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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 in performance-based cash incentives, including the environment. >>> P010

Approach to social issues

Human rights Safety Quality Intellectual property Responsible sourcing Communities Power of employees Employee human rights DEI Learning and development Health and safety

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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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)	<ul style="list-style-type: none"> 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"	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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"	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Penetrate DEI mindset Build employee driven DEI with executive sponsorship (ERG) Enhance inclusive workplace and system Expand scope to partners & communities
	Learning & development	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Increased productivity for society as a whole Reduction of burden on medical institutions 	<ul style="list-style-type: none"> Increase people who work safely, securely and in good health Realize a company that can work lively 	<ul style="list-style-type: none"> 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 (UNGPR), 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/

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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 here 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](#)

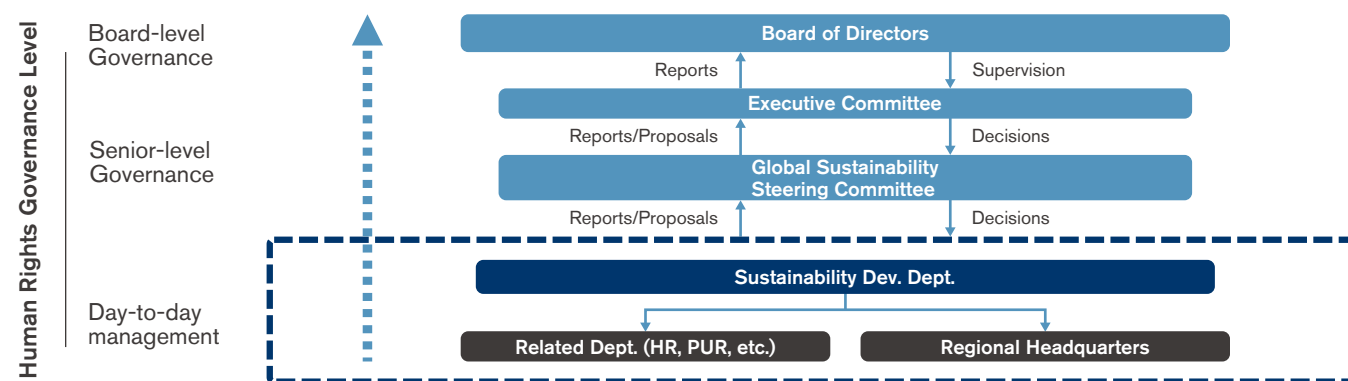
Human rights management

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 (UNGPs) 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.

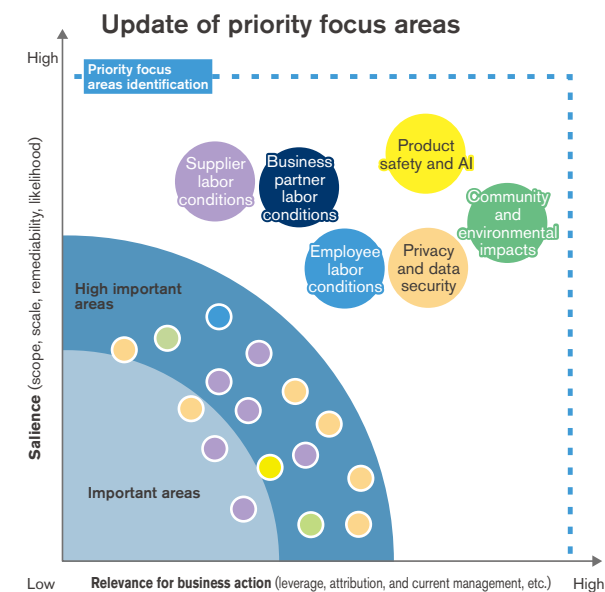


Human rights due diligence process



* Incl. Grievance Mechanism

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.



*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.



*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.

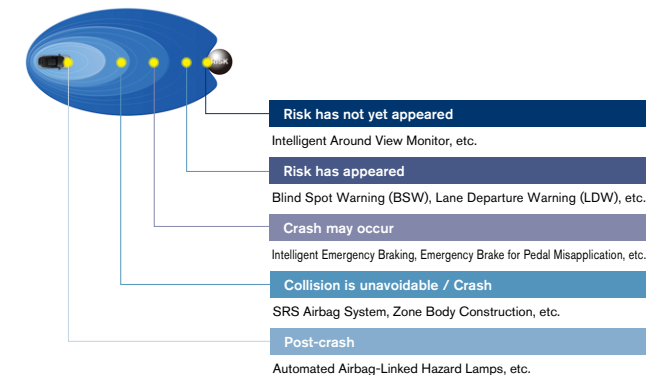
Safety achievements

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/

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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



