Data

ESG data

Corporate overview

Corporate profile

Date of establishment	December 26, 1933
Location of organization's headquarters	1-1, Takashima 1-chome, Nishi-ku, Yokohama, Kanagawa 220-8686, Japan
Group structure and business outline	The Nissan Group consists of Nissan Motor Co., Ltd., subsidiaries, affiliates and other associated companies. Its main business includes sales and production of vehicles and related parts. The Nissan Group also provides various services accompanying its main business, such as logistics and sales finance.
Brands	Nissan, Infiniti
Consolidated number of employees (as of March 31, 2023)	131,719
Global network (as of March 31, 2023)	R&D: 16 markets (Japan, U.S., Mexico, U.K., Spain, Belgium, Germany, Russia, China, Taiwan, Thailand, Vietnam, India, South Africa, Brazil, Argentina; total of 44 sites) Design: 5 markets (Japan, U.S., U.K., China, Brazil; total of 7 sites) Automobile Production: 28 sites in 13 markets (excludes plants providing OEM vehicles to Nissan [Renault, Mitsubishi Motors, Fuso, Suzuki, etc.].)

Financial data *1

(¥ billion)

	FY2020	FY2021	FY2022
Net sales	7,862.6	8,424.6	10,596.7
Operating income (loss)	(150.7)	247.3	377.1
Ordinary income	(221.2)	306.1	515.4
Profit (loss) before tax	(339.3)	384.2	402.4
Net income (loss) attributable to owners of the parent	(448.7)	215.5	221.9
Capital expenditure	405.4	345.0	350.8
Depreciation	270.3	289.4	316.8
Research and development costs	503.5	484.1	522.2

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

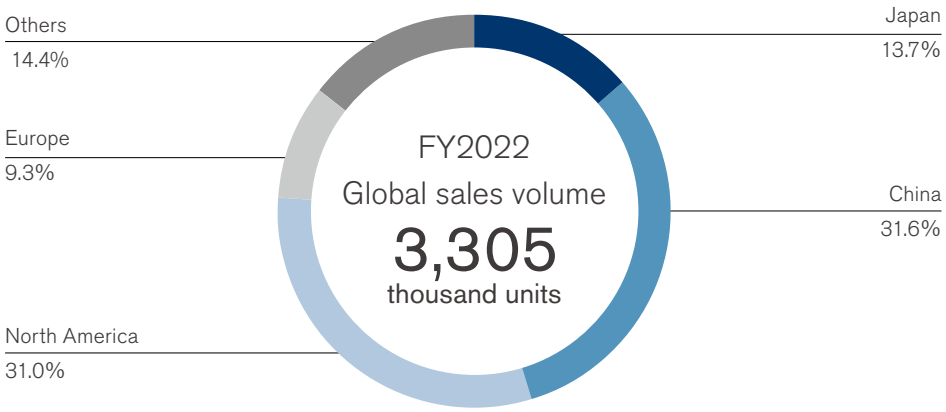
Global sales volume and production volume

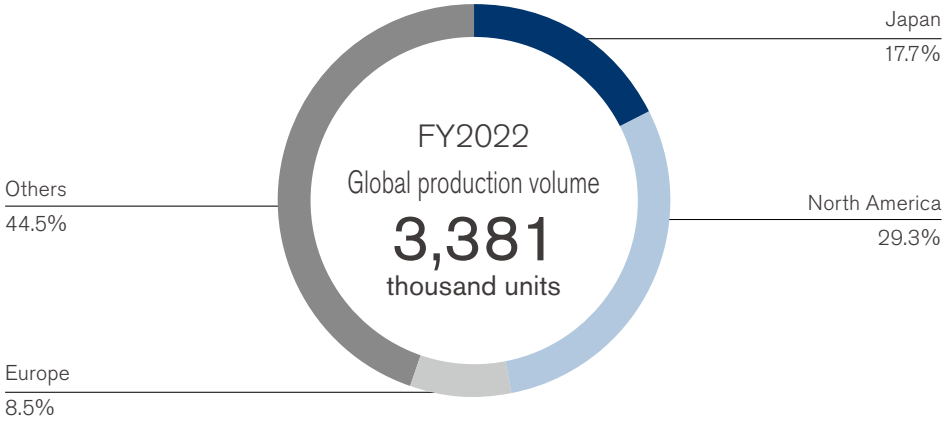
(Thousand units)

