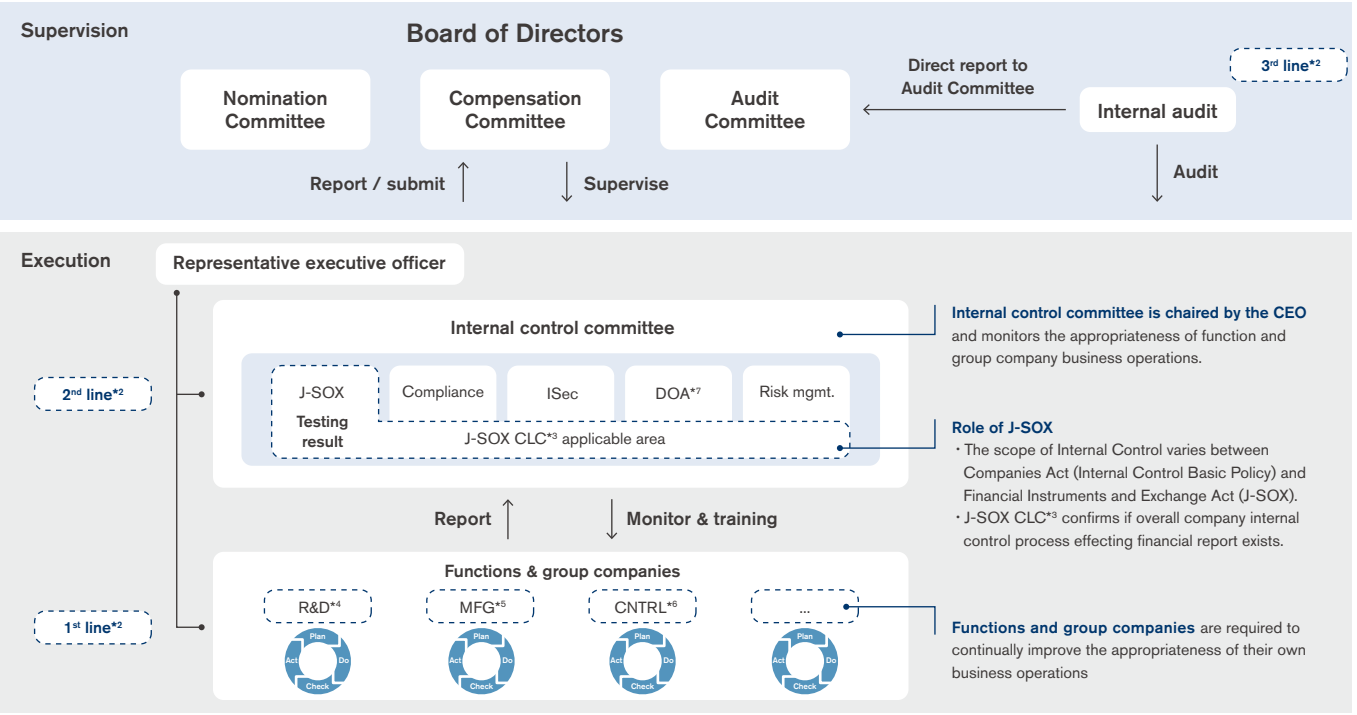
The Company submitted a corrective action report to the Japan Fair Trade Commission ("JFTC") on March 5, 2025, in relation to the recommendation received from the commission on March 7, 2024 based on violations of the Japanese subcontract act ("Subcontract Act").
The Company has taken the recommendation very seriously and implemented various improvement and corrective measures, including revising and reforming its companywide processes and organizations.
As part of the establishment of regulatory compliance management system, the Company has revised and reformed its companywide processes and organizations, including establishment of a department responsible for the Subcontract Act to strengthen internal controls, creation of an external window (hotline) to receive inquiries and reports from business partners, and establishment of the Partnership Transformation Office directly under the President/CEO to directly gather feedback from business partners.
Furthermore, the Company has enhanced the compliance awareness and knowledge by conducting educational programs and events to raise employee compliance awareness. Going forward, the Company will continue its efforts to regain the trust of its business partners and work together as a company to promote fair transaction.
Considering the above, in order to create unique and innovative automotive products and services, and deliver superior measurable value to all stakeholders, Nissan will enrich people's lives as a company that is trusted by society, and address improvement of corporate governance*1 as one of its most prioritized managerial tasks. In addition to addressing risks and opportunities associated with climate change, we will conduct our business while considering society's expectations and our social responsibilities and devote ourselves to the development of a sustainable society by aiming for sustainable growth of our business.
To be a sustainable company, Nissan must have a high level of ethics and transparency, as well as a strong foundation for the organization. It is also expected that we will actively disclose our initiatives to this end. We have extensive global operations with numerous stakeholders around the world. It is essential that we continue to earn their trust while ensuring the high ethical standards and compliance of all employees. In 2001, we established the Global Code of Conduct*2, which is rigorously followed by Nissan group companies around the world.

*1 Click here for more information on the Corporate Governance Guidelines. https://www.nissan-global.com/EN/SUSTAINABILITY/GOVERNANCE/ASSETS/PDF/Guidelines_EN.pdf
*2 Click here for more information on the Global Code of Conduct. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/NISSAN_GCC_E.pdf

Basic principles of the internal control system

We aim to provide superior value to all stakeholders, consider healthy governance the foundation for this, and are engaged in a range of activities to achieve it. In line with this principle, and in accordance with Japan's Companies Act and its related regulations, the Board of Directors has decided on internal control systems*1 to pursue these goals and its own basic policy. The Board of Directors continually monitors the status of implementation regarding these systems and the policy, making adjustments and improvements if necessary. The internal control system that was established in 2007 is chaired by the CEO under the monitoring and supervision of the Board of Directors. All executive officers, corporate officers, and departments, as well as group companies, cooperate closely under the CEO to improve the internal control system.

Organization



Updated in July 2024

*1 Please refer to the 2024 Securities Report (P55-59) for details of the internal control systems. https://www.nissan-global.com/EN/IR/FINANCIAL_RESULTS/ASSETS/FR/2024/PDF/fr2024.pdf#page=57
*2 Nissan adopts "Three lines of defense" for operating internal control as effectively and efficiently.
*3 Company level control
*4 R&D: Research & Development / *5 MFG: Manufacturing / *6 CNTRL: Control / *7 DOA: Delegation of authority

Corporate governance

Approach to corporate governance

In light of the misconduct committed by a few former management members in 2018, we have been working to avoid excessive concentration of authority and increase the transparency of its corporate governance by raising awareness within company and improving governance to ensure that this will not occur.
Nissan has selected a “company with three statutory committees” as its governance system, which clearly separates execution, supervision, and auditing. It ensures transparency in decision-making, prompt and flexible business execution, and the effectiveness of internal control, compliance, and risk management systems.
The Board of Directors has a majority of outside directors. Outside directors make up the majority of each committee, and the Compensation Committee is comprised only of outside directors. Similarly, the Chair of the Board of Directors and each committee chair are independent outside directors.

Corporate governance system

We announce clear management targets and policies to all stakeholders and disclose our performance promptly with a high degree of transparency.
We have established a governance system that maintains sound management. The system allows us to implement various monitoring systems, as well as to assess and manage internal and external risks that could impact the achievement of our business goals.
Corporate governance is an important fundamental for Nissan. In order to make it effective, we also work on awareness-raising for employees and business partners to ensure that it permeates throughout the organization.
In response to the challenging business environment, Nissan has formulated the recovery plan “Re:Nissan”, which focuses on reducing cost structure, strategy redefinition, and partnership reinforcement.
Towards the steady implementation of the Plan and the swift recovery of business performance, all officers and employees are committed to work together to achieve sustainable growth and the long term vision “Nissan Ambition 2030” through continuing transparent governance and providing value to all stakeholders.

Roles of the Board of Directors

Roles of the Board of Directors

- The Board of Directors has primary responsibility to shareholders for the welfare of the company and shareholders’ interest.
- The Board of Directors, led by the independent outside directors, decides the basic direction of management by taking a variety of perspectives into account and plays the role of supervising the executive directors.

Major authorities of the Board of Directors

Basic management policy	· Mid-to long-term plan / annual business plan
General Shareholders Meeting	· Convocation · Agendas
Appointment /dismissal	· Appointment of board chair · Appointment / dismissal of representative executive officers · Appointment / dismissal of executive officers · Appointment / dismissal of committee chair and committee members
Finance	· Quarterly financial statements and financial documents · Interim dividends
Others	· Basic policy for internal control, etc.

Board of Directors system

The Board of Directors led by independent outside directors, decides basic management policies by taking a variety of perspectives into account and plays the role of supervising the execution of duties by executive directors and other officers.
A majority of the board members (8 of 12) are independent outside directors, including the Chairman of the Board, creating an environment driven by outside perspectives.
Each director has diversity*1 in terms of nationality, gender, specialization or other traits, and Nissan aims to realize lively discussions and swift decision-making through their inclusion.

Significant items

Nissan positions Sustainability, Risk management, and Internal control/Compliance as important matters that affect the management of Nissan, and has established and operates processes for communicating these initiatives to the Board of Directors in accordance with the policies and structure stated as below.
In addition, the following items were reported to the Board of Directors during fiscal year 2024, among which were reports regarding the response to requests from relevant authorities based on the Subcontract Act and the Antimonopoly Act as matter of critical concern.

Sustainability

Policies and structure
- Corporate Governance Guidelines*2
  Chapter III Appropriate Cooperation with Stakeholders

Items reported to the Board of Directors
- Sustainability related report: 1 time

Risk management

Policies and structure
- Corporate risk management*3
- Annual process of corporate risk management*3

Items reported to the Board of Directors
- Corporate Risk Management Report: 1 time

Internal control/Compliance

Policies and structure
- Corporate Governance Guidelines*2
  Chapter 1 General Provisions Article 2. 4
- Corporate Governance Report*4
  IV-1. Internal Control System
- Internal control system*5
- Compliance system*6

Items reported to the Board of Directors
- Internal Control Report: 2 times
- Audit Committee Report: 2 times
- Corporate Governance Report approval: 1 time
- Reports related to the Subcontract Act, Antitrust laws and other matters based on the recommendations from relevant ministries and authorities: 6 times
- Operation of the Board of Directors in response to the legal compliance: 1 time

*1 Click here for more information on diversity. >>> P097
*2 Click here for more information on the Corporate Governance Guidelines. https://www.nissan-global.com/EN/SUSTAINABILITY/GOVERNANCE/ASSETS/PDF/Guidelines_EN.pdf
*3 Click here for more information on the Corporate risk management, Annual process of corporate risk management. >>> P131
*4 Click here for more information on the Corporate Governance Report. https://www.nissan-global.com/EN/SUSTAINABILITY/GOVERNANCE/ASSETS/PDF/g_report.pdf
*5 Click here for more information on the internal control system. >>> P120
*6 Click here for more information on the compliance system >>> P134

Board of Director Skills Matrix

The Board of Directors skills matrix is as follows.
Board of Directors skills matrix (As of July 1st, 2025)

Board of Directors skills matrix (As of July 1st, 2025)

		Global Management	Corporate Strategy	Automobile Industry	Legal / Risk Management	Finance / Accounting	ESG	Products / Technology	Sales / Marketing	Digital Transformations
1	Yasushi Kimura	✓	✓			✓	✓	✓	✓	
2	Bernard Delmas	✓	✓	✓			✓	✓	✓	
3	Keiko Ihara	✓	✓	✓			✓	✓	✓	✓
4	Motoo Nagai	✓	✓	✓	✓	✓	✓			
5	Andrew House	✓	✓			✓	✓	✓	✓	✓
6	Brenda Harvey	✓	✓				✓	✓	✓	✓
7	Teruo Asada	✓	✓		✓	✓	✓			
8	Mariko Tokuno	✓	✓		✓	✓	✓		✓	
9	Valerie Landon	✓	✓		✓	✓	✓			
10	Timothy Ryan	✓	✓		✓	✓	✓			
11	Ivan Espinosa	✓	✓	✓			✓	✓	✓	✓
12	Eiichi Akashi	✓	✓	✓			✓	✓		✓

Board members' responsibilities and duties as of July 1st, 2024

Independent outside director | Director

Yasushi Kimura

Independent outside director,
chair of the board of directors

Nomination

Director since
June 2019

Bernard Delmas

Independent outside director,
lead independent outside director

Compensation
Audit

Director since
Jun 2019

Keiko Ihara

Independent outside director,
chair of Compensation Committee

Nomination
Compensation

Director since
Jun 2018

Motoo Nagai

Independent outside director,
chair of Audit Committee

Nomination
Compensation
Audit

Director since
Jun 2019

Andrew House

Independent outside director,
chair of Nomination Committee

Nomination
Compensation

Director since
Jun 2019

Brenda Harvey

Independent outside director

Audit

Director since
Jul 2023

Teruo Asada

Independent outside director

Audit

Director since
June 2024

Mariko Tokuno

Independent outside director

Compensation

Director since
June 2024

Valerie Landon

Director

Audit

Director since
June 2025

Timothy Ryan

Director

Nomination

Director since
June 2025

Ivan Espinosa

Director,
representative executive officer,
president and CEO

Director since
June 2025

Eiichi Akashi

Director,
executive officer,
Chief Technology Officer

Director since
June 2025

Board features as of July 1st, 2025

Highly independent representation in Board and committee composition

- All chairs of the Board of Directors and three committees are independent outside directors.

Board of Directors

- Majority of the Board of Directors (8 out of 12) are independent outside directors*1 *2

Committee

- Nomination Committee :
  Majority (4 out of 5) are independent outside directors
- Compensation Committee :
  All (5 out of 5) are independent outside directors
- Audit Committee :
  Majority (4 out of 5) are independent outside directors

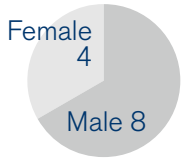
Diversity of nationality and gender

Nationality

5 Nationalities

Gender

33%
Female



*1 Click here for more information on each member of the Board of Directors. https://www.nissan-global.com/EN/COMPANY/PROFILE/EXECUTIVE/
*2 Click here for reasons of appointment of Board members, on the Corporate Governance Report, Outside directors' relationship with the Company (2). https://www.nissan-global.com/EN/SUSTAINABILITY/GOVERNANCE/ASSETS/PDF/g_report.pdf

Director independence standards

To ensure highly independent representation on the Board of Directors, Nissan strictly defines the qualification of independent directors. They must not fall into any of the following categories:*1

Prohibited categories	
1	Executive or employee of Nissan (within last 10 years)
2	Major shareholder of Nissan (within last 5 years)
3	Director, corporate auditor, statutory accounting advisor or executive of a company of which Nissan is a major shareholder
4	Major business partner of Nissan
5	Executive of an organization that received a significant amount of donations and contributions from Nissan
6	Director, corporate auditor, statutory accounting advisor or executive of a company that has a director who was seconded from Nissan
7	Major creditor of Nissan
8	Certified public accountant or tax attorney appointed as statutory accounting auditor / advisor of Nissan
9	Attorney, certified public accountant, tax attorney or any other type of consultant who has received significant business from Nissan
10	Member, partner or any other executive of an accounting firm, tax firm, or consulting firm that has received significant business from Nissan
11	Family member of any of the above categories
12	Person who has served as director of Nissan (for more than 8 years)
13	Person who may otherwise consistently have substantial conflicts of interest with the shareholders of Nissan

Status of the board of directors activities in fiscal year 2024

The Board of Directors makes decisions on important matters related to the management of the Group in accordance with laws, regulations, and the Regulation of the Board of Directors.
Agenda items submitted to the Board of Directors meeting during this fiscal year are as follows.

1) Regular agenda :

- Annual Business Plan, Business report, Quarterly Financial results, AGSM convocation notice
- Internal control and Risk management report, Corporate Governance report approval
- Sustainability related report (Issuance of Integrated report, Sustainability data book)
- IR activity report, etc.

2) Key Agenda Items in FY24 :

- Implementation of the Turnaround plan and report on progress
  - ▶ Conducted discussions on fundamental business restructuring to recover and stabilize our business. Discussions focused on the rapid implementation of “lean and strong business structure”.
- Sign (and cancellation) of MOU with Honda regarding consideration of business integration
  - ▶ To build the strategic partnership for the era of automotive intelligence and electrification, continued discussions were held regarding the business integration with Honda. Although we finally decided to discontinue discussions and considerations of business integration after various discussions on the increasingly changing market outlook, our management measures, and other issues, confirmed that we will continue to consider collaboration in areas where the mutual strengths can complement each other.
- Replacement of Representative Executive Officer and Change in Executive Officer line-up
  - ▶ For the replacement of the Representative Executive Officer, based on the request for management reform in light of the rapid changes in the business environment, a candidate was selected in accordance with the previous succession process of the Nomination Committee, and the Board of Directors confirmed that the candidate is a suitable leader for the next generation, and approved the appointment.