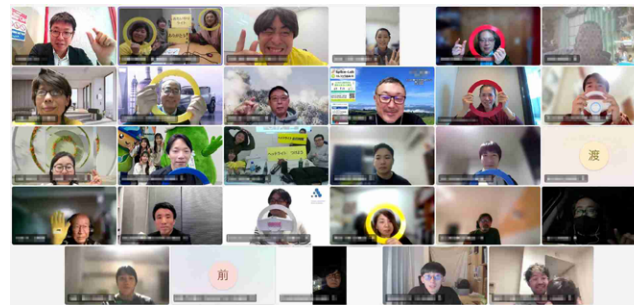
On and around November 10, designated Day of Good Lighting, we supported people nationwide in taking the initiative to encourage drivers to turn on their headlights. This year, supporters from 19 locations from Hokkaido to Kagoshima participated in the event, which was named the Thank You for Lighting 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

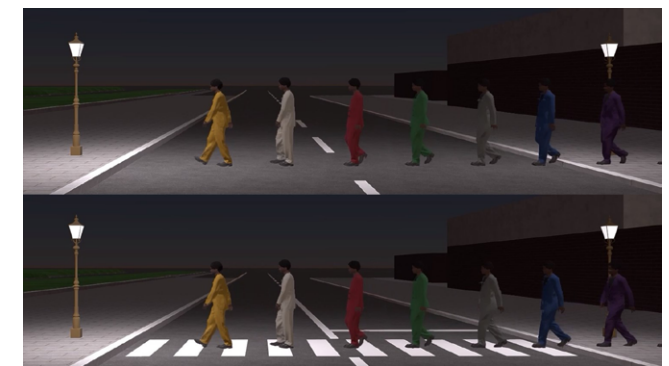
This laboratory is prioritizing reduction of the number of traffic crashes caused by elderly drivers, which has been identified as a key societal issue in Japan. This year, as part of measures to promote the Wheel Spinning (Guru-Guru) Exercise, which is designed to improve the muscular

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

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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.

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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.

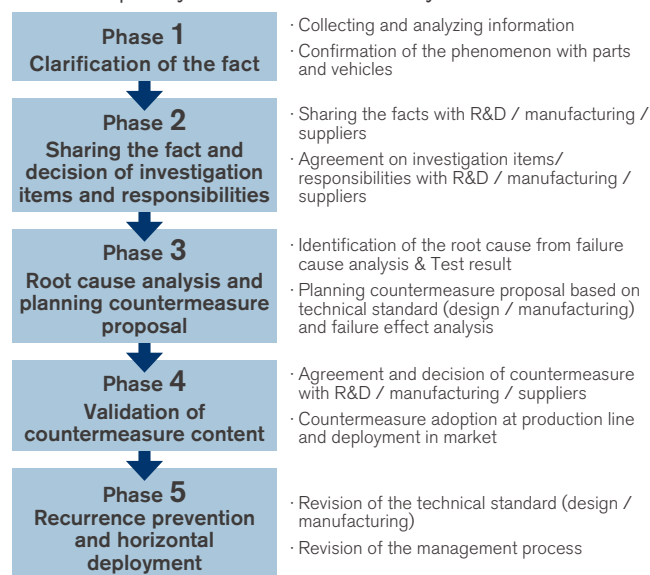
Activities to improve market quality

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/>

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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

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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 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.

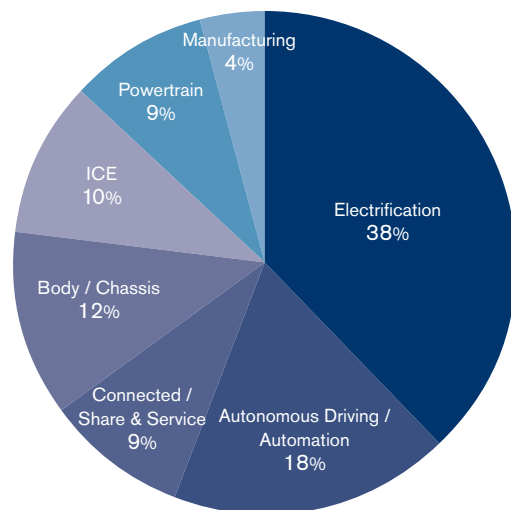
*1 The term IP ecosystem refers to the so-called ecology of IP, which also includes the concept of an IP cycle, i.e., a positive cycle of development to create, protect, and make strategic use of IP. Specifically, this indicates a system based on IP being created under the IP cycle, in which people have 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_mv.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.