	FY2020	FY2021	FY2022
Global sales volume	4,052	3,876	3,305
Japan	478	428	454
China	1,457	1,381	1,045
North America	1,213	1,183	1,023
Europe	391	340	308
Others	513	544	475

(Thousand units)

	FY2020	FY2021	FY2022
Global production volume	3,634	3,404	3,381
Japan	517	446	597
North America	953	930	992
Europe	336	276	288
Others	1,828	1,751	1,504



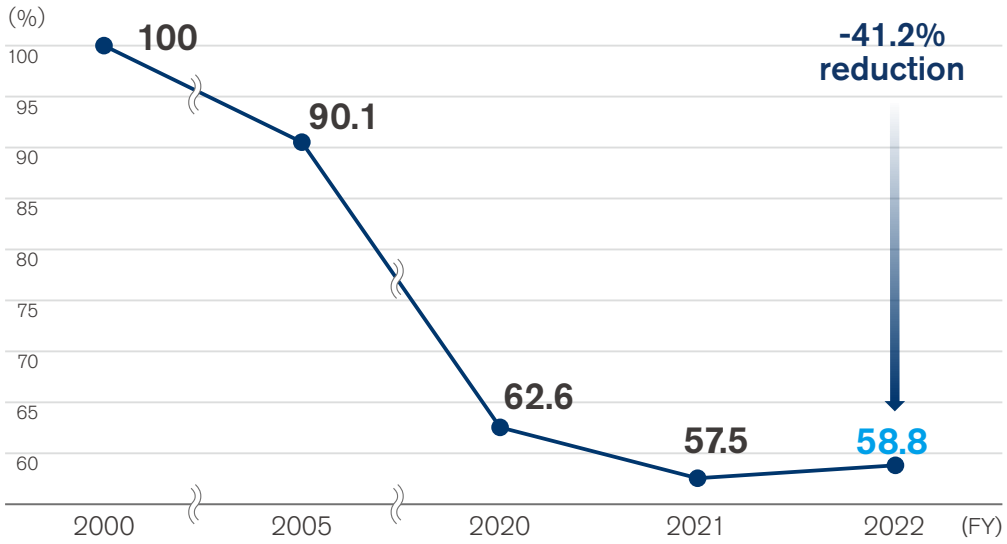


Environmental data

Climate change (Products)

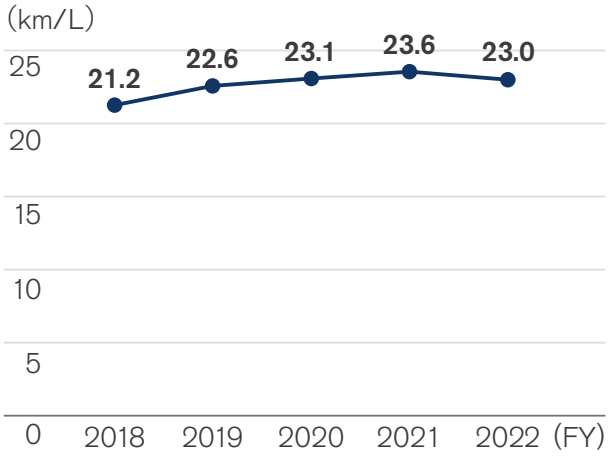
CO_2 emissions from new vehicles (Global)

In fiscal 2022, CO_2 emissions in Nissan's main markets of Japan, the U.S., Europe, and China were 41.2% lower than fiscal 2000 levels, as measured by Corporate Average Fuel Economy (CAFE), and NGP's original goal of 40% reduction was achieved one year ahead of schedule.*1



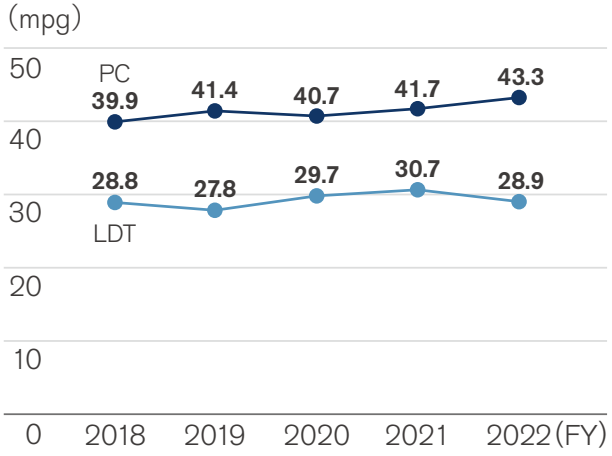
*1 Reduction in CO_2 emissions calculated by Nissan.