In addition, regular meetings with outside directors chaired by the lead independent director are held to discuss a wide range of issues related to Nissan’s corporate governance and business matters. As cooperation between outside directors and external parties, meetings are held to exchange opinions with institutional investors and external auditors. Also, the Company conducted training sessions for newly appointed outside directors and visits to the Company’s business sites during the fiscal year. *2

*1 All items stated above are summaries of the full qualifications as defined in Nissan director independent standards. Click here for more details of each categories https://www.nissan-global.com/EN/SUSTAINABILITY/GOVERNANCE/ASSETS/PDF/Standards_EN.pdf
*2 Click here for more information on the Board of Directors activities in fiscal year 2024. >>> P161

Nomination Committee system and authority

Authority / Role

- To determine the content of the General Shareholders Meeting agenda concerning the appointment and dismissal of directors as provided for in the Corporate Law
- To determine the content of the Board of Directors meeting agenda concerning the appointment and removal of the representative executive officer
- To formulate an appropriate succession plan regarding the president and CEO and review it at least once a year

Resolution items

- Proposal of appointment / dismissal of director candidates
- Proposal of appointment / removal of representative executive officer
- Succession plan for CEO
- Proposal of appointment / removal of Board of Directors chair
- Proposal of appointment / removal of committee chair and members

As of March 31, 2025, the Nomination Committee chaired by independent outside directors consists of five directors, four of whom are independent outside directors (of whom one is a woman). The committee has the authority to determine the content of the General meeting of shareholders' agenda concerning the appointment and dismissal of directors. In addition, the committee has the authority to decide on the content of the Board of Directors meeting agenda concerning the appointment and removal of the representative executive officer and the authority to formulate an appropriate succession plan regarding the president and chief executive officer.

Nomination Committee: Number of meetings and participation rate in fiscal year 2024

- The Nomination Committee met 11 times in fiscal year 2024*1
- Average participation per meeting was 98%.

Main activities in fiscal year 2024

- Deliberated proposals for representative executive officer appointment and removal
- Deliberated proposals for director appointments / dismissals at the 126th Ordinary General Meeting of Shareholders
- Deliberated president and chief executive officer succession plan

Compensation Committee system and authority

Authority / Role

- To determine the policy of individual compensation of the company's directors and executive officers and the contents of individual compensation for directors and executive officers
- To determine the aggregate and individual amounts of director and representative executive officer compensation

Resolution Items

- Policies and systems regarding compensation for directors and executive officers
- Specific amount or (in the case of noncash compensation) specific content of compensation for each individual director and representative executive officer
- Specific amount or content of compensation for each individual executive officer

As of March 31, 2025, all five members of the Compensation Committee are independent outside directors (of whom two are women), including the chair. The Compensation Committee has the statutory authority to determine the policy of individual compensation of the company's directors and executive officers and the contents of individual compensation for directors and executive officers.*2 *3

Compensation Committee: Number of meetings and participation rate in fiscal year 2024

- The Compensation Committee met 13 times in fiscal year 2024*4
- Average participation per meeting was 98%.

Main activities in fiscal year 2024

- Confirm a policy for compensating directors and executive officers
- Select benchmark companies and discuss the level of compensation based on the benchmark results of these companies and the results of surveys conducted by external compensation consultants
- Determine the aggregate and individual amounts of director and executive officer compensation for fiscal year.

*1 From April 1, 2024 to March 31, 2025
*2 Please refer to the 2024 Securities Report (P81-88) for details of the performance indicators of the compensation program. https://www.nissan-global.com/EN/IR/FINANCIAL_RESULTS/ASSETS/FR/2024/PDF/fr2024.pdf#page=83
*3 Click here for more information on the executives' roles on sustainability and its performance assessment. >>> P010
*4 From April 1, 2024 to March 31, 2025

Audit Committee system and authority

Authority / Role

- To audit (monitor and supervise) executive officers' business execution and directors' performance of their duties
- To make executive officers and employees / subsidiaries report on business execution and investigate the status of operation and financial conditions
- To seek injunctions against illegal acts of directors, executive officers, and employees
- To produce annual audit reports
- To select / dismiss external auditors (Appointed Audit Committee member) to represent the company in any litigation brought against directors / executive officers

Resolution Items

- Annual audit reports to be submitted to shareholders meeting
- Audit policy / rules and annual audit plan / budget of the Audit Committee
- Proposal for shareholders meeting concerning the appointment / dismissal of external auditors
- Assignment of staff employees of Audit Committee secretariat
- Annual audit plan, budget and HC of Global Internal Audit Office, assignment and evaluation to the head of Global Internal Audit Office
- Filing of litigation against directors / executive officers

As of March 31, 2025, the Audit Committee chaired by independent outside directors consists of five directors, four of whom are independent outside directors (of whom one is a woman). As part of audits on business execution including the organization and operation of Nissan's internal control systems, the Audit Committee receives reports from executive officers, corporate officers, and employees on their business execution for Nissan and its group companies, in accordance with the Audit Committee's annual audit plan and on an ad-hoc basis as necessary. In addition, the Chair has meetings with executive officers including the president and chief executive officer periodically and exchanges opinions in various areas.

Furthermore, the Chair attends important meetings, etc., to state his opinions, reviews internal approval documents and other important documents, and, when necessary, requests explanations or reports from executive officers, corporate officers, and employees. The Chair shares his collected information with other members of the Audit Committee in a timely manner.

The Audit Committee, in conducting its audits, cooperates with the internal audit department and the independent auditors in an appropriate manner, making efforts to enhance the effectiveness of "tri-parties" audit. Under the leadership of the Audit Committee, collaboration among three parties is contributing to the enhancement of the effectiveness of internal control systems by sharing information on the issues pointed out by their respective audits and the status of their remediation in a timely manner. Furthermore, the Audit Committee supervises the internal audit department, having secured the internal audit department's very high independence of the execution side, and periodically receives reports from them on the progress and results of their internal audit activities conducted in accordance with their internal audit plan and, as necessary, gives them instructions regarding internal audit.*1 *2

The Audit Committee is the contact point for whistleblowing with doubts regarding the involvement of management such as executive officers, and deals with whistleblowing by establishing a system where relevant executive officers cannot know the whistleblower and the content of whistleblowing.

In addition, the Audit Committee audits the validity of the evaluation process and of the identified issues to be addressed based on the evaluation results of the annual evaluation of the effectiveness of the Board of Directors, reports its audit results to the Board of Directors, and appropriately conducts monitoring so that such evaluation can be made appropriately and be meaningful to improve the effectiveness of the Board of Directors.

Audit Committee: Number of meetings and participation rate in fiscal year 2024

- The Audit Committee met 12 times in fiscal year 2024*3
- Average participation per meeting was 100%

Main activities in fiscal year 2024

The Audit Committee set the following as key audit items for this fiscal year. The Audit Committee considered and deliberated each item at the meeting repeatedly, and made recommendations to the execution side as needed.*4

Furthermore, the Audit Committee has the head of the internal audit department as well as the independent auditors attend the meetings as observer and share with them timely the Company's business situation and challenges recognized through the discussion of each meeting agenda so that each can utilize them in its respective audits. And, to enhance the discussion of each agenda further, the Audit Committee requests its opinions from its respective viewpoint as necessary.

*1 Please refer to the 2024 Securities Report (P74) for details of the independence of Internal Audit. https://www.nissan-global.com/EN/IR/FINANCIAL_RESULTS/ASSETS/FR/2024/PDF/fr2024.pdf#page=76
*2 Please refer to the 2024 Securities Report (P74) for details of the relationship among Audit Committee, Internal Audit, and Execution side. https://www.nissan-global.com/EN/IR/FINANCIAL_RESULTS/ASSETS/FR/2024/PDF/fr2024.pdf#page=76
*3 From April 1, 2024 to March 31, 2025
*4 Please refer to the 2024 Securities Report (P76) for details of the status of the Audit Committee major activities in every month of this fiscal year. https://www.nissan-global.com/EN/IR/LIBRARY/FR/2024/ASSETS/PDF/fr2024.pdf#page=78

Item	Study & Discussion
Monitoring of the business execution status of the executive officers, etc.	· The progress of the mid-term business plan "The Arc" (The Audit Committee confirmed the status of sales and the cash flow in each region as well as the status of the initiatives to address major business challenges such as the improvement of the sales quality aiming at the optimization of the inventories and the incentives, etc., and provided advices to the execution side as necessary to encourage further consideration.) · The contents of the Turnaround plan and the progress of the measures partially implemented based on the plan (Considering the expected reaction of stakeholders, the Audit Committee advised and encouraged the execution side for further consideration, from the perspectives of the appropriateness of the risk scenarios, the feasibility of the future cost reductions and financing, and the importance of partner strategy, etc.)
Monitoring of the operational status of the internal control system and the risk management system	· The handling of the integrated risk management system and of newly recognized high risk items considering the environment surrounding the Company · Thorough compliance with the Subcontract Act, and efforts to ensure proper transactions and strengthen relationship with suppliers · The structural enhancement of the compliance division and the status of the activities to enhance internal awareness regarding compliance · The activities concerning cybersecurity (the contents of the maturity self-assessment and the progress of the mid-term plan based on the 3rd party assessment) · Recommendations on improvements to speed-up and increase the efficiency of decision-making of the execution side (the reduction and the strict management of the number of meetings involving the management, and the expansion of the delegation of authorities, etc.) and the execution side's responses to the Audit Committee's recommendations
Confirmation of the status of the internal audit department	· Significant audit findings and the execution of recommended improvements based thereon (The internal audit department's following-up to encourage the steady execution thereof by the execution side.) · The internal audit department's initiatives to further enhance the operation aiming at an "insight generator" and to integrate cooperation and close communication as a "global one team" · Support for the 2nd line (Support for compliance with the revised J-SOX standards, etc.) · Initiatives to promote Digital Transformation (the efficient operation of the audit management system, the utilization of big data in audits)
Measures to enhance the internal control as the Company's group	· The integrated management of all group companies in Japan and overseas for further group governance enhancement. · The collaboration between Nissan's internal audit department and major domestic and overseas group companies' internal audit section including the unification of the audits standards within the group companies, etc.

In addition to those mentioned above for the key audit items, the Audit Committee also engaged in the following activities in this fiscal year:

Handling of misconduct matters

· The Audit Committee continuously implemented appropriate measures to seek responsibility for serious misconduct by the former chairman and a former representative director respectively and to recover damages, including the handling of the lawsuits filed against them to claim damages.

Deepening of collaboration with the Independent Auditors

· The Audit Committee received reports on the quarterly review for this fiscal year from the independent auditors, exchanged opinions with the independent auditors on the activities for the next generation digital audit, other than the Key Audit Matters (KAM), and evaluated the appropriateness of the independent auditors' audit quality from multiple aspects.

On-site audits and collaboration with the company group's statutory auditors

· Audit Committee members conducted on-site audits on the Company's sites/plants and major domestic and overseas subsidiaries (2 sites and 21 subsidiaries), and Audit Committee received reports on the results of major on-site audits.
· The Audit Committee held semi-annual conferences with major domestic statutory auditors of group companies to improve their audit quality.

Executive officer system

Executive officers decide on business activities which are delegated in accordance with the resolutions of the Board of Directors and execute the business of the Nissan Group. Several conference bodies have been established to deliberate on and discuss important corporate matters and the execution of daily business affairs. Furthermore, in the pursuit of more efficient and flexible management, the authority for business execution is clearly delegated as much as possible to corporate officers and employees. As of March 31, 2025, five executive officers (including one representative executive officers) have been appointed. *1

Audit system

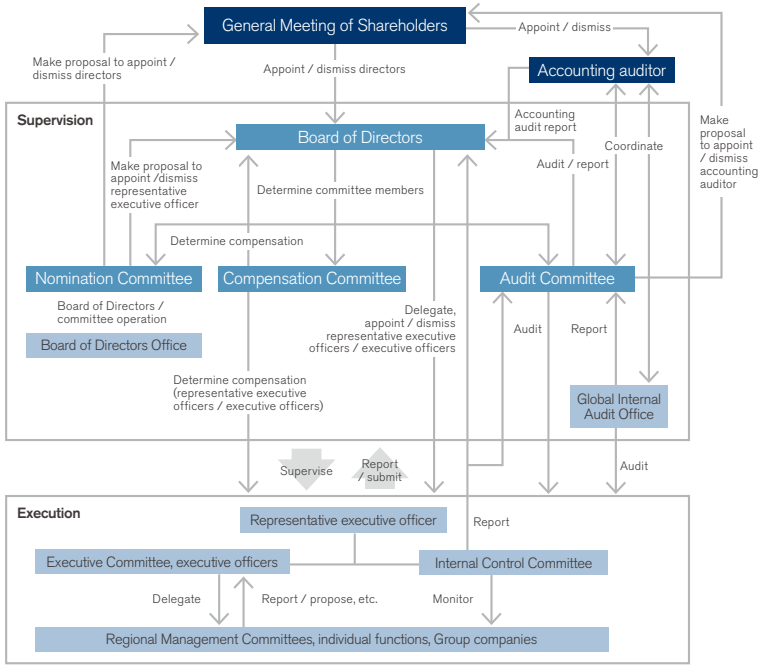
We have adopted a system under which the outside directors, Auditing Committee, internal audit department, and outside accounting auditors coordinate to improve the effectiveness of our internal control systems.
Independent outside directors lead the Board of Directors, deciding the basic direction of management and supervising the execution of duties by directors, executive directors. The Audit Committee takes charge of internal audit department and instructs it with regard to auditing, and internal audit department shall report to the Audit Committee the status of the performance of duties and any findings therefrom on an ongoing basis. The Audit Committee also receives reports from the accounting auditors, as well as detailed explanations on the status of the quality control of internal audits, to confirm whether their oversight is at a suitable level.

*1 Click here for more information on each executive officer. https://www.nissan-global.com/EN/COMPANY/PROFILE/EXECUTIVE/EO/

Independent internal audits

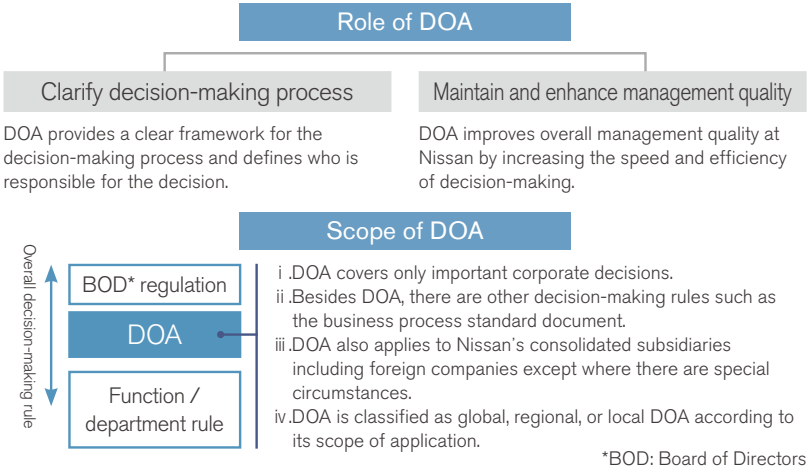
Nissan has the global Internal Audit department, as an independent group to conduct internal auditing tasks under the Audit Committee. Regional audit teams are in each regional headquarters, and for Sales Finance, IT, and Monozukuri areas which require a higher level of expertise, global specialty audit leadership is set up to conduct related audits across the regions. Under the control of the Chief Internal Audit Officer (CIAO), all audits are carried out efficiently and consistently on a global basis.
Internal audits are conducted based on the audit plans which were approved by the Audit Committee. Audit results are regularly reported to the Audit Committee, the relevant departments, and corporate officers in a timely manner.

Nissan's corporate governance system



Delegation of authority outline

Delegation of authority (DOA) is a part of Nissan's decision-making rules that defines who must be involved in important corporate decisions



Delegation of authority governance

For the purpose of enhancing management quality as well as clarifying the process of decision-making, fair and transparent delegation of authority (DOA) is appropriately implemented and strictly controlled.

01 Robustness
Any revisions, creation and deletion are strictly controlled by the DOA Committee, which is chaired by corporate officers

02 Transparency
DOA defines the appropriate individuals who must propose, validate and decide, are disclosed in the Nissan Group employee's intranet

03 Fairness
Aside from Proposer and Decider, the Validator, who provides expertise to a Decider in the Validator's relevant area, is set in the DOA items

04 Effectiveness
DOA representatives and coordinators are assigned in each function and region for efficient operation and for enhancing global management

Avoidance of conflict of interest

In case of any transaction that involves any conflict of interest between the company and a director or executive officer, the Board Regulations provide that Board approval, as well as a post-facto report to the Board of important facts associated with the transaction, are required.
In addition, in 2019 the company established a Director Conflict of Interest Resolution Policy (updated in 2023) which defines conflict of interest between a director and the company, conducts annual conflict of interest questionnaires, requires directors to report any actual, potential or perceived conflicts, and also establishes procedures to resolve such conflicts. Further, the Global Conflict of Interest Code came into force in March 2022 and applies to all officers and employees.