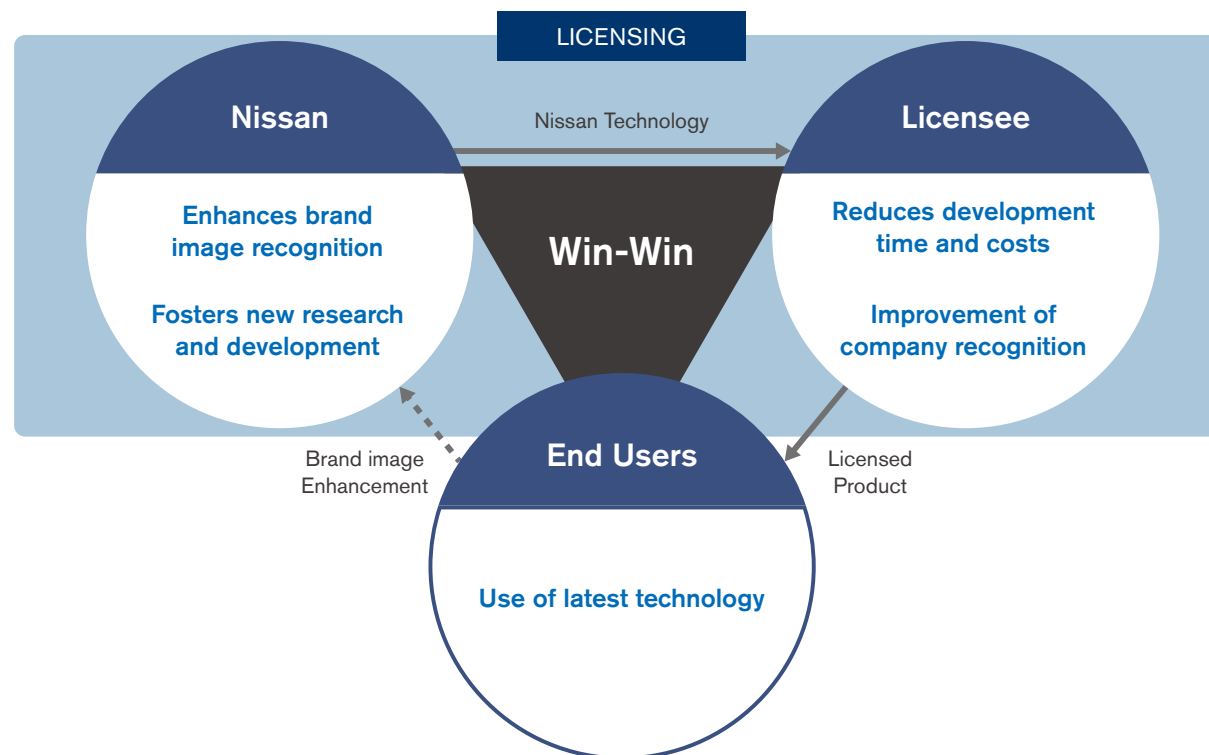
Patent portfolio



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

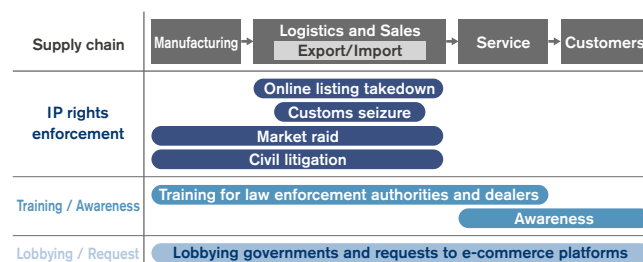
Type of IP rights enforcement	Number of cases	Quantity of items
Online listing takedown	34,676	-
Market raid	161	314,532
Customs seizure	74	44,623
Civil litigation	12	-

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
<p>Prevent counterfeit Nissan parts from endangering people's safety due to inadequate quality.</p> 	<p>Prevent counterfeit Nissan parts from damaging fair business relations with partners.</p>  
<p>Prevent counterfeit Nissan parts from causing a negative impact on the environment due to inadequate production.</p> 	<p>Prevent counterfeit Nissan parts from hindering innovation and creative incentives.</p>  