Corporate average fuel economy (CAFE, JC08/WLTC Mode) in Japan



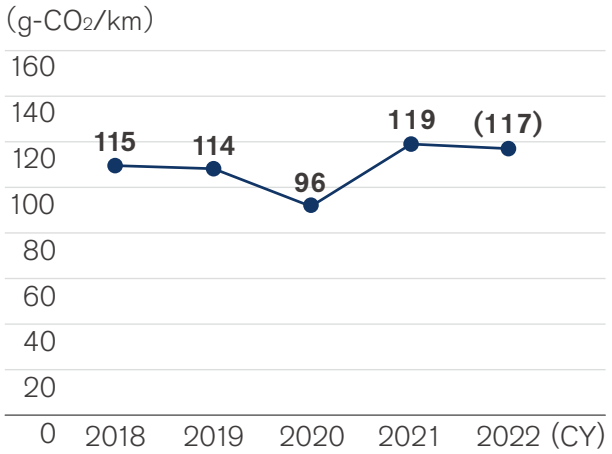
In fiscal 2022, the corporate average fuel economy*1 in Japan was 23.0 km/L.
The reason of slight deterioration is the increase of WLTC mode evaluation vehicles.

Corporate average fuel economy (CAFE) in the United States



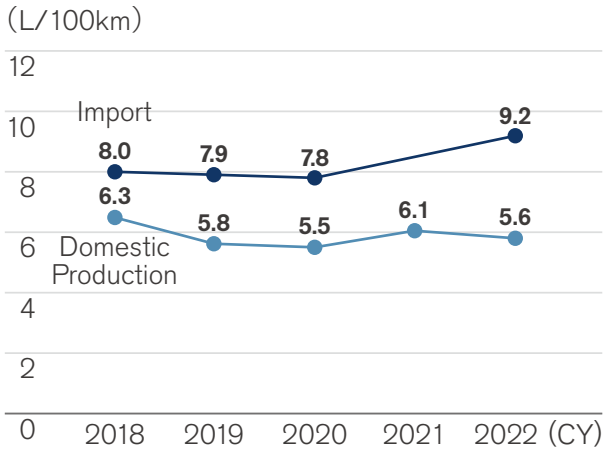
In fiscal 2022, the corporate average fuel economy (CAFE) of Nissan's passenger cars in the US was 43.3 mpg, a 3.8% improvement over fiscal 2021 by switching to a new downsized turbo engine In the light-duty truck segment, the CAFE was exacerbated 5.9% to 28.9 mpg by effect of sales model mix.

CO_2 emission index from Nissan vehicles in Europe



In 2021 and beyond, average vehicle CO_2 emissions in Europe are exacerbated by the change in evaluation mode from NEDC to WLTP, but the CO_2 value is considered to be almost the same as 2020 in the same NEDC mode.*2

Corporate average fuel consumption in China



In 2022, average fuel consumption of domestic production models*3 in China was improved by approximately 8% due to increase of EV sales. (The figure of import car in 2022 is from 627 units' low-volume model)

*1 Provisional values calculated in-house; some models include WLTC mode fuel consumption values.
*2 Official figures for 2022 have not been published yet, so it is shown by provisional values.
*3 No data due to no import car sales in 2021.

Revenue, global sales volume and production volume data

(¥ billion)

	FY2021	FY2022
Revenue*1	9,743.3	11,811.8

(k unit)

	FY2021	FY2022
Global Sales Volume*2	3,876	3,305
Japan	428	454
North America	1,183	1,023
Europe	340	308
Asia	1,572	1,201
Other	353	318

(k unit)

	FY2021	FY2022
Global Production Volume*2	3,404	3,381
Japan	446	597
North America*3	930	992
Europe*4	276	288
Asia*5	1,646	1,378
Other*6	105	125

In Japan, where customers' interest in electrified vehicles is relatively high, e-POWER models account for 36.5% of total shipments in Japan. Combined with electric and hybrid vehicles, entire electrified vehicles account for 60%, almost two-thirds of the total. This trend is expected to continue, given the strong sales of the new Nissan Sakura Kei-EV, which went on sale in fiscal 2022. We see this as a situation where more sustainable product lines are becoming the core of Nissan's business in pursuit of environmental values.