Three key pillars of director conflict of interest resolution policy

Three key pillars of director conflict of interest resolution policy

Duty to report

Mandates two affirmative duties for directors:
i . Timely reporting of actual and potential conflicts;
ii . Advance disclosure of interested transactions

Confirmation of specific conflicts of interest

In the event that a potential conflict of interest is detected in a Board of Director or committee proposals, the Board of Director or committee secretariats shall review whether the proposal has a specific conflict of interest and confirm with the chairperson of each meeting body on actions necessary to resolve said conflict. In confirming potential conflicts of interest, when necessary, the company will seek the opinion of a neutral and impartial outside law firm.

Specific conflict of interest resolution procedures and management

Procedures for resolving specific conflicts of interest shall include the following.
i . In the event that a specific conflict of interest is identified by a director, the chairperson of each meeting body shall report the results of said confirmation to the director in question prior to the meeting.
ii . The director who receives the report shall not receive any materials related to proposals, nor participate in meeting deliberations or resolutions.
iii . Conflicts of interest shall be managed in a database.

Risk management

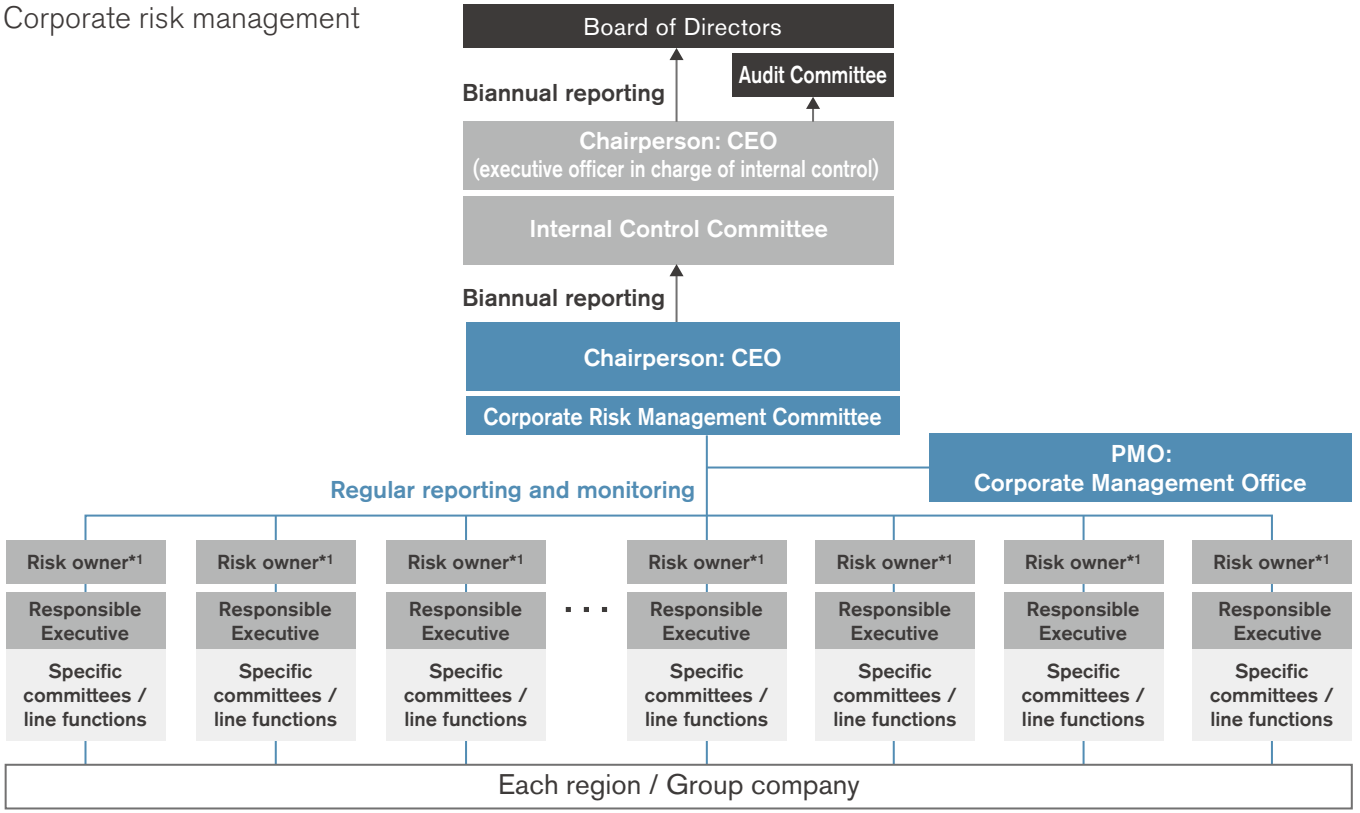
Approach to risk management

Our Global Risk Management Policy defines risk as "events or situations that could prevent Nissan Group from achieving its corporate purpose, strategies, business objectives." Accordingly, Nissan promotes group-wide risk management activities. Detecting risks as early as possible, evaluating the magnitude of impact and probability of occurrence, and examining and implementing the requisite measures reduces the probability and likelihood risk events will occur.
In the event that risks occur, we strive to minimize losses and ensure the risk is managed commensurately with its magnitude.

Risk management system

Specifically, to respond to changes in our business environment within and outside the company, we have carried out periodic interviews of corporate officers and conducted hearings in each corporate function by department in charge of risk management. Furthermore, in cooperation with the Corporate Strategy Department, we have carefully investigated various potential risks and revised the "corporate risk map" by evaluating impact, likelihood, and control level quantitatively and qualitatively.
The Corporate Risk Management Committee, chaired by the CEO, makes decisions on risk issues that must be handled at the corporate level and designates "risk owners" to manage these risks. Under the leadership of these owners, we design appropriate countermeasures. The head of risk management assesses the control level of each risk and determines the effectiveness of each risk management activity. The progress of these activities is regularly reported to The Corporate Risk Management Committee and the Internal Control Committee, and also to the Audit Committee and the Board of Directors, when appropriate.
With respect to individual business risks, each division is responsible for taking the preventive measures necessary to minimize the probability of risk issues and their impact when they do arise as part of its ordinary business activities.
The divisions also prepare emergency measures to put

Corporate risk management



(As of March 31, 2025)

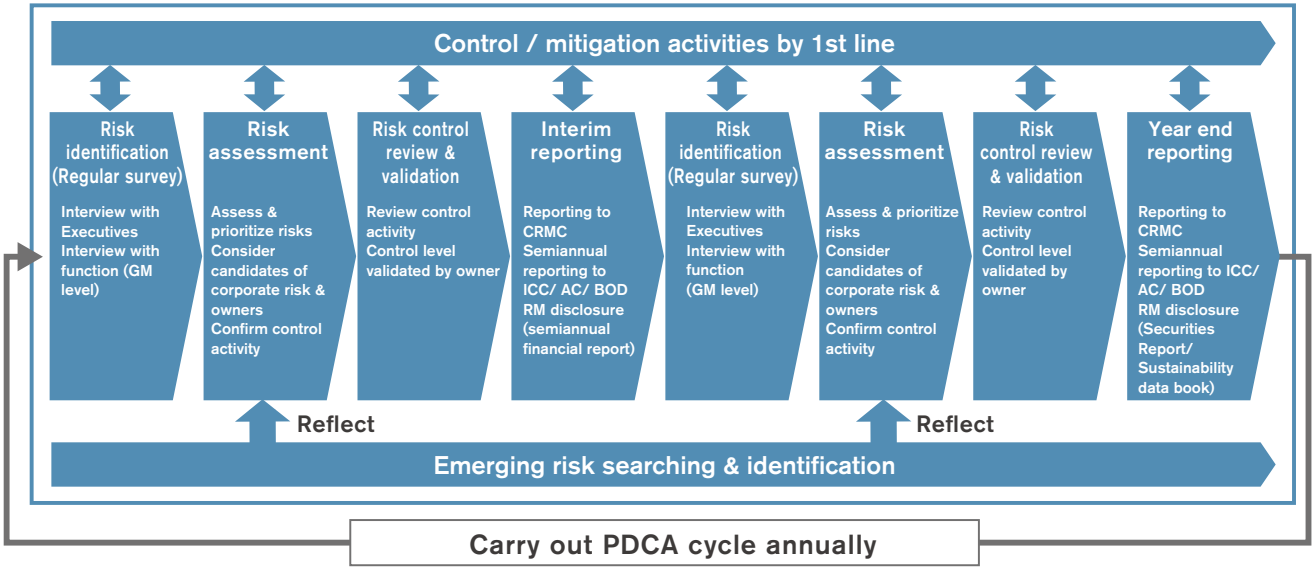
*1 In principle, risk owners are Executive Committee members.

in place when risk factors materialize. In addition, Nissan has established a system to comprehensively respond to business continuity risks*1 by creating a specialized department which deals with disasters and operational risks, to take prompt and coordinated responses when a crisis occurs.
Nissan Group companies in Japan and overseas are strengthening communication to share basic processes and tools for risk management, as well as related information, throughout the Group.
The business environment in which we operate has been increasingly volatile in recent years, including such aspects as the widespread adoption of new technologies and growing geopolitical risks. We will continue to bolster our activities in this area so we can appropriately address these changes.

Risk management enhancement efforts

To realize the long-term vision Nissan Ambition 2030 announced in 2021, Nissan is continuously revising and enhancing risk management processes and frameworks.
Based on the principle "three lines of defense" as a systematic enhancement, the PMO of Risk Management was precisely positioned to function as the second line and the personnel system was enhanced.
To support this new basic company policy, we have positioned the objective of risk management as activities supporting the realization of our corporate purpose from a longer-term perspective rather than limiting it to short-term objectives such as achieving business targets.
Accordingly, we have taken a wider view of targeted risks from the perspectives of enhancing corporate value and contributing to sustainability that includes ESG risks such as the environment and human rights, and also created a system for ascertaining risks in a timely manner.
Regarding the evaluation of risks, in addition to transitioning away from conventional subjective and qualitative evaluations to more objective and quantitative evaluations, we referenced the international framework and engaged in more concrete risk assessments and monitoring activities to control and manage risks.
These process and tool improvements have been appropriately reflected in our Risk Management Manual.

Annual process of corporate risk management



CRMC: Corporate Risk Management Committee ICC: Internal Control Committee AC: Audit Committee BOD: Board of Directors
(As of March 31, 2025)

*1 Please refer to the 2024 Securities Report (P29-34) for details of "Business and other risks" https://www.nissan-global.com/EN/IR/LIBRARY/FR/2024/ASSETS/PDF/fr2024.pdf#page=31

Privacy and data security

Approach to information security

We share our Information Security Policy with group companies worldwide as a basis for reinforced information security. We strive to maintain the confidentiality, integrity, and availability of information in accordance with the ISO/IEC 27001 guidelines. To prevent information leaks, the release of incorrect information, or situations where information becomes unavailable — potentially causing adverse effects on business operations or legal violations — we have established these measures in our Information Security Policy.

Information security management

The Information Security Management Committee is implementing enhanced information security measures through the PDCA cycle. We reliably address issues by identifying internal and external information leaks as they occur worldwide and reinforce information security on a timely basis. An Information Security Management Committee, chaired by the Chief Security Officer (CSO), has been operating, which allows responding promptly to major security incidents.

Information security achievements

To thoroughly educate and motivate employees to adhere to Information Security Policy, we institute regular in-house educational programs. To strengthen global governance, we conducted annual information security maturity assessments, implemented annual company-wide training, department-specific training, and various drills in fiscal year 2024. We also regularly review and revise our policies and processes.

Vehicle cybersecurity

To address automobile cybersecurity risks, we have established and operating development, production and monitoring systems in compliance with UN regulations (UN-R155*1) and standards (ISO/SAE 21434*2). Through these efforts, we strive to protect our customers' personal information and ensure the safely provide in-vehicle electronic systems and connected car services.
Also, by participating in industry organizations such as the Auto-ISAC*3 in both Japan and USA, we gather the latest trends and work to strengthen security.

Approach to data privacy

We recognize our responsibility to properly handle personal information in full compliance with the respective personal information protection law in each jurisdiction.
We formulated the Global Data Privacy Policy*4 to ensure a unified global approach to the use of personal information, including customer data. This policy ensures that the handling of information is consistent and treated as an important duty at all Nissan sites. This policy sets out Nissan's basic commitment to privacy.

Data privacy management

We have set up internal governance systems, rules, and procedures for handling personal data. Global governance is organized such that regional data privacy leads work together with the Ethics & Compliance Office for coordination and, through their Regional Compliance Officers, ultimately report to the Global Compliance Committee. Nissan Group companies are fully enforcing these processes where required.

Data privacy achievement

The privacy teams are improving processes, in particular, when supporting Nissan functions handling personal data as they implement relevant data privacy controls.

*1 The regulation on vehicle cybersecurity established by the United Nations
*2 The international standard that outlines cybersecurity requirements and implementation methods throughout the entire lifecycle of a vehicle
*3 The term refers to the Automotive Information Sharing & Analysis Center, an organization dedicated to sharing cybersecurity information within the automotive industry and collaboratively enhancing countermeasures and technologies
*4 Click here for more information on the Global Data Privacy Policy. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/Data_Privacy_e.pdf

Compliance

To raise compliance awareness throughout the company and all employees to act with integrity and high standards, Nissan has established the Ethics & Compliance Office, as well as specialized departments, and appointed officers to promote ethics and compliance in each region where it operates. Nissan also maintains a Global Third-Party Compliance Risk Management Policy and program to address compliance risks associated with third parties. The Ethics & Compliance Office and Purchasing department conduct Third-Party Compliance risk monitoring initiatives for supplier areas as part of this program. In this program, Nissan monitors various third party related risks including bribery, human rights and environment risks.

Enhancing compliance

Compliance Risk Management

At Nissan, after the discovery in 2017 of nonconformities in the final vehicle inspection process at vehicle assembly plants in Japan*1, we have conducted compliance risk check and monitoring as measures to prevent recurrence. Since fiscal year 2021, the Ethics & Compliance Office started compliance risk assessments and (CRA) completing all Nissan affiliates in fiscal year 2023. Based on the CRA results, for High Compliance Risks, compliance team developed remediation action plans.

In 2024, we started a new CRA cycle of 15 risk categories and implemented a new monitoring process called Control Self-Assessment checklist to support the definition of remediation action plans.

Category No	Compliance risk categories
1	Product compliance
2	Commercial compliance
3	Connected services
4	Import/export
5	Third-party management (e.g. partners/suppliers and National Sales Companies)
6	Anti-corruption (bribery and corruption - facilitation payments, noncompliance with lobbying laws/regulations, and conflict of interests)
7	Fair competition/antitrust
8	Governance
9	Intellectual property
10	Data privacy
11	Information security
12	Environment
13	Finance
14	Tax
15	Human rights and labor practices

Since receiving a recommendation from the Japan Fair Trade Commission in March 2024, Nissan has implemented various improvement and corrective measures and submitted a corrective action report related to compliance with the Act against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors (hereinafter referred to as the "Subcontract Act") in March 2025.*2 In addition to discontinuing the use of rebates and establishing an external window (hotline) to receive inquiries and reports from our business partners, we are actively gathering feedback from our business partners and implementing measures to improve and correct any issues. Furthermore, in fiscal year 2024, we established a dedicated compliance department in the Purchasing Division. Starting in April 2025, the department was elevated to an all-company regulatory compliance department for the Subcontract Act and related laws and regulations, thereby strengthening our company-wide internal control structure. Going forward, we will work together as a company to promote fair transactions.*3

Culture of ethics and compliance

The fifth Nissan Ethics Day was held globally in 2024 to enhance a culture of ethics and compliance in the company. This event focuses on reinforcing both Nissan's tone at the top and tone in the middle. Employees at all levels of the company had an opportunity to discuss "Ethics under pressure, integrity in action" focusing the difficulties in addressing the ethical dilemmas we face when we are under pressure especially in our daily operations with various members.

Another initiative to reinforce the importance of ethics and integrity was the creation of Ethics Culture Leaders Kit: Leaders are expected to lead by example, reinforcing Nissan's commitment to integrity and behaving in a manner consistent with our Global Code of Conduct, other company policies, values, and applicable laws. Leaders are also responsible for providing guidance and support to their colleagues and for setting healthy, ethical work environments for their teams. This Leaders Kit explains the important role as a leader and provides practical tips and reminders to help improve ethical leadership.

*1 Please refer to the 2024 Securities Report (P33) for details of measures to prevent recurrence of nonconforming of final vehicle inspections. https://www.nissan-global.com/EN/IR/FINANCIAL_RESULTS/ASSETS/FR/2024/PDF/fr2024.pdf#page=35
*2 Click here for more information. https://global.nissannews.com/en/releases/250313-00-e
*3 Click here for more information on initiatives undertaken by the Purchasing Division in relation to the Subcontract Act. >>> P084

Working with dealerships

Nissan undertakes various measures to ensure that its approach to compliance is shared with dealerships and to enhance its internal controls.
While strengthening lines of communication with dealership, we are carrying out activities to enhance their compliance at dealerships in Japan.
Specifically, Nissan arranges a self-assessment program (Control Self-Assessment) for dealerships to enhance understanding of compliance matters and improve their compliance management status. We supply check items which is reflected in our internal audit results to all dealerships. They check their current compliance status and issues through the check item and use the PDCA cycle to make voluntary improvements. When major compliance issues occur, the legal, communications, external and government affairs and other applicable Nissan departments work together with dealers to take prompt and appropriate action.

