

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.

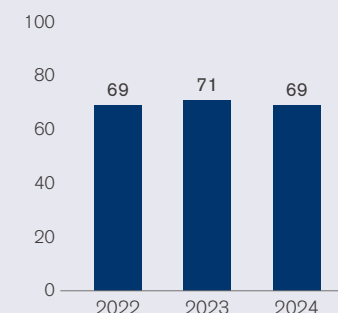
Global Employee Survey

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)