Powertrain type ratios (Shipment-based)

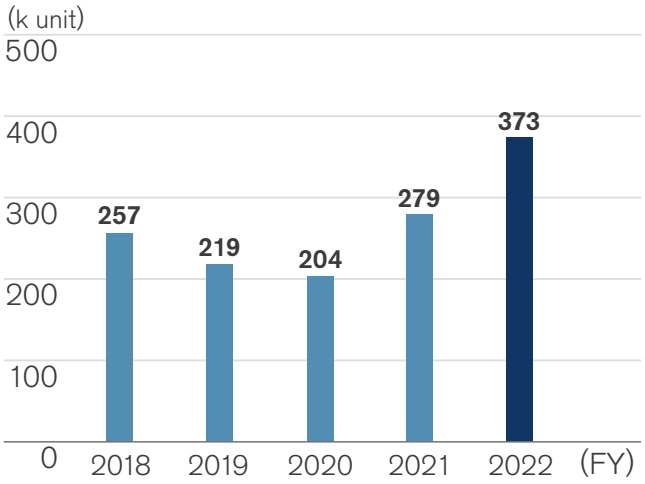
	Unit	Gasoline-powered vehicles	Diesel-powered vehicles	e-POWER vehicles	Electric vehicles	Hybrid drive vehicles	Natural-gas drive vehicles
Japan	%	29.2	0.3	36.5	11.7	22.2	0.1
North America	%	97.6	0.3	0.3	1.8	0.0	0.0
Europe	%	29.4	3.5	15.4	11.6	40.1	0.0
Asia	%	91.2	3.5	2.8	1.7	0.8	0.0
Other	%	80.8	15.0	0.9	0.2	3.0	0.0
Global	%	77.6	3.2	7.8	3.9	7.5	0.0

*1 Management pro-forma basis (includes Chinese joint ventures in proportionate consolidation).
*2 Global sales volume and global production volume for China and Taiwan consider values from January to December.
*3 Production in the U.S. and Mexico.
*4 Production in the U.K. and France.
*5 Production in Taiwan, Thailand, China and India.
*6 Production in South Africa, Brazil, Egypt and Argentina.

EVs

In fiscal 2022, EV sales volume increased thanks to strong sales of the new Sakura and Ariya, e-POWER sales increased due to the effects of the new Qashqai and the new X-Trail. *1

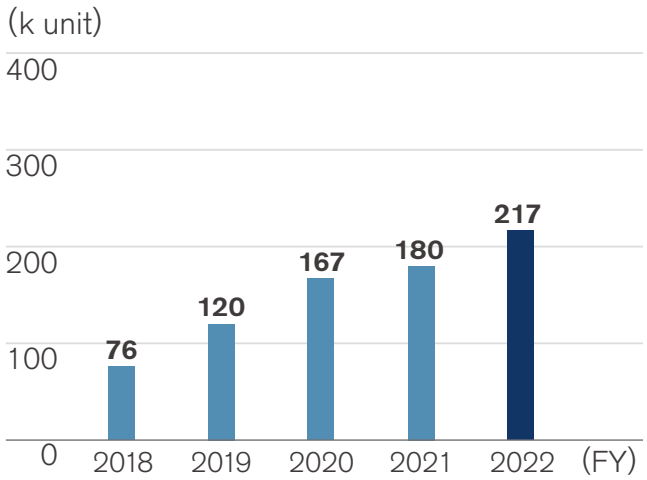
100% EV and e-POWER vehicle sales



Hybrid electric vehicles

In fiscal 2022, vehicle numbers increased due to the launch of the all-new Juke and Qashqai in Europe.

Hybrid vehicle sales *2



*1 There have been changes in historical figures due to the recalculation of sales volume.
*2 There have been changes in historical figures due to the change in the counting method from the number of units shipped to the number of units sold.