Anti-bribery

Approach to anti-bribery

Nissan does not tolerate corruption of any kind, whether individual or systemic.

Anti-bribery management

Nissan has established a Global Code of Conduct*1 and Global Ethics & Compliance Office as well as departments and officers at each of its operations worldwide with responsibility for promoting compliance measures.
The Code of Conduct is supported by training courses to ensure full understanding of its content.
Nissan has created a series of internal policies that are applied globally, such as Global DOA (Delegation of Authority) Policy, Global Regulations on Preventive Control Against Insider Trading, Information Security Policy, Global Anti-Bribery, Gifts & Hospitality Policy*2 and Global Data Privacy Policy. With these policies in place, Nissan is working to heighten awareness and reduce infractions.
Employee education programs to promote compliance are held regularly in all regions in which Nissan operates.
For example, training sessions based on the Global Anti-Bribery, Gifts & Hospitality Policy has been conducted in all regions with attestation. The training covered the basics of the bribes, laws and regulations, risk areas and red flags. Business cases included examples of bribes, interaction with government official and red flags. Another training implemented in all regions was based on the Global Conflict of Interest Policy, explaining to employees most common situations of potential conflict of interest and how employees should disclose it in Nissan. The training has cases considering relationship with customers and suppliers, duty of loyalty and personal/family relationships. Training attestation is also included after completing the course.

*1 Click here for more information on the Global Code of Conduct. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/NISSAN_GCC_E.pdf
*2 Click here for more information on Global Anti-Bribery, Gifts and Hospitality Policy https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/Anti-Bribery_GH_e.pdf

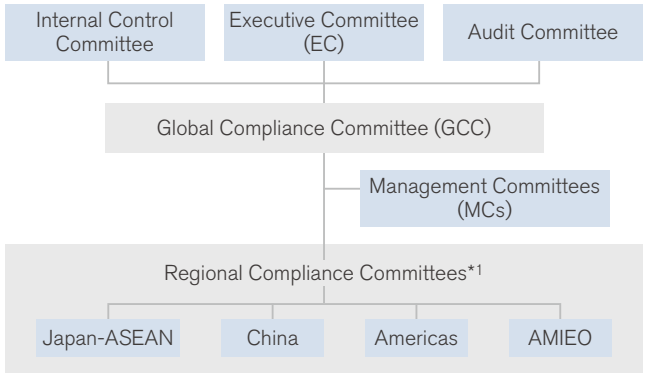
Business ethics

Approach to business ethics

Employees ethics and compliance

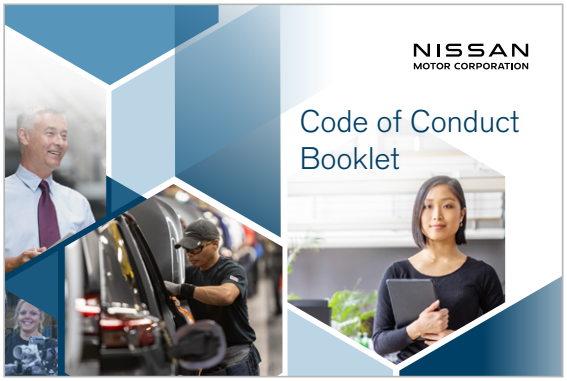
In 2001, Nissan established a Global Code of Conduct containing practical guidance for employees. Today, this Code of Conduct is applied at all Nissan Group companies worldwide.
We also provide guidance on compliance for executives, and educational activities to ensure strict adherence to the rules.
The Global Compliance Committee (GCC), co-chaired by the CEO and Global Compliance Officer, is held twice a year, where global compliance strategies are deliberated, annual programs are validated, and compliance issues are discussed. The results of the GCC are reported to the Executive Committee (EC) and the Audit Committee.
Under the oversight of our Global Compliance Committee, we have established a Regional Compliance Committee in each region of operation, forming a worldwide system for detecting and deterring noncompliance and unethical behavior. The Global Headquarters works with all regions and bases of operation to ensure full awareness of compliance issues and prevent noncompliance activity, and has processes in place to take appropriate disciplinary action against those who violate or infringe the Global Code of Conduct or laws and regulations.
Our Global Compliance Office further increases the rigor of our compliance management. In addition, to enhance compliance at the regional level, standalone, independent, regional compliance officers are appointed in Japan-ASEAN, China, Americas, and AMIEO (Africa, Middle East, India, Europe & Oceania) regions.

Global Compliance Committee organization
(As of April 1st, 2024)



Global Code of Conduct

The Global Code of Conduct*2 contains our core principles for doing business with honesty and integrity, in full compliance with established laws and regulations in all locations in which we operate. The Code of Conduct's principles apply to all employees within Nissan Group companies, and every employee is responsible for upholding and adhering to the Code. The Code of Conduct is reviewed for revision at least once every three years to ensure that it evolves along with the company and society.
In fiscal year 2024, a new booklet format*3 of the Global Code of Conduct was published in 16 languages with launch activities across the globe to communicate and remind employees of the importance to understand and follow the Code of Conduct. A new learning methodology was implemented in the Global Code of Conduct training since 2023, materials were created considering business scenarios and ethical dilemmas, delivered to all Nissan employees. The e-learning material for indirect employees was available in approximately 15 languages and the completion ratio was 98.3%. The training materials were prepared for direct employees (factory and warehouse workers) who watched videos for further conversation with leaders.
This Global Code of Conduct training is mandatory for all Nissan employees every year as well as executives, who receive specific training materials about the Code of Conduct. Compliance and dissemination status of Global Code of Conduct is self-assessed by responsible departments and independently evaluated by the internal audit. The results are reported annually to the Internal Control Committee and also to the Board of Directors.



*1 Each Regional Compliance Committee oversees various local compliance committees as appropriate.
*2 Click here for more information on Global Code of Conduct. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/NISSAN_GCC_E.pdf
*3 Click here for more information on the Global Code of Conduct booklet. https://www.nissan-global.com/EN/COMPANY/ASSETS/PDF/Nissan_Booklet_External.pdf

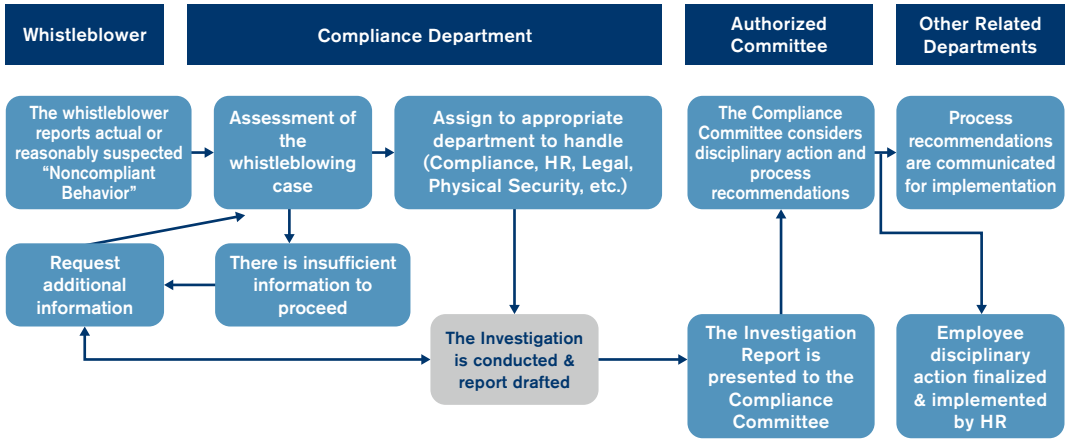
Business ethics management

Internal reporting system for corporate soundness

Nissan has established a globally integrated reporting system to promote thorough understanding of compliance among employees worldwide and facilitate sound business practices. The system, known as SpeakUp, is operated by an independent third party, NAVEX Global, which specializes in ethical hotlines. SpeakUp can be used by employees to ask questions or voice concerns to the company, thereby improving workplaces and operations. SpeakUp permits anonymous reporting and two-way confidential communication. It is available 24 hours a day, 365 days a year, in around 17 languages via website.
SpeakUp is promoted to employees through various internal communication means, such as posters, intranet banners, internal articles, and events such as Nissan's annual Ethics Day. Employees are encouraged to report violations of the Global Code of Conduct or other company rules, and are protected from retaliation by our Global Whistleblowing Policy, a cornerstone of our compliance program.

Reports are assigned by compliance personnel to the appropriate team for handling, such as HR, security, or legal. Compliance cases are handled by independent compliance officers, and substantiated cases are presented to a cross-functional compliance committee. The SpeakUp system is subject to audit by the internal audit department.
In fiscal year 2024, 2,452 concerns were reported globally. Among those, 21% were compliance-related matters while 62% were human resource related. These figures include 351 inquiries, making "Inquiry" the most common report category. In addition to inquiries, the most recurrent types of reports were related to "aggressive or inappropriate communication in the workplace," "harassment (excluding gender-related cases)," and "employee communication and interpersonal relationships." Measures taken range from termination of employment to procedural improvements.
In 2024 was launched SpeakUp Culture Training allowing employees to feel safe and protected. This course helps employees to understand what stops people from speaking up, the power of their voices, and how they can contribute to building a culture of escalation in Nissan.

Global Whistleblowing System (SpeakUp) Process



Security-related export controls

To help maintain both national and international peace and security, we rigorously comply with export control laws and regulations in Japan and regions where we operate to keep sensitive goods, software, and technologies from reaching sponsors of terrorism, espionage, or human rights violators.
Our export compliance program is implemented under a system headed by the representative executive responsible for export control. Specifically, our Export Control Global Secretariat, consisting of a Global Director and Regional Managers, works with each of our businesses to set control and monitoring mechanisms ensuring compliance with security-related export controls, and these mechanisms are strictly applied to all operations.
Our Global Export Regulatory Compliance Policy ensures compliance with applicable regulations across the Nissan Group. It defines the core structure and roles & responsibilities. Each group company is responsible for actual practice and process controls based on their risk profile. We respond in a timely manner to export control regulation changes and related developments around the world. Several of our targeted goals this fiscal year have been management of the rapidly changing regulatory landscape, development of a Secretariat network in our Americas and AMIEO (Africa, Middle East, India, Europe & Oceania)) regions and enhancing the digital capabilities of our procedures. With the overall aim of improving our level of internal control, we strive to conduct regular risk-assessment activities in connection with export controls in each region, create monitoring mechanisms aligned with regulatory requirements and business demands, and continually improve our operations.
To make employees more familiar with compliance risks, we will create an export control and sanctions training package for deployment in our training system along with corresponding materials.
We continue to address the export control requirements

of advanced technologies on a global level to prepare for the future of the company. We promote export control for advanced technologies, such as electrification, autonomous drive and connected car at Nissan sites in Japan, the United States, and Europe as well as other locations around the world.
By making export control procedures an integral part of our development and design operations, we aim to strengthen our compliance. In addition, we publish annually collected information on controlled goods, software, and technologies in each region and are implementing comprehensive and sound export controls for each business operation through the systematic sharing of this information.

Global export control policy framework

Commitment to tax transparency

Approach to tax

In line with its Global Code of Conduct, Nissan is committed to complying with the laws and regulations of all countries in which Nissan operates, as well as with international tax treaties and tax-related financial reporting rules. To conduct business properly and efficiently in many markets across the globe, Nissan established a documented tax policy.
The Tax Governance Policy*2 is available on Nissan global website.
Nissan is consistently fulfilling all tax disclosure requirements under domestic and international rules (such as OECD Country-by-Country Reporting) and other country specific transparency requirements such as those in Australia or the U.K.*3.
Nissan effectively manages its tax risks by involving its Tax Department into key business decisions. Nissan's Tax Department collaborates with and supports other functions to ensure tax implications are properly evaluated and addressed in operational and strategic decision-making on a timely basis. Input from the Tax Department is particularly critical in relation to transactions, restructurings, legal entity modifications, legislative changes and other business changes, as necessary to support Nissan's business strategy.
Through a formal delegation of authority process, the Tax Department validates key business decisions from a tax perspective, thereby ensuring the tax strategy is aligned with the wider business objectives, in a consistent and timely manner.
Nissan applies established international standards (such as those developed by the Organisation for Economic Cooperation and Development (OECD)) for the pricing of transactions between the companies within the group.
Intercompany transactions are priced on an arm's-length basis, which means that Nissan entities transact with each other as if they were independent entities.
Nissan is transparent about its approach to tax. Nissan aims to pay the appropriate amount of taxes in the jurisdictions in which it operates, and to avoid tax-related interest payments and penalties for failure to comply with local and international tax rules.
Nissan's business is structured according to the commercial substance of its operation. No artificial or unusual business structures are used to evade taxes. Nissan does not engage in any transaction aimed at tax avoidance or not aligned with its normal course of business.
The CFO reviews and approves the tax strategy and the tax policy. The Global Head of Tax through the CFO updates annually the Board of Directors on Nissan's tax risks, its risk management tools and overall adherence to the group's tax strategy. The CFO is responsible for the tax governance of the Nissan group. Nissan's financial reports including tax report are audited by an independent accounting firm*4.

Tax management

Nissan effectively manages tax risks within the group by participating in and through the delegation of authority process at local, regional, and global level validating key business decisions from a tax perspective in a consistent manner.
Nissan's global brand reputation and the continuing success of its manufacturing, distribution and financing operations are of paramount importance.
Nissan seeks to close tax audits by reaching an agreement with the tax authorities on the appropriate tax treatment of items under review. In case Nissan is unable to reach an agreement with the tax authorities, Nissan will take

*1 AMIEO(Africa, Middle East, India, Europe & Oceania)
*2 Click here for more information on the Tax Governance Policy. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/Tax_Governance_Policy_e.pdf
*3 Click here for more information on Nissan's U.K. tax strategy. https://www.nissan.co.uk/legal/nissan-uk-tax-strategy.html
*4 Please refer to the 2024 Securities Report (P187,191,193) for details of the Independent Auditor's Report, Internal Control Report, Confirmation Note. https://www.nissan-global.com/EN/IR/FINANCIAL_RESULTS/ASSETS/FR/2024/PDF/fr2024.pdf#page=189

necessary actions to defend its tax positions, including seeking recourse to litigation.
Nissan has several methods for identifying and managing tax risks.
For example, the Tax Department maintains a global database containing a list of the group's ongoing audits, uncertain tax positions and topics that may represent a tax risk in the future (such as new tax rules and inconsistent application of existing rules by tax authorities). It includes all potential tax risk: both direct and indirect taxes. All such risk items are extensively documented and qualified. Reports can be produced as needed and key findings are discussed quarterly with global senior management.
Specifically for income tax, Nissan has a process in place at local, regional, and global level to recognize uncertain tax positions as required by the Interpretation No. 23 of the International Financial Reporting Interpretations Committee (IFRIC 23). Nissan adopted IFRIC 23 from the beginning of fiscal year 2019.
Regarding transfer pricing topics, Nissan's Tax Department has internal procedures and controls in place to identify transfer pricing risks, assess, monitor, and mitigate such risks, and report material risks to all stakeholders.
Profitability by product basis and by company basis is monitored regularly to identify potential risks. Once identified, the risks are reported to Nissan's finance leadership team. The executive-level position within the organization accountable for compliance with the tax strategy is the Global Head of Tax, reporting to the CFO.
Compliance with the tax governance and control framework is evaluated regularly by the following departments, at local, regional, and global level: Tax, Compliance, and Internal Audit. Global policies on tax governance and control are published on Nissan's internal website and available to all employees globally. The Compliance Department checks with the Tax Department regularly to assess how the policies are enforced and whether they reflect the latest business operations in Nissan.
The Audit Committee, as part of the company's corporate governance system, sets the key audit items for each fiscal year. A department under the Audit Committee is specialized in internal audit for the purpose of regularly auditing group companies' business and their observance of processes, policies including the implementation of the tax policy, laws, and other matters as appropriate. The Audit Committee periodically receives results from the activities of the internal audit department and as necessary, gives it instructions regarding internal audits. Reports on activities related to internal control and risk management are regularly submitted to the Board of Directors.
Nissan has a hotline which is called SpeakUp where employees can anonymously report unethical or illegal activities they have witnessed or that they suspect may exist. It is a means to bring potential tax-related violations to the attention of management.

Stakeholder engagement and management of concerns related to tax

Nissan seeks to build and maintain long-term, open, and constructive relationships with national tax authorities by proactively engaging with them, as well as other governmental and industry bodies, directly and indirectly.
First, Nissan strives to develop cooperative relationships with tax authorities through regular meetings and partnership programs. Nissan has ongoing communication with tax authorities including, where applicable, use of advance rulings and Advanced Pricing Agreements (APAs).
Nissan regularly engages with policy makers to support the development of tax rules and regulations based on sound tax policy principles that reflect the business reality of its operations. Nissan also provides technical input to industry groups and international economic organizations, such as the Tax Executives Institute (TEI) and the Business and Industry Advisory Committee to the OECD. As a Japanese automaker, Nissan is a member of Keidanren, one of Japan's major private-sector business associations and part of the Japan Automobile Manufacturers Association (JAMA).
Finally, Nissan's Investors Relations Department engages with the Global Tax Department each time there is a question from stakeholders related to tax topics. The Tax Department will ensure that such questions are answered in a satisfactory way.