*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

Approach to responsible sourcing

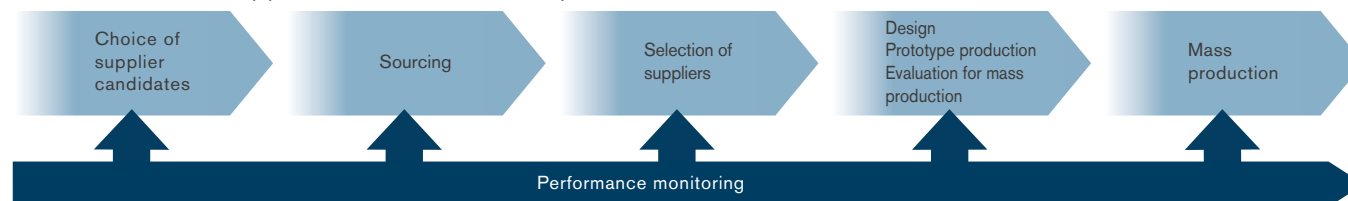
Initiatives with suppliers

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

Processes from supplier selection to mass production



*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](#)

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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.

Approach to Supply Chain Management

Nissan Global Code of Conduct, Global Environmental Policy, Human Rights Policy*1

Approach to Supply Chain Management

Nissan Supplier Sustainability Guidelines ■ Seven Areas and 31 Categories of Initiatives Expected of Suppliers

■ Compliance

Compliance with laws, Compliance with competition laws, Preventing corruption, Managing and protecting confidential and personal information, Managing exports and imports, Protecting intellectual property, Elimination of antisocial forces

■ Human Rights and Labour

Respecting human rights, Prohibition of discrimination, Prohibition of harassment, Prohibition of child labour, Prohibition of forced labour, Remuneration, Working hours, Dialogue and consultation with employees, Ensuring a safe and healthy working environment

■ Due Diligence

■ Responsible Sourcing of Raw Materials

■ Safety and Quality

Providing products and services meeting that meet customer needs, Ensuring safety of products and services, Ensuring quality of products and services

■ Environment

Environmental management, Reducing greenhouse gas emissions, Preventing environmental impact on air, water, and soil pollution, Saving resources and reducing waste, Managing chemical substances, Conservation of biodiversity, Noise and vibration

■ Communities and Global Society

Contribution to community life, Disclosure of information to stakeholders

Nissan Green Purchasing Guidelines

■ Compliance with regulations and Nissan's basic environmental principles

- Establishment of management system
- Management of chemical substances

■ Activities to reduce environmental load

- Completion of surveys on CO₂ emissions, water usage, other environmental factors

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.

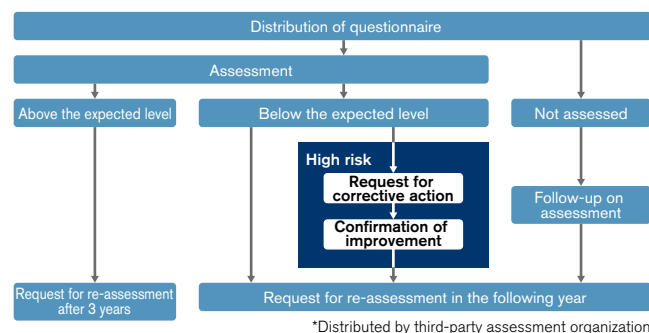
*1 Click here for more information on Nissan human rights policies and initiatives. >>> P066

*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.



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](#)

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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](#)

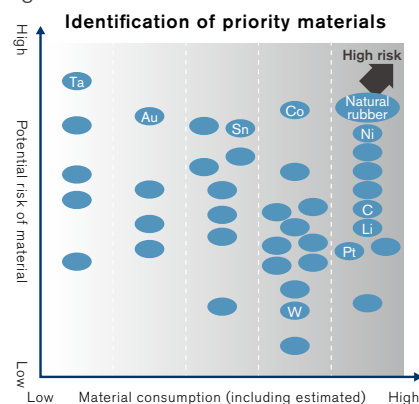
^{*2} Click here for more information on initiatives with suppliers within "Quality." [>>> P079](#)

^{*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	●	●	-	-	-	●	-	●	●
Environment	Impact on indigenous peoples/communities	●	○	●	●	○	○	○	-	●
	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.

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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-a>

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.

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



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



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.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



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.