Climate change (Corporate activities)

Energy input

(FY)

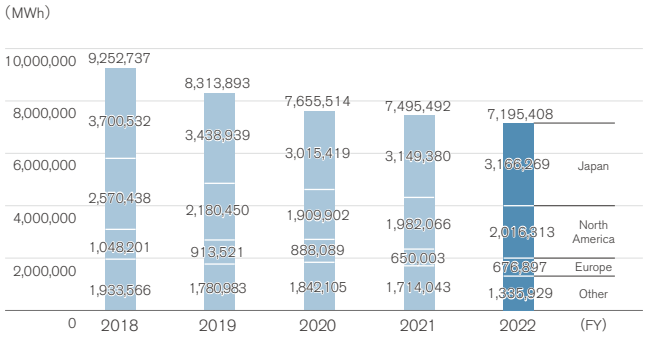
	Unit	2019	2020	2021	2022
Total	MWh	8,313,893	7,655,514	7,495,492	7,195,408
By region					
Japan	MWh	3,438,939	3,015,419	3,149,380	3,166,269
North America	MWh	2,180,450	1,909,902	1,982,066	2,016,313
Europe	MWh	913,521	888,089	650,003	676,897
Other	MWh	1,780,983	1,842,105	1,714,043	1,335,929
By energy source					
Primary					
Natural gas	MWh	3,079,723	3,089,803	2,907,420	2,828,289
LPG	MWh	175,559	144,478	145,717	130,508
Coke	MWh	154,961	100,144	112,154	119,767
Heating oil	MWh	90,078	69,618	69,868	58,579
Gasoline	MWh	243,166	184,021	177,147	120,565
Diesel	MWh	23,246	25,315	23,800	26,016
Heavy oil	MWh	16,303	22,816	22,383	9,767

(FY)

	Unit	2019	2020	2021	2022
External					
Electricity (purchased)	MWh	4,384,282	3,851,011	3,859,586*3	3,737,002
Renewable energy*1	MWh	123,225	181,815	229,754	275,807
Chilled water	MWh	5,086	3,530	3,598	3,929
Steam	MWh	125,662	96,960	114,506	125,761
Internal					
Electricity (in-house generation)	MWh	43,668	65,183	59,313	35,226
Renewable energy*2	MWh	43,668	65,183	59,313	35,226
Total renewable energy	MWh	166,893	246,998	289,067	311,033

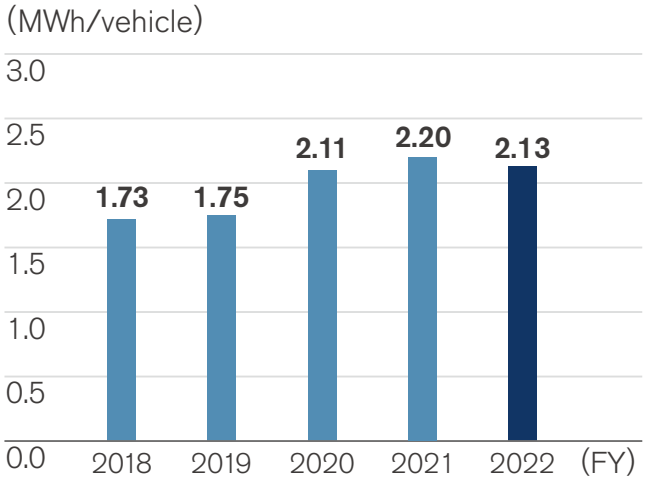
Trend in energy consumption

The total energy consumption of our global corporate activities during fiscal 2022 was 7,195 thousand MWh, a 4% decrease from 7,495 thousand MWh in fiscal 2021.
The total energy consumption from manufacturing processes during fiscal 2022 was 6,462 thousand MWh★, a decrease from 6,875 thousand MWh in fiscal 2021.



Energy per vehicle produced

In fiscal 2022, energy per vehicle produced was 2.13 MWh reduced by 3.4% compared to fiscal 2021.
Data for the Japan region includes the manufacture of powertrains and other components for overseas assembly. Since the denominator is vehicles produced in the region, this tends to result in higher values for Japan.