Corporate income tax by main market

Nissan discloses the corporate tax paid globally, with domestic and international breakdown by main markets.

Income Tax paid (billions of yen)

	Japan	The United States	China	Mexico	Other	Total
FY2023	9.2*1	105.2	50.3	30.2	32.2*1	227.1*1
FY2024	40.1	60.9	53.8	39.8	40.4	235.0

*1 Corrected due to an error in FY2023 corporate tax figures.

Data

Corporate overview

Corporate profile

Date of establishment	December 26, 1933
Location of organization's headquarters	1-1, Takashima 1-chome, Nishi-ku, Yokohama, Kanagawa 220-8686, Japan
Group structure and business outline	The Nissan Group consists of Nissan Motor Co., Ltd., subsidiaries, affiliates and other associated companies. Its main business includes sales and production of vehicles and related parts. The Nissan Group also provides various services accompanying its main business, such as logistics and sales finance.
Brands	Nissan, INFINITI
Consolidated number of employees (as of March 31, 2025)	132,790
Global network (as of March 31, 2025)	R&D: 15 markets (Japan, U.S., Mexico, U.K., Spain, Belgium, Germany, China, Taiwan, Thailand, Vietnam, India, South Africa, Brazil, Argentina; total of 44 sites) Design: 5 markets (Japan, U.S., U.K., China, Brazil; total of 7 sites) Automobile Production: 28 sites in 13 markets (excludes plants providing OEM vehicles to Nissan [Renault, Mitsubishi Motors, Isuzu, Suzuki, etc.].)

Financial data *1

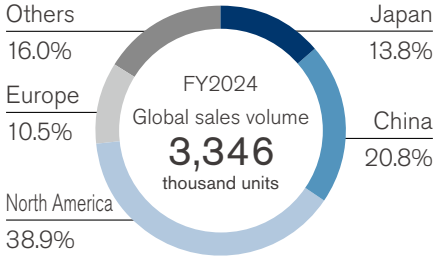
(¥ billion)

	FY2022	FY2023	FY2024
Net sales	10,596.7	12,685.7	12,633.2
Operating income (loss)	377.1	568.7	69.8
Ordinary income	515.4	702.2	210.2
Profit (loss) before tax	402.4	599.2	(413.6)
Net income (loss) attributable to owners of the parent	221.9	426.6	(670.9)
Capital expenditure	350.8	486.1	577.3
Depreciation	316.8	351.4	363.6
Research and development costs	522.2	609.9	619.0

Global sales volume

(Thousand units)

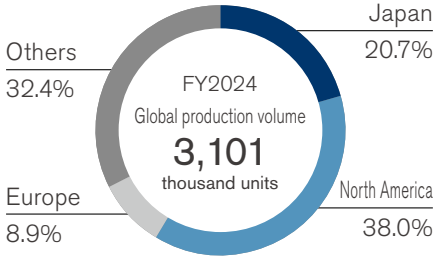
	FY2022	FY2023	FY2024
Global sales volume	3,305	3,442	3,346
Japan	454	484	461
China	1,045	794	697
North America	1,023	1,262	1,303
Europe	308	361	351
Others	475	541	534



Global production volume

(Thousand units)

	FY2022	FY2023	FY2024
Global production volume	3,381	3,430	3,101
Japan	597	725	641
North America	992	1,235	1,178
Europe	288	325	276
Others	1,504	1,146	1,005



*1 Click here for more information on financial data. https://www.nissan-global.com/EN/IR/

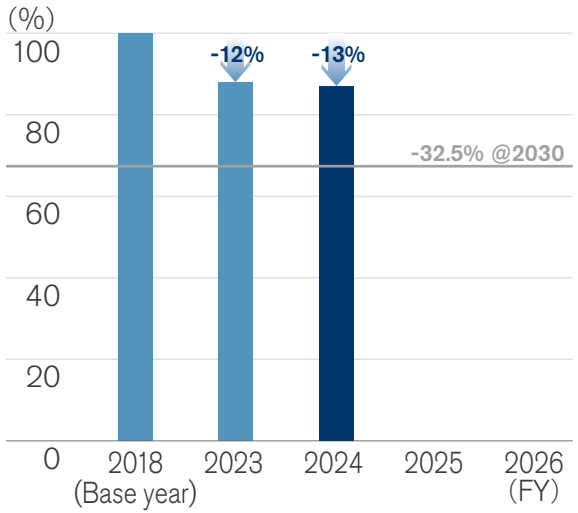
Environmental data

Climate change (Products)

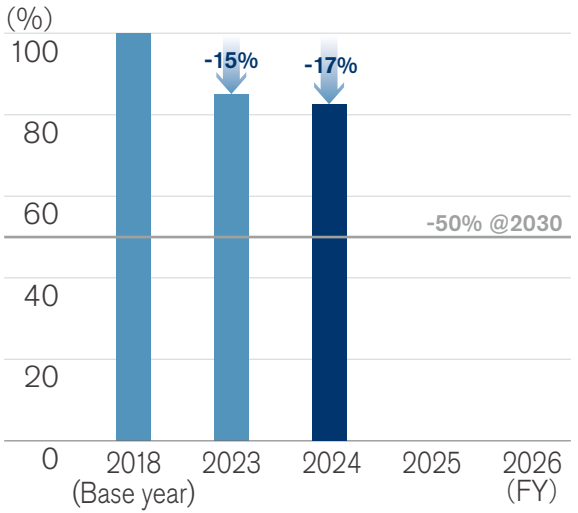
CO_2 emissions reduction rate from new vehicles

Global: -13%; Four regions (Japan, the U.S.A., Europe, China): -17%
CO_2 emissions were reduced by promoting electrification, especially in the four regions.*1

Global

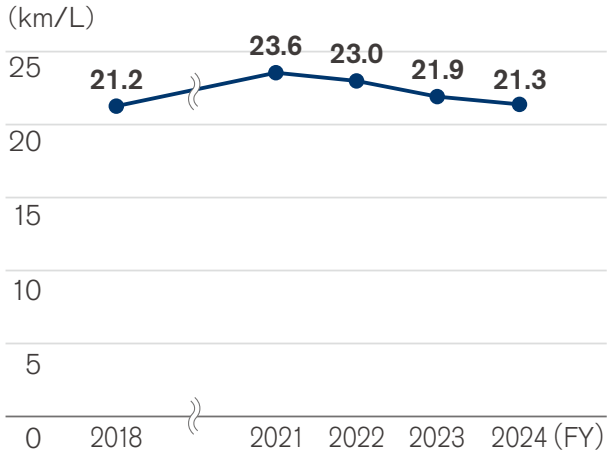


Four regions (Japan, the U.S.A., Europe, China)



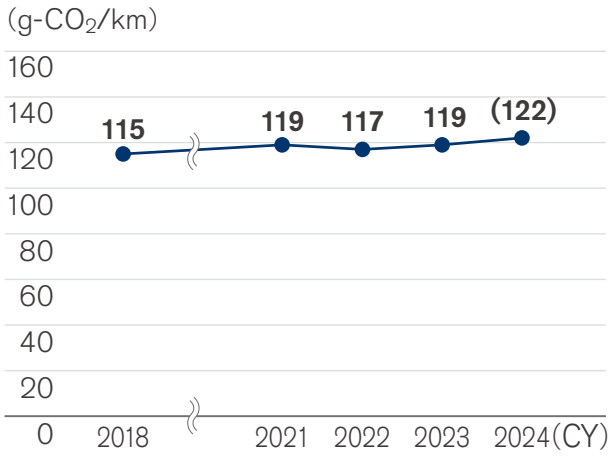
*1 CO_2 emissions are calculated on a Well-to-Wheel (WtW) basis, and the reduction rate is calculated according to Nissan's internal standards.

Corporate average fuel economy (CAFE) in Japan*1



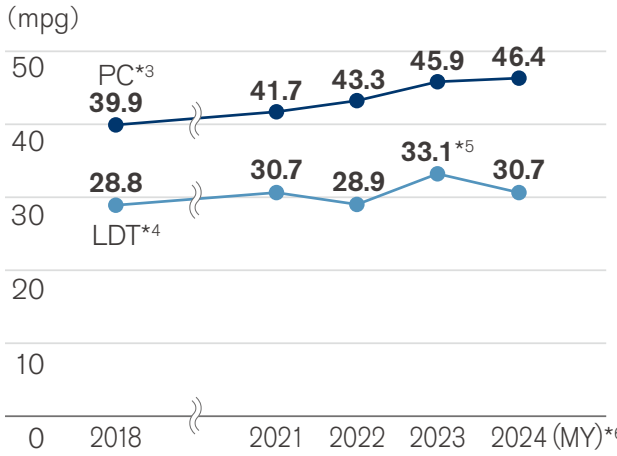
In fiscal year 2024, the company's average fuel economy in Japan was 21.3 km/L.
Strong sales of larger e-POWER vehicles lowered fuel efficiency, but the stable e-POWER ratio helped to maintain the overall level in line with the previous year.

CO_2 emission index from Nissan vehicles in Europe*7



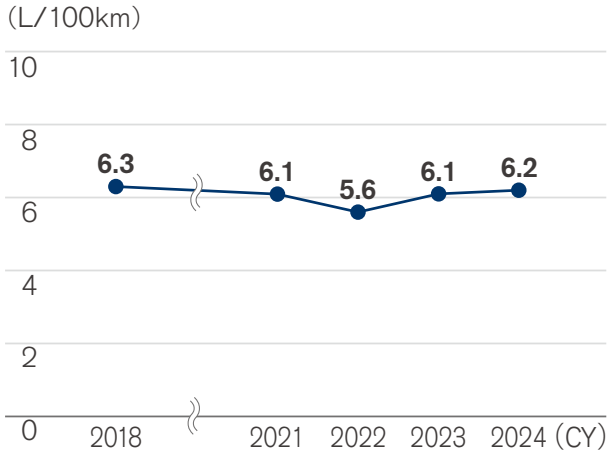
In 2023, the company's average CO_2 emissions were 119 g-CO_2/km. In 2024, although hybrid vehicle sales remained strong, the decline in the e-POWER ratio is expected to result in a slight increase in average CO_2 emissions compared with the previous fiscal year.*8

Corporate average fuel economy (CAFE) in the United States



In fiscal year 2024, the corporate average fuel economy (CAFE) of Nissan's passenger cars in the U.S.A. was 46.4 mpg and 30.7 mpg in the light-duty truck segment. In the passenger car segment, CAFE improved due to an increase in the share of small models, while in the light-duty truck segment, CAFE decreased due to an increase in the share of large models.

Corporate average fuel consumption in China



In 2024, the company's average fuel consumption for domestically produced vehicles in China was 6.2 L/100 km. Despite strong sales of new large SUVs, the increased ratio of electrified vehicles helped maintain overall fuel efficiency at a level comparable to the previous year.

*1 From fiscal year 2022 onward, includes vehicles that have been type-approved using the World-wide harmonized Light duty Test Cycle (WLTC) evaluation mode.
*2 Uses provisional values calculated by Nissan, including WLTC mode fuel economy values
*3 Passenger Car
*4 Light-Duty Truck
*5 Corrected due to an error in 2023 figures.
*6 MY: Model Year
*7 From fiscal year 2021 onward, includes vehicles that have been type-approved using the Worldwide harmonized Light vehicles Test Procedure (WLTP) evaluation mode.
*8 As official values for 2024 have not yet been disclosed, provisional values are shown.

Revenue, global sales volume and production volume data

(¥ billion)

	FY2023	FY2024
Revenue*1	126,857	126,332

(thousand units)

	FY2023	FY2024
Global Sales Volume*2	3,442	3,346
Japan	484	461
North America	1,262	1,303
Europe	361	351
Asia	961	841
Other	374	390

(thousand units)

	FY2023	FY2024
Global Production Volume*2	3,430	3,101
Japan	725	641
North America*3	1,235	1,178
Europe*4	325	276
Asia*5	1,020	895
Other*6	126	110

In Japan and Europe, where customer interest in electrified vehicles is high, the combined share of e-POWER, EVs, and hybrid vehicles*7 has remained at around 70%, consistent with the previous year.
We see this trend as a reflection of the growing role of our sustainable product lineup-centered on environmental value- as a core element of our business.

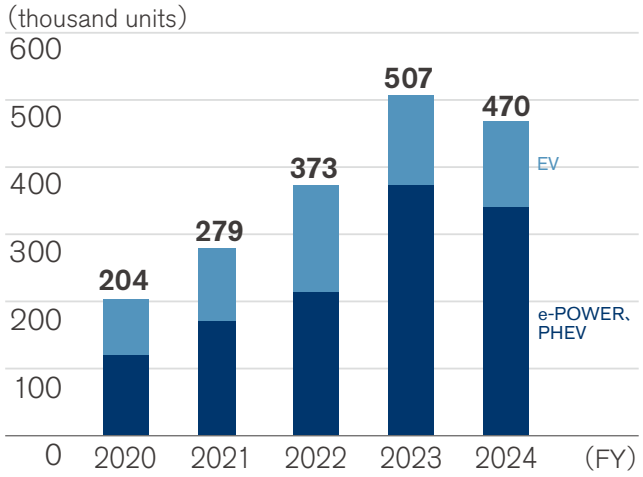
Powertrain type ratios (Shipment-based)

By region	Unit	Gasoline-powered vehicles	Diesel-powered vehicles	e-POWER vehicles	Electric vehicles	Hybrid vehicles
Japan	%	31	0	42	6	21
North America	%	96	0	1	3	0
Europe	%	24	4	25	8	38
Asia	%	88	4	3	3	1
Other	%	79	12	2	0	6
Global	%	75	3	10	4	8

Sales volume of electrified vehicles (EV, e-POWER, PHEV)

Under Nissan Ambition 2030, we aim to expand our electrified vehicle lineup and increase the share of electrified vehicle sales.
In fiscal year 2024, however, the number of electrified vehicles sold declined compared with the previous year, due to production adjustments implemented in certain markets in response to a challenging competitive environment.

Sales volume of EV, e-POWER, PHEV*8



*1 From fiscal year 2024, Chinese joint ventures are treated using the equity method. Accordingly, sales figures for fiscal year 2023 have been revised.
*2 Global sales volume and global production volume for China and Taiwan consider values from January to December.
*3 Production in the U.S.A. and Mexico.
*4 Production in the UK and France.
*5 Production in Taiwan, Thailand, China and India.
*6 Production in South Africa, Brazil, Egypt and Argentina.
*7 Other than e-POWER models.
*8 PHEVs sold in China from fiscal year 2023.

Climate change (Corporate activities)

Energy input*1

(FY)

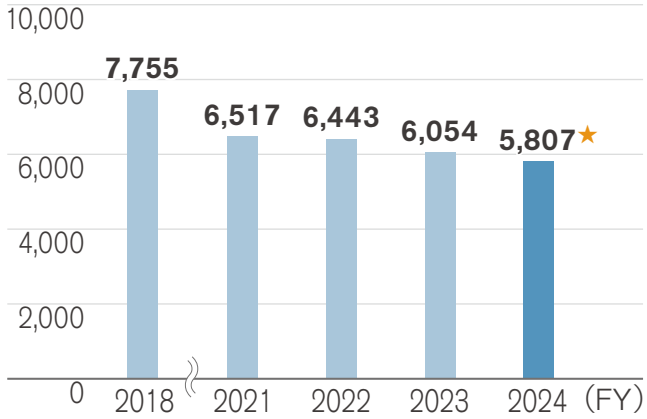
	Unit	2018	2021	2022	2023	2024
Total	MWh	7,755,180	6,516,552	6,442,705	6,053,630	5,807,255★
By region						
Japan	MWh	3,845,585	3,432,988	3,403,180	3,045,909	2,863,146
North America	MWh	2,397,746	1,935,449	1,971,446	2,074,570	2,069,954
Europe	MWh	862,042	557,173	545,092	511,387	474,668
Other	MWh	649,807	590,941	522,987	421,763	399,488
By energy source						
Primary						
Natural gas	MWh	2,882,123	2,374,726	2,396,027	2,049,589	1,934,282
LPG	MWh	199,882	147,084	129,607	109,199	102,694
Coke	MWh	179,226	112,162	111,013	105,823	93,636
Heating oil	MWh	127,258	71,632	57,919	53,602	45,176
Gasoline	MWh	153,630	90,081	94,372	55,898	55,043
Diesel	MWh	57,068	49,218	48,110	9,800	8,818
Heavy oil	MWh	19,101	11,967	10,954	28,837	4,938

(FY)

	Unit	2018	2021	2022	2023	2024
External						
Electricity (purchased)	MWh	4,008,519	3,558,048	3,484,661	3,484,666	3,419,207
Renewable energy*2	MWh	150,623	220,768	239,875	215,351	239,002
Chilled water	MWh	5,473	3,597	3,929	4,643	4,870
Steam	MWh	63,577	74,565	94,423	140,283	123,984
Renewable energy*3	MWh					7,605
Internal						
Electricity (in-house generation)	MWh	59,323	23,473	11,689	11,288	14,607
Renewable energy*4	MWh	59,323	23,473	11,689	11,288	14,607
Total renewable energy	MWh	209,946	244,242	251,563	226,639	261,214

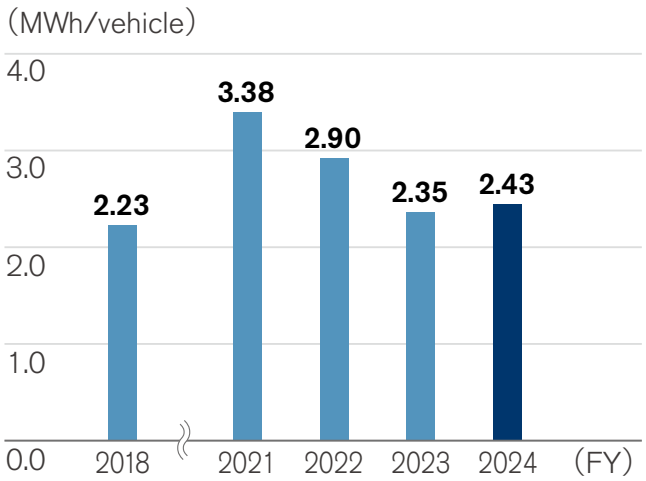
Trend in energy input*1

The total energy input of our global corporate activities during fiscal year 2024 was 5,807 thousand MWh ★, a 4% decrease from 6,054 thousand MWh in fiscal year 2023.