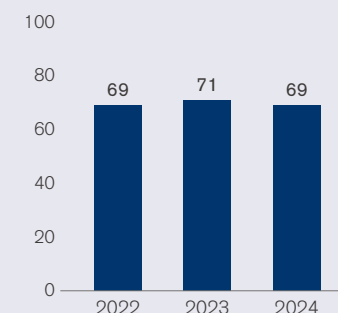
Global Employee Survey

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/](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,

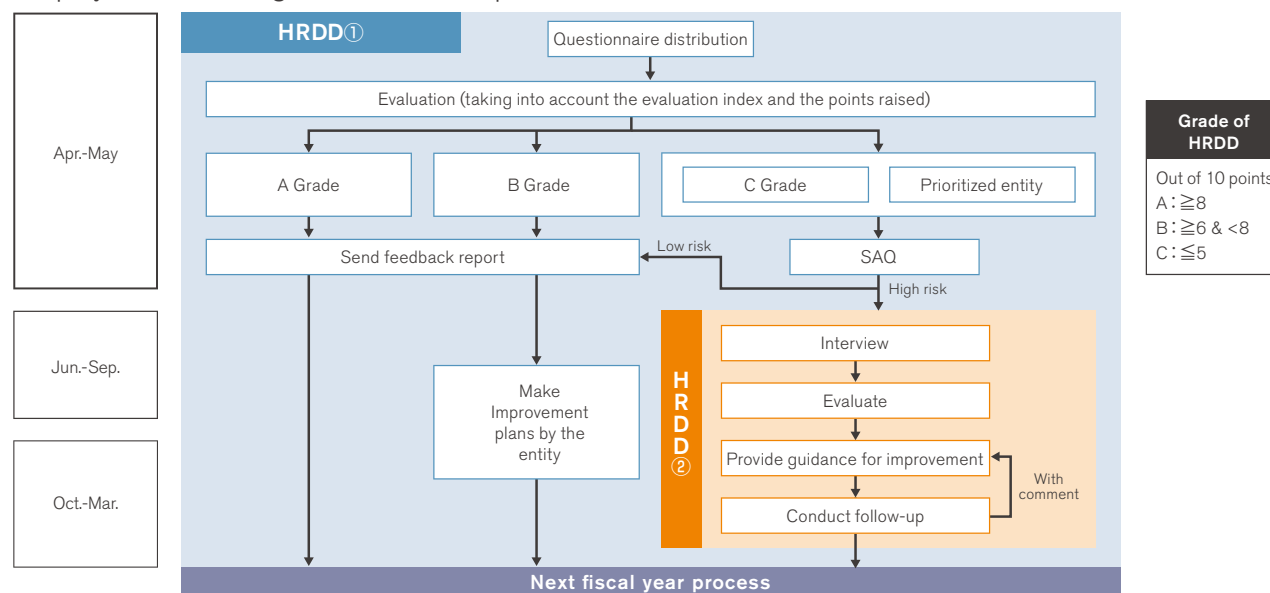
such as identifying areas to be investigated based on a preliminary understanding of general labor practices and corporate culture in the region through interviews with local experts.

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



Contents	Corporate direction			Environmental		Social		Governance		Data		096
Approach to social issues	Human rights	Safety	Quality	Intellectual property	Responsible sourcing	Communities	Power of employees	Employee human rights	DEI	Learning and development	Health and safety	

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.

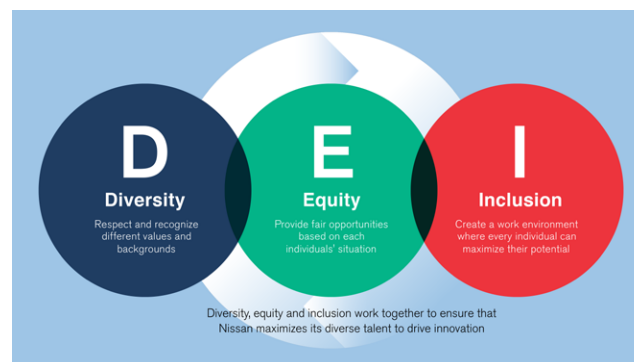
In an increasingly complex and changing world, we need to bring together talented teams to address and cater our products to the different needs of customers and societies. The global emphasis on DEI will help us to be truly inclusive with our innovations as we continue to deliver the future of mobility 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