(FY)

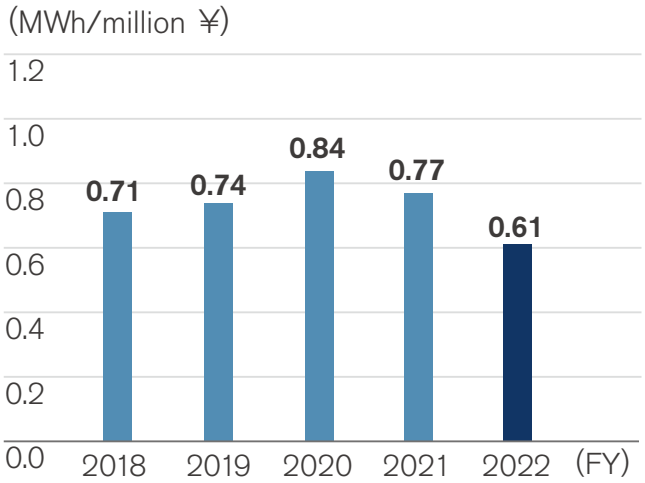
By region	Unit	2022
Japan	MWh/vehicle	5.30
North America	MWh/vehicle	2.03
Europe	MWh/vehicle	2.35
Other	MWh/vehicle	0.89

*1 Volume of renewable energy in electricity purchased by Nissan.
*2 Volume of renewable energy generated by Nissan at its facilities and consumed for its own purposes.
*3 Due to an error in the disclosure of last fiscal year's figures, the figures for fiscal 2021 were revised.

★ This figure is subject to assurance by KPMG AZSA Sustainability Co., Ltd. For details, please see here. >>> P058

Energy per revenue

In fiscal 2022, global Nissan facilities saw energy per revenue result of 0.61 MWh, decreased by 21% from 2021. We are taking ongoing steps toward decoupling financial capital generation from energy use.



Carbon footprint of corporate activities

In fiscal 2022, the total of Scope 1 and 2 emissions of our global corporate activities was 2,096 thousand tons, a 6% decrease from 2,231 thousand tons in fiscal 2021.
Total CO_2 emissions from manufacturing processes were 1,798 thousand tons ★ (Scope 1 emissions: 579 thousand tons ★; Scope 2 emissions: 1,219 thousand tons ★), a decrease from 1,944 thousand tons in fiscal 2021.

Carbon footprint aligned with financial statements

Nissan has recognized the importance of disclosing carbon footprint in alignment with financial statement and have recalculated the scope.

- Previous scope: Nissan Motor Co., Ltd., consolidated subsidiaries, and part of its affiliates accounted for by the equity method
- New scope: Nissan Motor Co., Ltd. and consolidated subsidiaries

(FY)

	Unit	2018	2019	2020	2021	2022
Scope1+2	kt-CO_2	2,413	2,239	1,769	1,844	1,794

Reference:Data based on the conventional scope

(FY)

	Unit	2018	2019	2020	2021	2022
Scope 1*1	t-CO_2	879,534	764,929	746,677	690,155	661,241
Scope 2	t-CO_2	2,339,883	2,105,700	1,631,551	1,541,276	1,435,081
Scope 1+2*1	t-CO_2	3,219,417	2,870,630	2,378,228	2,231,430	2,096,322
Japan*1	t-CO_2	1,198,393	1,138,452	941,493	982,671	978,051
North America	t-CO_2	738,234	648,754	529,044	507,584	526,414
Europe	t-CO_2	221,692	163,553	156,442	112,157	105,974
Other	t-CO_2	1,061,098	919,871	751,250	629,019	485,882
Scope 3	t-CO_2	203,106,900	173,138,601	135,068,055	127,546,646*2	118,828,370