Energy per vehicle produced*5

In fiscal year 2024, energy per vehicle produced was 2.43 MWh, a reduction of 3% compared with fiscal year 2023. Data for the Japan region includes the manufacture of powertrains and other components for overseas assembly. Since the denominator is vehicles produced in the region, this tends to result in higher values for Japan.



(FY)

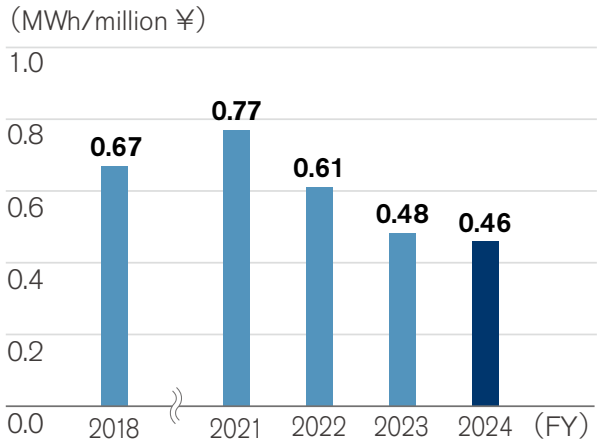
By region	Unit	2024
Japan	MWh/vehicle	4.46
North America	MWh/vehicle	1.78
Europe	MWh/vehicle	1.72
Other	MWh/vehicle	1.30

*1 Changed in line with revisions to fiscal year 2023 performance data.
*2 Volume of renewable energy in electricity purchased by Nissan.
*3 Amount of renewable energy purchased by Nissan for cooling water and steam.
*4 Volume of renewable energy generated by Nissan at its facilities and consumed for its own purposes.
*5 The boundary of data aggregation has been revised to align with the financial consolidated group.

★ This figure is subject to assurance by KPMG AZSA Sustainability Co., Ltd.
For details, please see here. >>> P061

Energy per revenue*1

In fiscal year 2024, global Nissan facilities saw an energy per revenue result of 0.46 MWh, a decrease of 4% from 2023. We are taking ongoing steps toward decoupling financial capital generation from energy use.



Scope 1 and 2 CO_2 emissions*1

In fiscal year 2024, the total of Scope 1 and 2 emissions*2 of our global corporate activities was 1,519 thousand tons ★ (Scope 1 emissions: 442 thousand tons ★; Scope 2 emissions: 1,077 thousand tons ★), a 12% decrease from 1,731 thousand tons in fiscal year 2023.

(FY)

	Unit	2018	2021	2022	2023	2024
Scope 1	kt-CO_2	725	588	585	477	442★
Scope 2	kt-CO_2	1,688	1,238	1,187	1,254	1,077★
Scope 1+2	kt-CO_2	2,413	1,825	1,772	1,731	1,519★
Japan	kt-CO_2	1,277	1,001	994	984	908
North America	kt-CO_2	687	483	502	501	401
Europe	kt-CO_2	131	89	81	86	73
Other	kt-CO_2	318	253	195	161	137

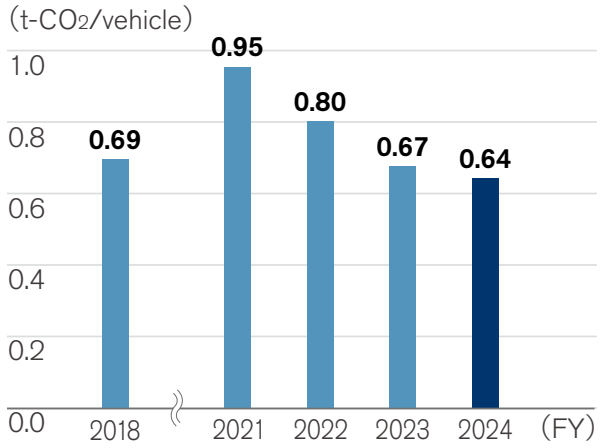
Greenhouse gas (GHG) emissions other than energy-derived CO_2*3

(FY)

By type	Unit	2018	2021	2022	2023	2024
CH_4 (methane)	t-CO_2e	4,846	5,088	5,054	5,705	4,810
N_2O (nitrous oxide)	t-CO_2e	1,425	1,244	1,071	1,801	2,094
HFCs (hydrofluorocarbons)	t-CO_2e	3,594	1,320	1,878	148	121
PFCs (perfluorocarbons)	t-CO_2e	0	0	0	0	0
SF_6 (sulfur hexafluoride)	t-CO_2e	43	43	43	128	117
NF_3 (nitrogen trifluoride)	t-CO_2e	2	1	0	0	0

Scope1 and 2 CO_2 emissions per vehicle produced*4

In fiscal year 2024, overall corporate emissions were 0.64 t-CO_2/vehicle produced.

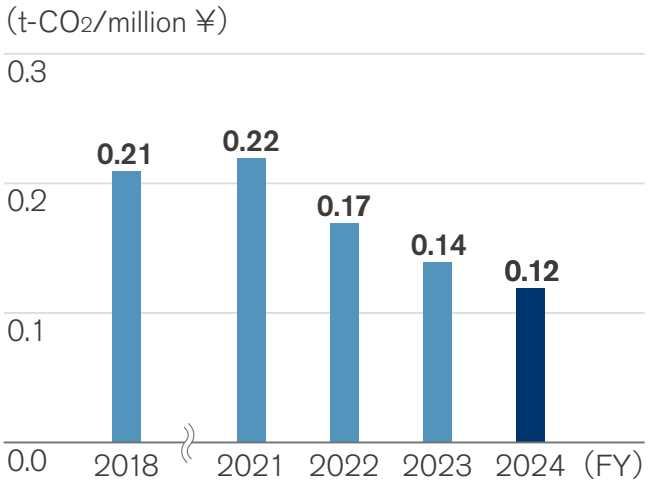


*1 Changed in line with revisions to fiscal year 2023 performance data.
*2 Click here for more information on calculation for CO_2 emissions. >>> P062
*3 GHG emissions from Nissan Motor Co., Ltd. manufacturing sites calculated based on the Act on Promotion of Global Warming Countermeasures.
*4 The boundary of data aggregation has been revised to align with the financial consolidated group.

★ This figure is subject to assurance by KPMG AZSA Sustainability Co., Ltd.
For details, please see here. >>> P061

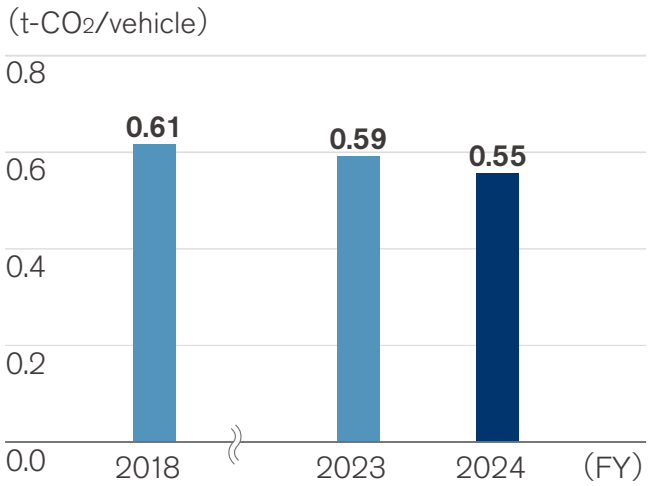
Scope1 and 2 CO_2 emissions per revenue*1

In fiscal year 2024, CO_2 emissions from our global operations were 0.12 ton per ¥1 million of revenue.



Manufacturing CO_2 emissions per vehicle produced*2*3

In fiscal year 2024, our manufacturing CO_2 emissions per vehicle produced were 0.55 tons, 10% less than fiscal year 2018.



*1 Changed in line with revisions to fiscal year 2023 performance data.
*2 CO_2 emissions per vehicle produced in the NGP management scope
*3 The boundary of data aggregation has been revised to align with the financial consolidated group.

Logistics volume

(FY)

	Unit	2018	2021	2022	2023	2024
Total*1*2	mil ton-km	34,973	23,052	25,938	32,893	31,116
Inbound*3	mil ton-km	10,278	7,572	8,720	11,166	11,159
Outbound*4	mil ton-km	24,695	15,480	17,218	21,727	19,957
Sea	%	60.8	61.9	69.9	69.6	70.5
Road	%	23.5	24.0	19.1	20.4	19.2
Rail	%	14.8	13.7	10.7	9.8	10.1
Air	%	0.9	0.4	0.3	0.2	0.2

In fiscal year 2024, global shipping decreased 5% compared with the previous fiscal year, to 31.1 billion tons-km.

CO_2 emissions from logistics

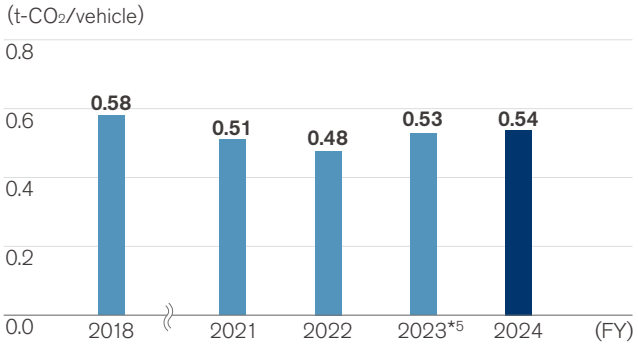
(FY)

	Unit	2018	2021	2022	2023*5	2024
Total*1*2	kt-CO_2	2,471	1,610	1,591	1,981	1,774
Inbound*3	kt-CO_2	891	410	408	552	505
Outbound*4	kt-CO_2	1,580	1,201	1,182	1,429	1,269
Sea	%	29.1	26.4	35.1	37.0	38.1
Road	%	59.8	66.5	58.3	57.3	56.1
Rail	%	3.8	3.9	3.4	3.1	3.4
Air	%	7.2	3.2	3.1	2.6	2.5

In fiscal year 2024, CO_2 emissions from logistics decreased 10% compared with the previous fiscal year, to 1,774k-tons.

CO_2 emissions from logistics (per vehicle produced)

In fiscal year 2024, CO_2 emissions were 0.54 tons per vehicle produced.



*1 Due to the change in global emission factors based on the GHG Protocol, changes have occurred in the figures since fiscal year 2018.
*2 CO_2 emissions include those from transportation of parts to our manufacturing bases and transportation of vehicles from our manufacturing bases to dealerships.
*3 "Inbound" includes parts procurement from suppliers and transportation of knockdown parts.
*4 "Outbound" includes the transportation of complete vehicles and service parts, their transportation to dealerships, and the transportation of waste/scrap materials. The figures for transportation to dealerships and the transportation of waste/scrap materials have been added, commencing from the fiscal year 2022 actuals.
*5 Changed in line with revisions to fiscal year 2023 performance data.

Scope 3 emissions by category

We conducted a study based on standards such as the Corporate Value Chain (Scope 3) Accounting and Reporting Standard from the GHG Protocol and found that about 81% of our Scope 3 emissions were from the use of sold products.

(FY)

Category	Unit	2024
1. Purchased goods & services*1	kt-CO_2	23,365★
2. Capital goods	kt-CO_2	1,271
3. Fuel- and energy-related activities	kt-CO_2	225
4. Upstream transportation & distribution	kt-CO_2	1,643
5. Waste generated in operations	kt-CO_2	109
6. Business travel	kt-CO_2	178
7. Employee commuting	kt-CO_2	153
8. Upstream leased assets	kt-CO_2	-
9. Downstream transportation & distribution	kt-CO_2	607
10. Processing of sold products	kt-CO_2	6
11. Use of sold products*2	kt-CO_2	125,080★
12. End-of-life treatment of sold products	kt-CO_2	232
13. Downstream leased assets	kt-CO_2	497
14. Franchises	kt-CO_2	-
15. Investments	kt-CO_2	122
Total	kt-CO_2	153,489

*1 The calculation method has changed from the fiscal year 2024 result. Click here for the revised calculation method (CO_2 emissions from purchased goods & services). >>> P062
*2 The calculation method has changed from the fiscal year 2024 result. Click here for the revised calculation method (CO_2 emissions from the use of sold products). >>> P062

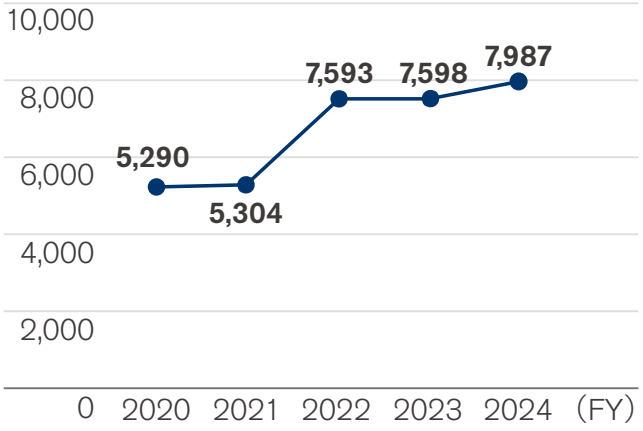
★ This figure is subject to assurance by KPMG AZSA Sustainability Co., Ltd. For details, please see here. >>> P061

Resource dependency: Achievements in reuse

Proper use of regulated chemical substances

Nissan continually reviews its standard for the assessment of hazards and risks related to chemical substances, actively applying restrictions to substances not yet covered by regulations but increasingly subject to consideration around the world. As a result, the number of defined chemical substances covered in fiscal year 2024 rose to 7,987. These steps are thought to be necessary for future efforts in the repair, reuse, remanufacture, and recycle loop for resources.*1

Number of defined chemical substances



Recycled plastic usage in vehicles

We are making efforts to expand the use of recycled plastic in our vehicles and developing technologies for this. Recycled plastic use in fiscal year 2024 was 5%, based on the rate achieved by our best-selling model in Europe.

Automotive shredder residue to landfill ratio

After removing ferrous and nonferrous metals from end-of-life vehicles (ELVs) in accordance with the End-of-Life Vehicle Recycling Law in Japan, the ratio of ASR taken to landfills for final disposal was zero once again in fiscal year 2024.

Material ratio

In 2024, ferrous metals accounted for 60% of the materials used in our automobiles by weight. Nonferrous metals made up another 11% and resins 19%, with miscellaneous materials making up the final 11%. To reduce our use of natural resources, we are advancing initiatives to expand the use of recycled materials in each of these categories.

Recovered bumpers

The number of bumpers collected at Japanese dealerships in fiscal year 2024 was 78,000, a 6% decline in the collection rate from fiscal year 2023.

*1 Click here for more information on chemical substance governance. >>> P018

Resource dependency (Facility waste)

Waste*1

The volume of regular waste*2 generated from global corporate activities in fiscal year 2024 amounted to 150,642 tons, and waste generated from production sites in fiscal year 2024 was 145,678 tons (Non-regular waste*3 from production sites: 10,226 tons).