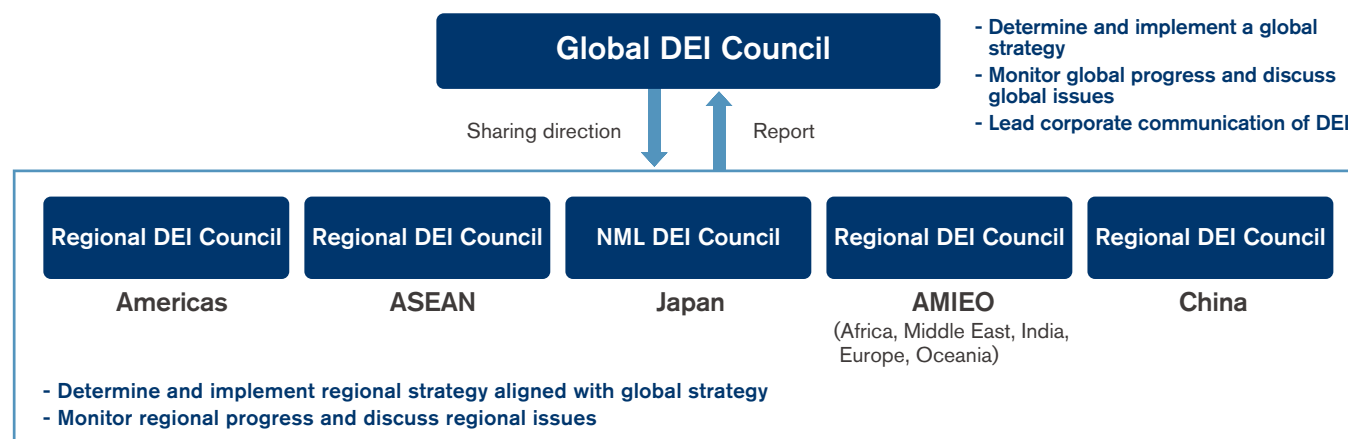
- Chaired by the CEO. Members are executives representing divisions and regions.
- Share, discuss and make decisions on DEI strategies and direction.

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

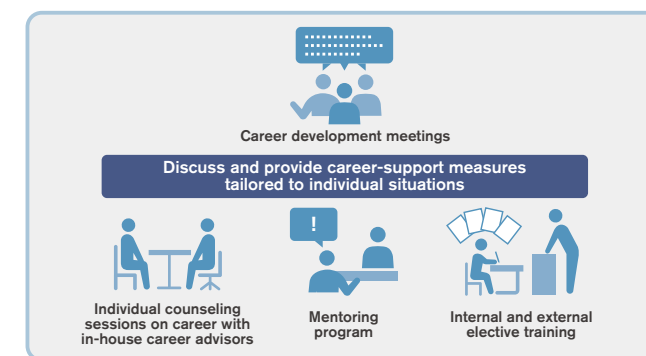
<Woman level-based human resource development initiatives> (Japan)*4



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.



*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.

Contents	Corporate direction			Environmental		Social		Governance		Data		101
Approach to social issues	Human rights	Safety	Quality	Intellectual property	Responsible sourcing	Communities	Power of employees	Employee human rights	DEI	Learning and development	Health and safety	

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>









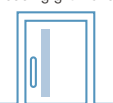




*2 Nissan has introduced self-care initiatives for both men and women, including Femtech, which refers to products and services that offer solutions to women's health issues such as menopause, menstruation and fertility treatment.

*3 Referred to as Business Synergy Teams (BSTs) in the Americas Nissan Group.

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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

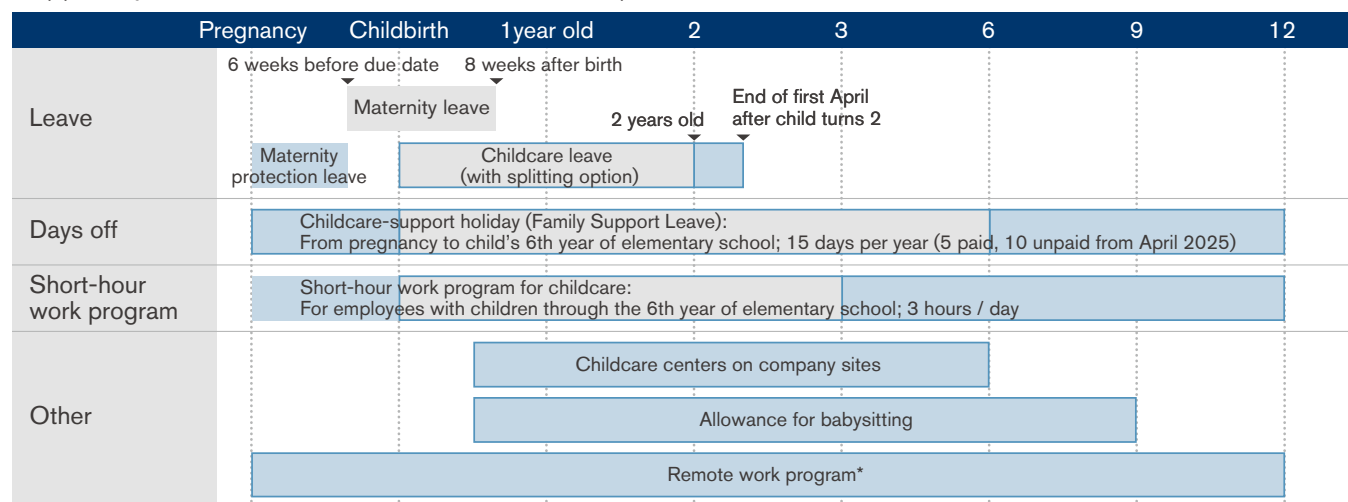
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Creating programs, facilities and other infrastructure for employees balancing work with childcare or nursing care: Establishment of in-house childcare centers