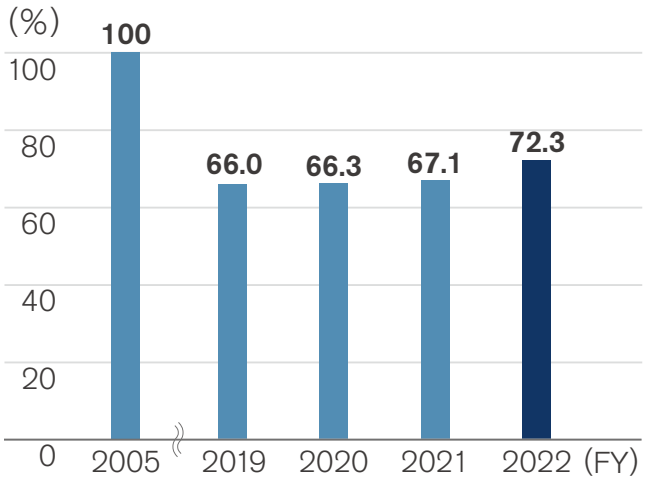
Greenhouse gas (GHG) emissions other than energy-derived CO_2*3

(FY)

By type	Unit	2018	2019	2020	2021	2022
CH_4 (methane)	t-CO_2e	4,846	4,750	4,620	5,088	5,054
N_2O (nitrous oxide)	t-CO_2e	1,425	1,334	1,238	1,244	1,071
HFCs (hydrofluorocarbons)	t-CO_2e	3,594	3,106	1,873	1,320	1,878
PFCs (perfluorocarbons)	t-CO_2e	0	0	0	0	0
SF_6 (sulfur hexafluoride)	t-CO_2e	43	43	43	43	43
NF_3 (nitrogen trifluoride)	t-CO_2e	2	1	1	1	0

Carbon footprint of manufacturing activities

In fiscal 2022, overall corporate emissions were reduced by 27.7% compared to fiscal 2005.

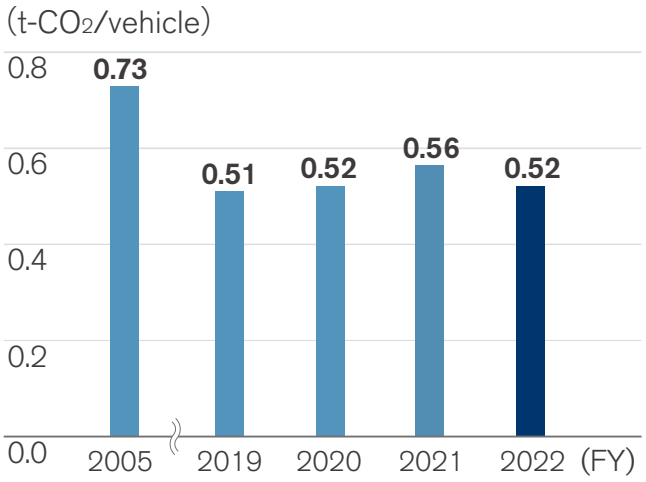


*1 The values for the past four years have changed due to the disclosure of greenhouse gases other than CO_2 emissions from energy use as a separate item.
*2 Among Scope 3 emissions, the values for fiscal 2021 have changed due to a modification in the calculation method for Category 1 and the determination of fuel efficiency values published by the government for Category 11.
*3 GHG emissions from Nissan Motor Co., Ltd. manufacturing sites calculated based on the Act on Promotion of Global Warming Countermeasures.

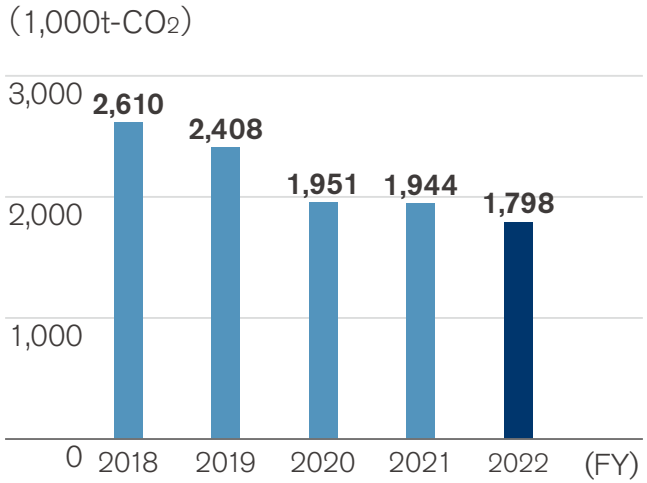
★ This figure is subject to assurance by KPMG AZSA Sustainability Co., Ltd. For details, please see here. >>> P058

Manufacturing CO_2 per vehicle produced

In fiscal 2022, our manufacturing CO_2 emissions per vehicle produced were 0.52 tons, 28.8% less than fiscal 2005.