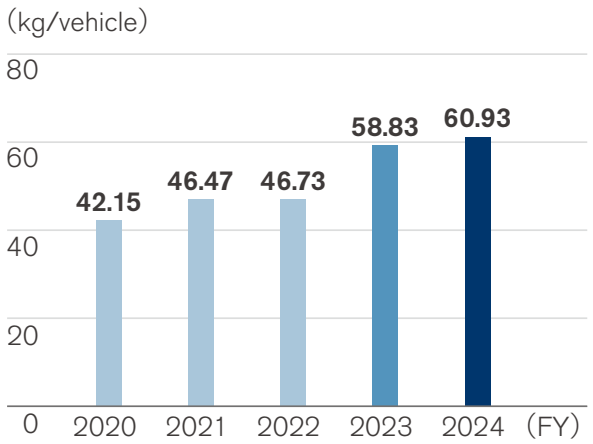
Regular waste generated from corporate activities*4

(FY)

	Unit	2020	2021	2022	2023	2024
Total	ton	153,160	158,199	157,982	155,857	150,642
By region						
Japan	ton	48,921	52,386	51,069	57,646	54,910
North America	ton	48,043	51,062	52,007	50,814	50,856
Europe	ton	31,868	33,895	36,577	44,551	43,142
Other	ton	24,328	20,857	18,329	2,846	1,734
By treatment method						
Recycling	ton	133,168	139,599	139,225	146,332	142,013
Incineration waste	ton	13,453	11,392	10,223	1,997	1,352
Landfill waste	ton	6,539	7,208	8,688	7,528	7,277

Waste per vehicle produced*1

In fiscal year 2024, regular waste per vehicle produced*5 was 60.93 kg.

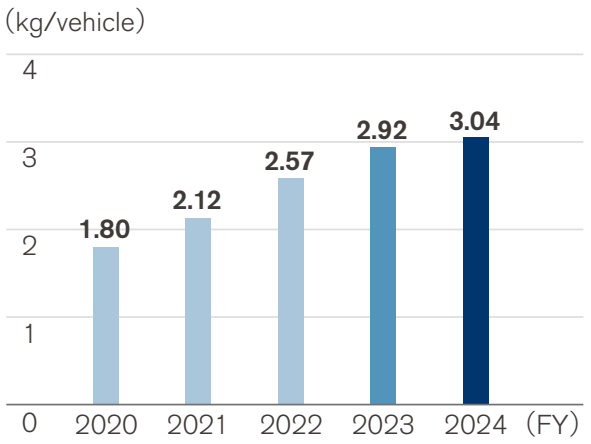


(FY)

By region	Unit	2023	2024
Japan	kg/vehicle	76.53	82.62
North America	kg/vehicle	40.80	41.53
Europe	kg/vehicle	134.72	154.15
Other	kg/vehicle	9.00	5.55

Landfill waste per vehicle produced*1

In fiscal year 2024, the volume of regular landfill waste per vehicle produced was 3.04 kg.



Responding to the Plastic Resource Circulation Act*6

The amount of industrial waste generated from plastic products in Japan during fiscal year 2024 was 6,092 tons.

Plastic-related targets	FY2024 Achievements
Continue actions to reduce waste emissions of plastic packaging, etc.	Continued to reuse returnable containers
Maintain a 100% recycling rate for industrial waste from products using plastic	Maintained a 100% recycling rate

*1 From fiscal year 2023 performance data, the scope of calculations is aligned with the consolidated financial group. Performance data from up to and including fiscal year 2022 includes non-consolidated companies.
*2 Regular waste generated from production, maintenance, and issue resolution activities, etc.
*3 Waste generated irregularly from activities such as installing new processes, relocating equipment, and dismantling facilities.
*4 Regular waste generated from production and office sites, excluding*3.
*5 Amount of regular waste generated at production sites.
*6 Plastic Resource Circulation Act: Law for plastic waste

Water resource management

Water intake for corporate activities*1

In fiscal year 2024, water intake for our global corporate activities was 16,873 thousand m³, the same level as 17,794 thousand m³ in fiscal year 2023.
In fiscal year 2024, water intake from global production sites was 15,761 thousand m³, the same level as 16,620 thousand m³ in fiscal year 2023.

(FY)

By region	Unit	2020	2021	2022	2023	2024
Total	thousand m³	21,159	20,090	20,208	17,794	16,873
Japan	thousand m³	10,797	10,317	10,472	10,724	10,086
North America	thousand m³	3,888	4,047	4,235	4,409	4,321
Europe	thousand m³	1,373	1,404	1,270	1,380	1,402
Other	thousand m³	5,101	4,322	4,231	1,281	1,064

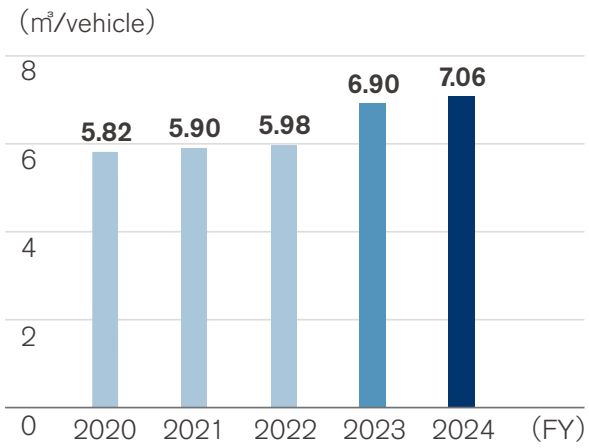
Water withdrawal by source

(FY)

	Unit	2024
Total	thousand m³	16,873
Surface water	thousand m³	1,117
Groundwater	thousand m³	6,118
Third-party water	thousand m³	9,638

Water input for corporate activities (per vehicle produced)*1

In fiscal year 2024, water input for corporate activities (per vehicle produced) was 7.06 m³/vehicle, the same level as 6.90 m³/vehicle in fiscal year 2023.



(FY)

By region	Unit	2023	2024
Japan	m³/vehicle	14.80	15.73
North America	m³/vehicle	3.64	3.71
Europe	m³/vehicle	4.24	5.07
Other	m³/vehicle	4.08	3.45

Water discharge from corporate activities*1

The total amount of water discharged in global corporate activities in fiscal year 2024 was 12,831 thousand m³, the same level as 13,405 thousand m³ in fiscal year 2023.

(FY)

By region	Unit	2020	2021	2022	2023	2024
Total	thousand m³	13,624	13,620	13,319	13,405	12,831
Japan	thousand m³	8,474	8,771	8,902	9,448	9,133
North America	thousand m³	2,351	2,565	2,610	2,837	2,669
Europe	thousand m³	1,094	707	596	724	706
Other	thousand m³	1,705	1,577	1,210	396	324

Water quality

Chemical oxygen demand (COD*2)	kg	18,017	19,941	24,884	24,811	22,536

Water discharge by destination

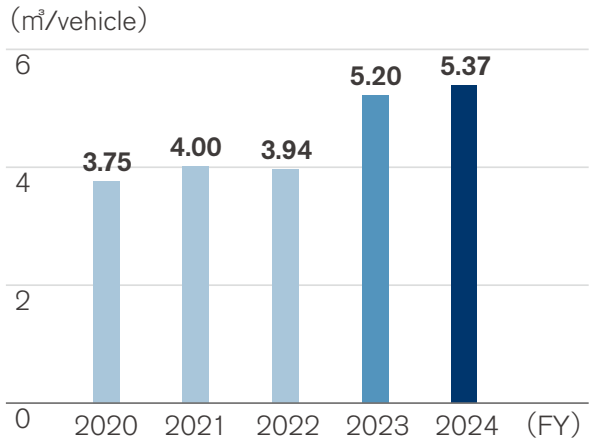
(FY)

	Unit	2024
Total	thousand m³	12,831
Surface water	thousand m³	8,144
Underground seepage	thousand m³	0
Third-party water	thousand m³	4,133
Seawater	thousand m³	554

*1 From fiscal year 2023 performance data, the scope of calculations is aligned with the consolidated financial group. Performance data up to and including fiscal year 2022 includes non-consolidated companies.
*2 Four sites of Nissan Motor and Nissan Motor Kyushu

Water discharge from corporate activities (per vehicle produced)*1

In fiscal year 2024, water discharge per vehicle produced was 5.37 m³, the same level as 5.20 m³ in fiscal year 2023.



(FY)

By region	Unit	2023	2024
Japan	m³/vehicle	13.03	14.24
North America	m³/vehicle	2.34	2.29
Europe	m³/vehicle	2.22	2.56
Other	m³/vehicle	1.26	1.05

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

Water consumption in corporate activities*1*2

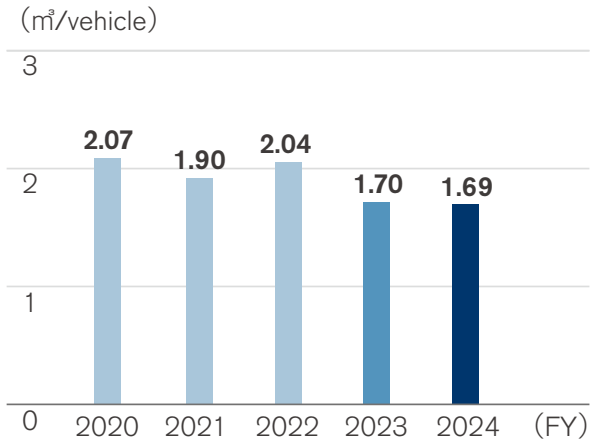
The total amount of water consumed in global corporate activities in fiscal year 2024 was 4,042 thousand m³, a decrease from 4,390 thousand m³ in fiscal year 2023.

(FY)

By region	Unit	2020	2021	2022	2023	2024
Total	thousand m³	7,535	6,470	6,889	4,390	4,042
Japan	thousand m³	2,323	1,546	1,570	1,277	953
North America	thousand m³	1,537	1,481	1,625	1,572	1,653
Europe	thousand m³	279	697	674	656	696
Other	thousand m³	3,396	2,745	3,021	885	740

Water consumption in corporate activities (per vehicle produced)*1

In fiscal year 2024, water discharge per vehicle produced was 1.69 m³, which is the same level as 1.70 m³*1 in fiscal year 2023.



(FY)

By region	Unit	2023	2024
Japan	m³/vehicle	1.76	1.49
North America	m³/vehicle	1.30	1.42
Europe	m³/vehicle	2.02	2.52
Other	m³/vehicle	2.82	2.40

*1 From fiscal year 2023 performance data, the scope of calculations is aligned with the consolidated financial group. Performance data up to and including fiscal year 2022 includes non-consolidated companies.
*2 Based on GRI 303, total water consumption is total water withdrawn minus total water discharged as calculated by Nissan.

Air quality

Emissions of NOx and SOx

In fiscal year 2024, NOx and SOx emissions from Nissan manufacturing facilities*1 were 360 tons and 1 ton, respectively.

(FY)

	Unit	2020	2021	2022	2023	2024
NOx	ton	364	373	340	495	360
SOx	ton	10	7	2	2	1

Volatile organic compounds (VOCs)*2

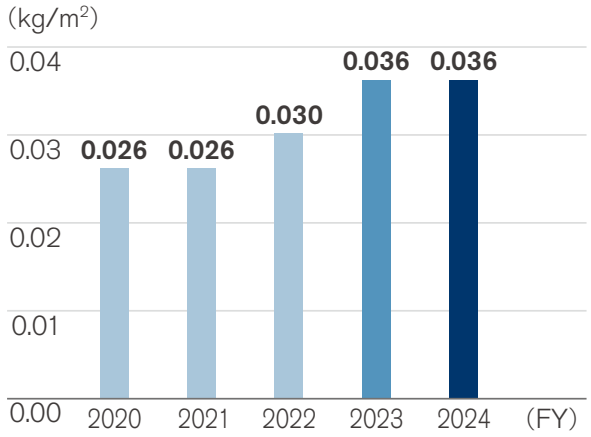
In fiscal year 2024, total VOC emissions amounted to 10,404 tons, a decrease from fiscal year 2023. We continue to engage in activities that include switching to water-based paints and materials with low VOC content.

(FY)

By region	Unit	2020	2021	2022	2023	2024
Total	ton	10,451	10,653	11,104	11,018	10,404
Japan	ton	3,176	3,031	3,987	4,791	4,397
North America	ton	3,097	3,112	3,156	3,294	3,480
Europe	ton	839	519	877	1,023	749
Other	ton	3,339	3,991	3,084	1,910	1,778

VOC emissions per painted area*2

In fiscal year 2024, VOC emissions per painted area were 0.036 kg.



(FY)

By region	Unit	2023	2024
Total	kg/m2	0.036	0.036
Japan	kg/m2	0.052	0.054
North America	kg/m2	0.021	0.024
Europe	kg/m2	0.029	0.024
Other	kg/m2	0.066	0.060

Released substances designated by PRTR Law (Japan)*3

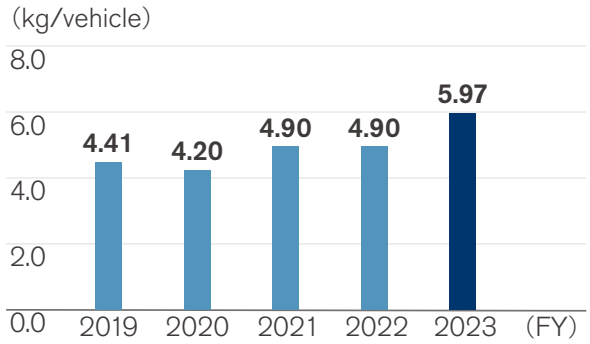
In fiscal year 2023, released substances designated by Pollutant Release and Transfer Register (PRTR) Law in Japan were 4,326 tons, an increase from 2,924 tons in fiscal year 2022 due to factors including an increase in newly designated chemical substances resulting from legal revisions.

(FY)

By region	Unit	2019	2020	2021	2022	2023
Japan site total	ton	3,339	2,173	2,183	2,924	4,326
Oppama	ton	1,022	697	881	959	1,055
Tochigi	ton	467	394	323	567	1,077
Kyushu	ton	1,391	1,042	942	1,369	2,151
Yokohama	ton	21	9	4	8	15
Iwaki	ton	62	6	4	4	7
NTC	ton	351	3	3	3	3
Zama Operation Center	ton	26	22	26	14	18

PRTR emissions per vehicle produced (Japan)

In fiscal year 2023, PRTR emissions per vehicle produced were 5.97 kg, an increase compared with fiscal year 2022.



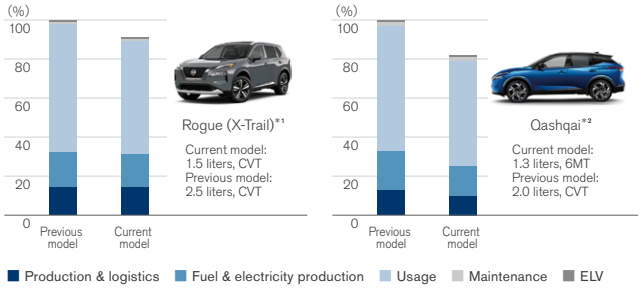
*1 Only consolidated sites in Japan
*2 From fiscal year 2023 performance data, the scope of calculations is aligned with the consolidated financial group. Performance data up to and including fiscal year 2022 includes non-consolidated companies.
*3 The table shows chemical substance emissions calculated based on the Japanese government PRTR guidelines. PRTR emissions show total volume excluding substances adhering to the product.

Strengthening our foundations to address environmental issues

LCA of gasoline models

We have been expanding the application of the LCA method to global sales models. Coverage on a unit basis has reached approximately 80% of models globally and approximately 90% in Europe.
In the case of the Rogue (X-Trail) and Qashqai, CO_2 equivalent emissions have been reduced compared with the previous models by improving powertrain efficiency and reducing vehicle weight.*1

Life cycle CO_2 equivalent emissions

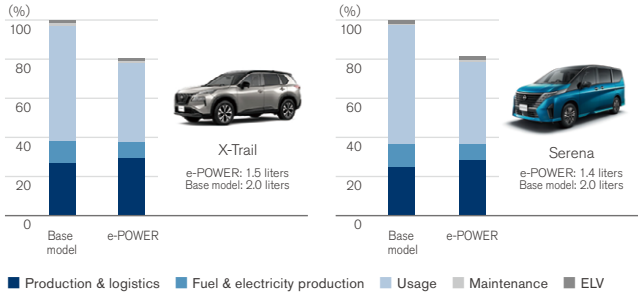


*1 Production in the U.S., 120,000 miles driven in the U.S. (basis for comparison).
*2 Production in EU, 150,000 km driven in EU (basis for comparison).

LCA of e-POWER models

Nissan introduced its new e-POWER powertrain in 2016, marking another significant milestone in the electrification strategy with life cycle emission improvements. Compared with their gasoline-powered counterpart models, the X-Trail e-POWER and Serena e-POWER have both achieved an approximately 20% reductions in CO_2 equivalent emissions.