The number of centers has been increasing since 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)

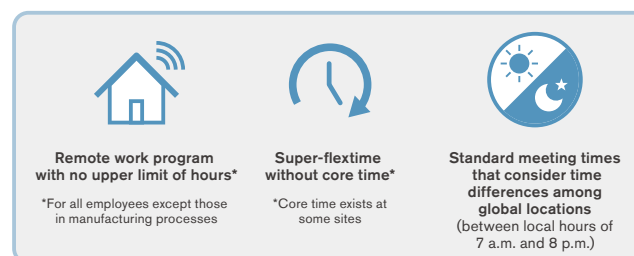


* Available to all employees (excluding those in manufacturing processes) regardless of their reasons for childcare or nursing care.

Legend: 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.

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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.



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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.

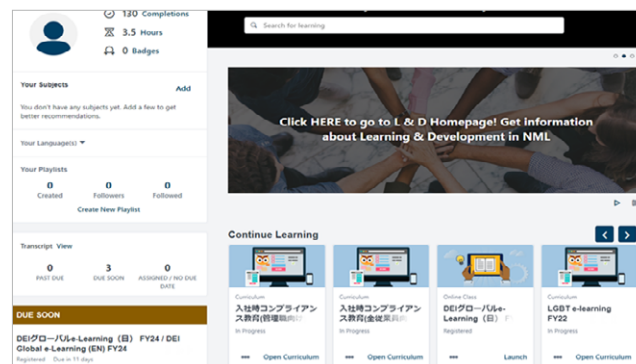
Employees in Japan have a chance to take on the challenge of a new position through the Shift Career System (SCS) and the Open Entry System (OES). The SCS enables employees to apply for positions in other departments or areas in which they are motivated to work in, regardless of whether there is a position 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

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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
New assistant manager training	Harassment Prevention
	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.”

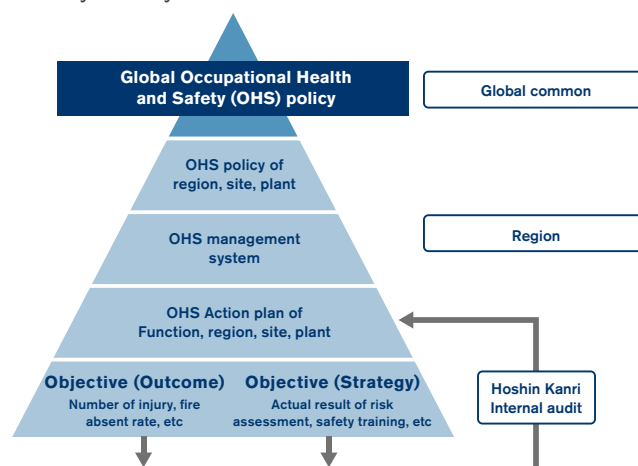
Nissan also stipulates the following specific policies as the main items in eight areas, as well as the roles and responsibilities of all officers and employees regarding health and safety.

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.

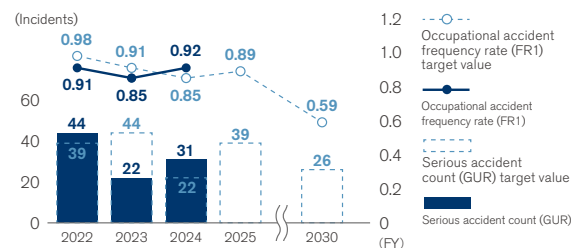
As a result of monitoring in fiscal year 2024, we confirmed

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.

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.

Occupational accident frequency rate and serious accident count (Global)



*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.