Life cycle CO_2 equivalent emissions

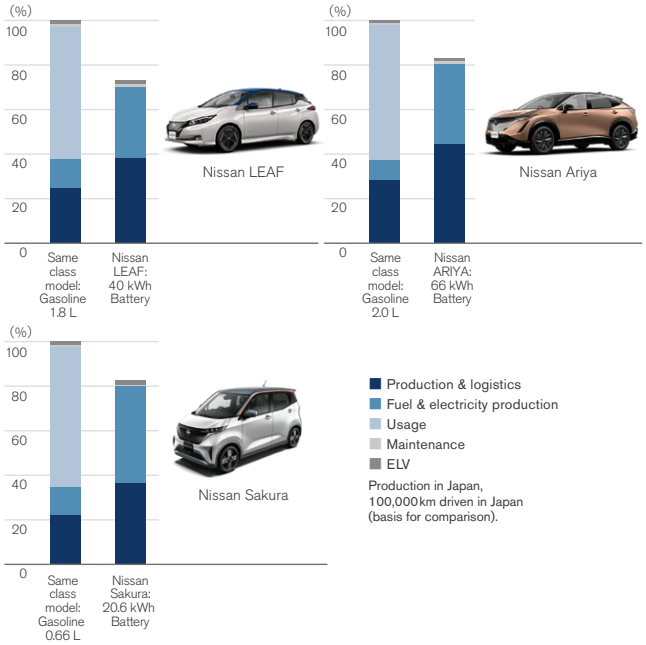


Production in Japan, 100,000 km driven in Japan (basis for comparison).

LCA of EV models

The Nissan LEAF reduces its life cycle CO_2 equivalent emissions by approximately 30% compared to conventional vehicles of the same class in Japan. Launched in 2022, the Nissan Ariya and Nissan Sakura improve EV product appeal and reduce environmental impacts. Compared to Japanese gasoline-powered vehicles in the same class, the Nissan Ariya and Nissan Sakura offer longer cruising ranges while also reducing life cycle CO_2 emissions by approximately 20%.

Life cycle CO_2 equivalent emissions

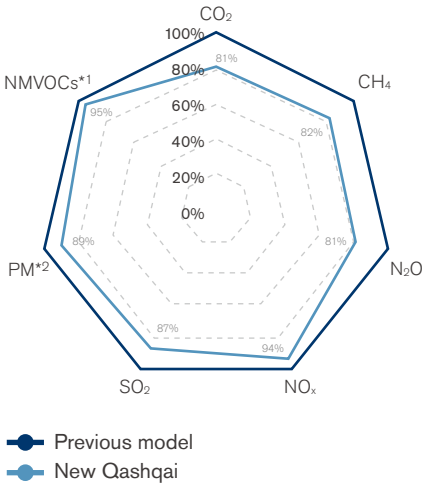


*1 Click here for further details regarding Nissan's LCA https://www.nissan-global.com/EN/SUSTAINABILITY/ENVIRONMENT/GREENPROGRAM/FOUNDATION/LCA/

Life cycle improvements beyond climate change

Nissan is expanding the scope of its life cycle assessments (LCAs) to not only greenhouse gases but also a variety of chemicals.
Our calculations show that the new Qashqai achieves 5-20% reductions in emissions for all targeted chemical substances and reduces environmental impacts throughout its life cycle compared with the previous model.

New Qashqai life cycle assessment (LCA)



Production in EU, 150,000 km driven in EU.

Material balance

Input

(FY)

	Unit	2023	2024
Raw materials*3	ton	3,039,866	2,820,044
Energy	MWh	6,053,220*4	5,807,255
Renewable energy	MWh	226,639*4	261,216
Water withdrawal*3	thousand m³	17,794	16,873

Output

(FY)

	Unit	2023	2024
Vehicles produced			
Global production volume*3	thousands of vehicles	2,577	2,391
CO_2 emissions	kt-CO_2	1,731*4	1,519
Water discharge*3	thousand m³	13,405	12,831
Emissions			
NOx	ton	495	360
SOx	ton	2	1
VOCs*3	ton	11,018	10,404
Waste*3			
Recycling	ton	146,332	142,013
Incineration waste	ton	1,997	1,352
Landfill waste	ton	7,528	7,277

Environmental conservation cost*5

(FY)

		2023		2024	
	Unit	Investment	Cost	Investment	Cost
Total	mil ¥	15,557	165,353	15,887	160,937
Business area	mil ¥	1,908	2,207	751	2,145
Upstream/ downstream	mil ¥	0	406	0	384
Management	mil ¥	0	13,324	0	12,094
R&D	mil ¥	13,649	149,238	15,136	145,888
Social activities	mil ¥	0	48	0	108
Damage repairs	mil ¥	0	130	0	318

Economic impact

(FY)

	Unit	2023	2024
Total	mil ¥	13,996	9,983
Cost reduction	mil ¥	3,293	237
Profit	mil ¥	10,703	9,746

*1 NMVOCs: Non-Methane Volatile Organic Compounds
*2 PM: Particulate Matter
*3 From fiscal year 2023 performance data, the scope of calculations is aligned with the consolidated financial group. Performance data up to and including fiscal year 2022 includes non-consolidated companies.
*4 Changed in line with revisions to fiscal year 2023 performance data.
*5 All environmental costs are based on the guidelines provided by Japan's Ministry of the Environment and calculated for activities in Japan only.

Social data

Employee data

(FY)

		Unit	2022	2023	2024
Consolidated number of employees*1		People	131,719 (15,397)	133,580 (16,549)	132,790 (16,031)
	Japan	People	60,423 (14,550)	60,468 (15,248)	60,902 (15,065)
	North America	People	37,745 (182)	40,262 (310)	40,242 (234)
	Europe	People	10,037 (274)	9,999 (693)	9,771 (478)
	Asia	People	17,649 (57)	16,958 (48)	16,210 (40)
	Other regions	People	5,865 (334)	5,893 (250)	5,665 (214)
Number of new hires of indirect employees*2		People	8,067	6,969	2,558
	Japan*3	People	1,464	1,765	1,471
	North America	People	4,995	3,989	564
	Europe	People	638	550	145
	Asia	People	204	360	249
	Other regions	People	766	415	129
Employee turnover rate*2		%	5.3	4.0	3.7
	Japan*3	%	2.6	2.9	2.8
	North America	%	6.9	3.4	3.1
	Europe	%	7.3	4.5	4.3
	Asia	%	3.9	10.2	8.0
	Other regions	%	5.6	8.0	6.5
Ratio of women managers		%	15.5	15.9	16.2
GES*4 (engagement)	Score		69	71	69
	Response rate	%	90	91	89
Serious accident count (GUR)*5			44	22	31
Occupational accident frequency rate (FR1)			0.91	0.85	0.92

		Unit	2022	2023	2024
Nissan Motor Co., Ltd.					
Number of employees		People	23,525	24,034	24,413
	Men	People	20,174	20,510	20,839
	Women	People	3,351	3,524	3,574
Average age		Age	41.7	41.2	41.0
	Men	Age	41.8	41.3	41.0
	Women	Age	40.9	40.7	40.8
Average length of service		Years	16.4	15.0	14.7
	Men	Years	17.1	15.6	15.2
	Women	Years	12.3	11.2	11.3
Number of new hires		People	1,527	1,765	1,819
	Men	People	1,316	1,465	1,553
	Women	People	211	300	266
Employee turnover rate*6		%	6.2	6.2	5.0
	Voluntary Resignation	%	2.7	2.4	2.8
Disabled employment ratio		%	2.5	2.5	2.6
Number of unionized employees*7		People	26,434	26,531	26,701
Average annual salary*8		Yen	8,509,353	8,771,496	8,956,336
Men and women employees average pay difference*9	All employees	%	81.9	82.5	83.8
	Regular employees	%	78.0	79.0	81.0
	Non-Regular employees	%	88.1	81.6	81.0

		Unit	2022	2023	2024
Ratio of employees subject to personnel evaluation		%	100	100	100
Days of paid holiday taken		Days	19.7	19.0	18.8
Taken paid holiday ratio		%	96	97	94
Average overtime		Hours/ month	25.6	25.4	20.3
Number of employees taking childcare leave		People	373	412	696
	Men	People	246	302	515
	Women	People	127	110	181
Ratio of men employees taking childcare leave*10		%	42.3	51.4	65.5
Ratio of employees those who return from childcare leave		%	94.2	96.9	97.7
	Men	%	94.3	95.5	96.9
	Women	%	94.1	99.3	100
Number of employees taking nursing care leave		People	13	25	19
	Men	People	11	20	13
	Women	People	2	5	6
Number of Women managers		People	330	346	374
	Ratio	%	10.4	10.7	11.5
Of which, equivalent to GM		People	92	99	114
	Ratio	%	8.6	9.0	10.2
Non-Japanese indirect employee ratio		%	5.8	6.4	6.8
Non-Japanese manager ratio		%	5.8	6.2	6.3

*1 Numbers in brackets denote part-time employees not included in the consolidated
*2 These figures are calculated for only indirect employees
*3 Total of Nissan Motor Co., Ltd. and Nissan Motor Kyushu Co., Ltd.
*4 GES: Global Employee Survey. A maximum score of 100 points, average score of 88 domestic and overseas companies that participated in the employee awareness survey.
*5 Applies to all workers (including employees of partner companies and other companies and visitors, regardless of employment status or affiliation) on our sites (Nissan Motor Co., Ltd., Nissan Motor Kyushu Co., Ltd., and overseas production sites).
*6 Employee turnover rate includes retirement.
*7 Number of unionized employees includes full-time employees, Senior Partners (reemployment after retiring). Number of unionized employees includes those of Nissan Motor Kyushu.
*8 Average annual salary for employees includes bonuses and overtime pay.
*9 Ratio of the average pay of women employees to that of men employees, calculating the average pay by dividing the total amount paid, including salaries, allowances, and bonuses, by the number of employees. Although there is a gap in average pay per person due to differences in composition between men employees and women employees, such as the ratio of managers, there is no difference in treatment between men employees and women employees in the pay.
*10 Ratio of men employees taking childcare leave: (Numerator) Number of men employees who take childcare leave at least 1 day in the year. (Denominator) Number of men employees whose spouses give birth in the year.

Employee data (continued)

		Unit	2022	2023	2024
Training session	Annual number of participants	People	519,905	514,187	549,382
	Total hours of training	Hours	392,294	358,597	405,861
	Average hours per employee	Hours	16.5	14.9	16.8
	Participant satisfaction (out of 5)	Score	Above 4.2	Above 4.2	Above 4.2
	Investment per employee	Yen	75,000	76,000	63,000

Executives

		Unit	FY2022	FY2023	As of July 1st, 2025
Non-Japanese executive ratio of the officers defined by the Companies Act		%	46.7	40.0	53.3
Woman ratio of the officers defined by the Companies Act		%	23.1	26.7	26.7
Number of women Board of Directors		People	2	3	4
	Ratio	%	16.7	25.0	33.3
Of which, internal		People	0	0	0
	Ratio	%	0	0	0
Of which, external		People	2	3	4
	Ratio	%	28.6	37.5	40.0

Labor union

Most of the company's employees are affiliated with the Nissan Motor Workers' Union, for which the governing body is the All Nissan and General Workers Unions, and the Japanese Trade Union Confederation (RENGO) through the Confederation of Japan Automobile Workers' Unions.
The labor management relations of the company are stable, and the number of union members was 26,701 including those of Nissan Motor Kyushu as of March 31, 2025. At most domestic Group companies, employees are affiliated with their respective trade unions on a company basis, and the governing body is the All Nissan and General Workers Unions.

Diversity, equity and inclusion

External recognition*1

Region	Awarded company	Awarded year (in calendar year)	Title of the Award	Sponsor
Japan	Nissan Motor Co., Ltd	2024	Gold Award in PRIDE Index (eighth consecutive year)	Work with Pride
		2022	LinkedIn Talent Awards 2022 Diversity Champion category finalist	LinkedIn
		2017	Level-three Eruboshi accreditation	Kanagawa Labor Bureau, Ministry of Health, Labour and Welfare (MHLW)
		2017	Nadeshiko Brand (fifth consecutive year)	Ministry of Economy, Trade and Industry (METI) and Tokyo Stock Exchange (TSE)
		2015	Platinum Kurumin Mark	Kanagawa Labor Bureau, MHLW
		2015	Japan's Minister of State for Special Missions Prize, Advanced Corporation Awards for the Promotion of Women	Gender Equality Bureau, Cabinet Office
Americas	Nissan North America	2025	Platinum Sponsorship Award	NAACP – Murfreesboro Branch
		2025	Diamond Sponsorship Award	African-American Society of Williamson County
		2024	All-Time Top Corporation	Women's Business Enterprise National Council (WBENC)(U.S.)
		2024	Corporate Sponsor of the Year	100 Black Men of Dallas
		2024	All Stars Business Partner	Metropolitan Nashville Public Schools – Academies of Nashville
	Nissan Canada Inc.	2024	Great Place to Work Canada (sixth consecutive year)	Great Place to Work
		2024	Canada's Most Admired Corporate Cultures™	Waterstone Human Capital
		2024	Excellence Awardee for Diversity & Inclusion	Human Resources Director Canada
	Nissan Mexicana, S.A. De C. V., NR Finance Mexico	2025	Best Places to Work LGBTQ+ Mexico (Fifth consecutive year for NR Finance Mexico, fourth consecutive year for Nissan Mexicana, S.A. De C. V.)	Human Rights Campaign Equidad MX
		2024	Top Company for Women (third consecutive year)/Super Company (fourth consecutive year)	Top Companies – Expansion
	all Nissan South America countries, Argentina, Chile, Brazil and Peru	2024	Great Place to Work for Argentina, Chile, Brazil and Peru (third consecutive year)	Great Place to Work
		2024	Best place to Work LGBTQIAP+ (first year) for Nissan Argentina, Chile and Brazil	Human Rights Campaign
		2024	Racial Equality (second consecutive year) for Nissan Brazil	Instituto de Identidades do Brasil
		2024	Most inclusive companies for automotive (second consecutive year) for Nissan Brazil	Automotive Business
AMIEO Africa/Middle East/India/ Europe /Oceania	Nissan Motor (GB) Ltd.	2024	Outstanding Corporate Social Responsibility Award	Metro
		2024	Pride 365 Certified (fourth consecutive year)	InterPride(UK)
	Nissan Australia & New Zealand	2024	Great Place to Work	Great Place to Work
ASEAN	Nissan Philippines, Inc.	2024	Best Employer Brand 2024	Employer Brand Institute of India

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

Safety

Major external safety ratings (Based on fiscal year 2024 assessments)

Regions	External Assessments	Rating	Models	Ratio*1
U.S.	NCAP*2	5 ★ Overall Rating (2024 model year)	Nissan LEAF, Nissan LEAF Plus, Murano, Altima, Sentra, Versa, Rogue, Nissan ARIYA, Pathfinder, INFINITI QX50, QX60	11/16
		4 ★ Overall Rating (2024 model year)	TITAN (Crew Cab), Frontier (Crew Cab), Kicks, Armada, INFINITI QX80	5/16
	IIHS*3	2025 Top Safety Pick+	Pathfinder, Armada, Murano, INFINITI QX80	4/15
		2025 Top Safety Pick	INFINITI QX60	1/15
Latin America	Latin NCAP	5 ★	Kicks	1/1

Product safety and quality

Recalls in FY2024*4

Country/Region	Number of recalls	Recalled vehicles (1,000 units)
Japan	13	386
North America	20	639
Europe	14	130
Other	13	100
Global	42 *4	1,256

Contributing to local communities

Social contribution achievements in FY2024

Cumulative number of employees participating in global social contribution activities: Approximately 66,000
Cumulative number of beneficiaries from global social contribution activities: Over 1 million
Global social contributions: 2.34 billion yen
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 FY2024 global social contributions

	Amount (¥ million)	% of total
Philanthropic activities	659	28.2
Monetary donations	1,101	47.1
In-kind donations (cash equivalent)	205	8.8
Sponsorships, etc.	373	15.9
Total	2,338	100

*1 Number of vehicles that received rating/Number of vehicles evaluated
*2 NCAP: U.S. National Highway Traffic Safety Administration's New Car Assessment Program
*3 IIHS: U.S. Insurance Institute for Highway Safety
*4 Each recall action is counted as one case, so the total number of recalls in each country and region is not equal to the global number of recalls. We respond to all safety-related investigation requests from authorities in each country.

Governance data

Status of attendance at meetings of the Board of Directors and committees in fiscal year 2024 (April 2024 through March 2025)

Board of Directors	Number of times Board of Directors meetings were convened	21
	Average attendance ratio per meeting	97.2%

Committee	Nomination Committee	Number of times Nomination Committee meetings were convened	9
		Average attendance ratio per meeting	98%
	Compensation Committee	Number of times Compensation Committee meetings were convened	13
		Average attendance ratio per meeting	98%
	Audit Committee	Number of times Audit Committee meetings were convened	12
		Average attendance ratio per meeting	100%

Overview of corporate governance (as of July 1st, 2025)

Organization form	Company with three statutory committees
Chairperson of the Board of Directors	Independent outside director
Number of directors	12
Number of independent outside directors	8
Number of female directors	4
Chairperson of the Nomination Committee	Independent outside director
Number of directors	5
Number of independent outside directors	4
Number of female directors	1
Chairperson of the Compensation Committee	Independent outside director
Number of directors	5
Number of independent outside directors	5
Number of female directors	2
Chairperson of the Audit Committee	Independent outside director
Number of directors	5
Number of independent outside directors	4
Number of female directors	2