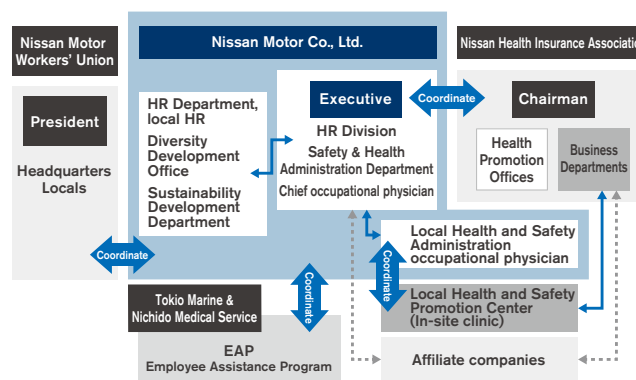
Nissan's health and productivity management



Organizational structure for health promotion

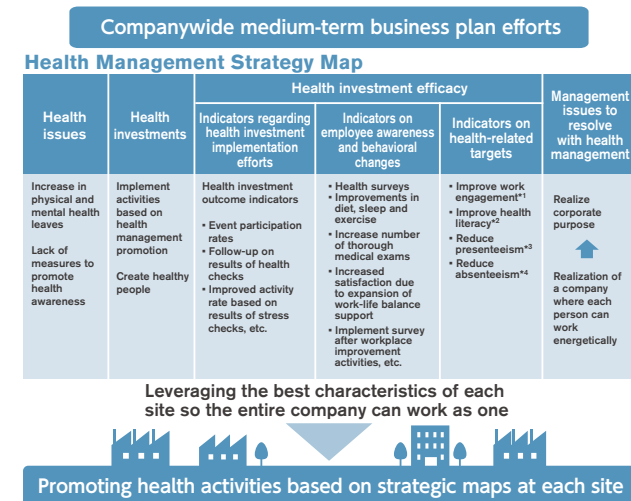
Nissan's health promotion activities are carried out to promote the physical and mental health of employees in cooperation with the Nissan Health Insurance Association (Workplace Health Promotion Center), Tokio Marine & Nichido Medical Service Co., Ltd., the Health and Safety Departments of both headquarters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



*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:

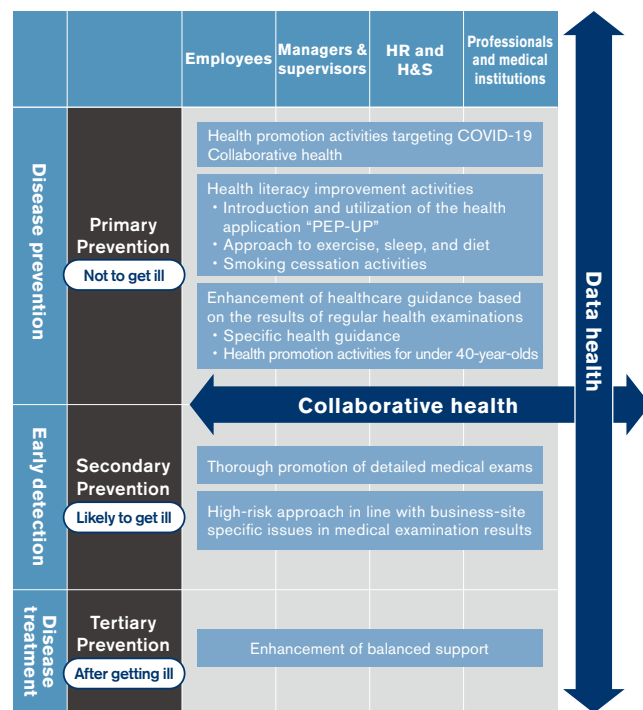
· Knowledge, motivation and ability to obtain, understand, evaluate and utilize health information · Judgment and decision-making regarding healthcare, disease prevention and health promotion in everyday life · Maintaining and improving quality of life throughout one's lifetime

*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:



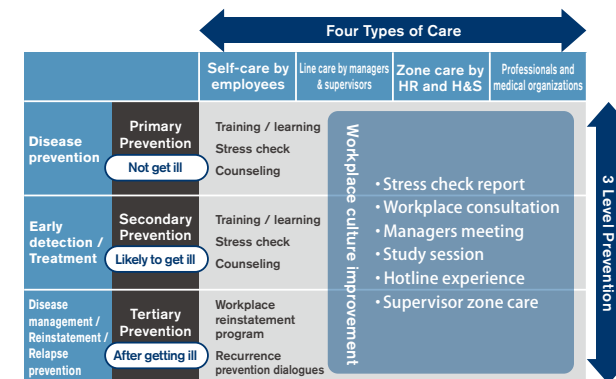
Since 2018, we have provided ongoing education on the prevention of lifestyle diseases to younger employees under the age of 40, maintaining a participation rate of 98%. We also hold seminars on menopause to address health issues associated with the ageing of our employees. Health support is provided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



In addition to self-care and line care (vertical axis), we will work on improving mental health along the horizontal axis as zone care