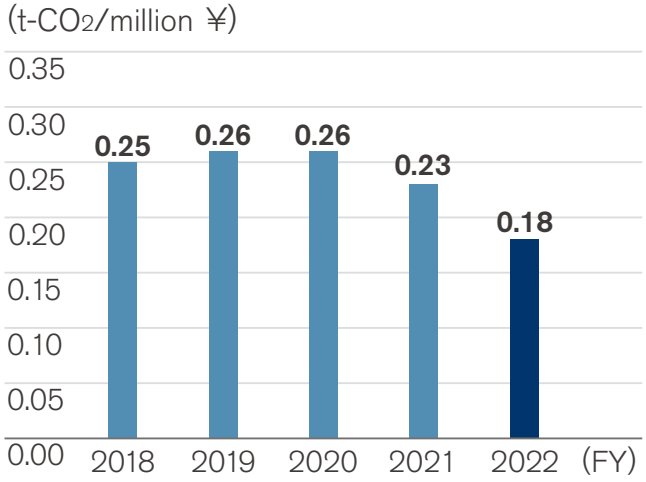


Carbon footprint of manufacturing activities



Scope 1 and 2 emissions per revenue

In fiscal 2022, CO_2 emissions from our global operations were 0.18 ton per ¥1 million of revenue.



Logistics volume

(FY)

	Unit	2018	2019	2020	2021	2022
Total	mil ton-km	34,903	28,288	21,168	22,835	25,550
Inbound*1	mil ton-km	10,164	8,083	5,518	7,643	8,782
Outbound*2	mil ton-km	24,739	20,205	15,651	15,192	16,768

Sea	%	60.9	63.8	60.2	61.7	69.5
Road	%	23.3	23.0	25.0	24.1	19.3
Rail	%	14.9	12.7	14.3	13.8	10.9
Air	%	0.9	0.6	0.5	0.4	0.3

In fiscal 2022, global shipping increased by around 12% compared to the previous fiscal year, to 25.6 billion ton-km.

CO_2 emissions from logistics

(FY)

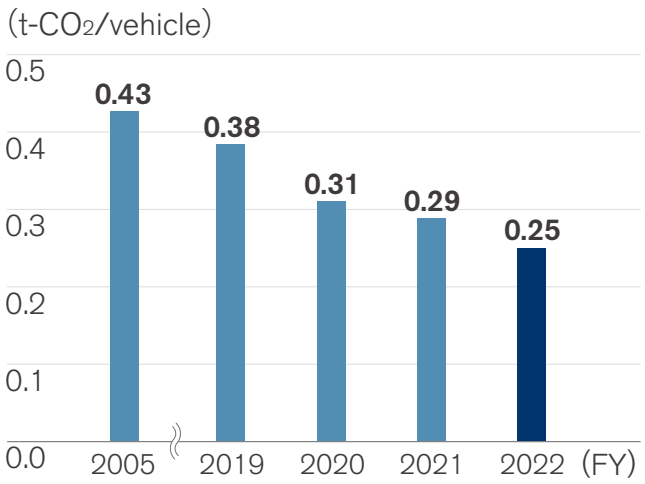
	Unit	2018	2019	2020	2021	2022
Total	t-CO_2	1,482,982	1,144,338	900,234	874,936	771,102
Inbound*1	t-CO_2	762,314	582,957	397,822	366,190	316,541
Outbound*2	t-CO_2	720,667	561,381	502,412	508,746	454,561

Sea	%	19.9	21.1	19.9	20.8	27.7
Road	%	60.3	64.1	66.2	65.6	57.8
Rail	%	6.7	5.9	6.6	7.1	7.1
Air	%	13.1	8.9	7.3	6.5	7.1

In fiscal 2022, CO_2 emissions from logistics were 771 k-tons, down approximately 12% from the previous fiscal year.

CO_2 emissions per vehicle transported

In fiscal 2022, CO_2 emissions per vehicle transported were 0.25 tons.



*1 "Inbound" includes parts procurement from suppliers and transportation of knockdown parts.
*2 "Outbound" includes transportation of complete vehicles and service parts.

Scope 3 emissions by category

We conducted a study based on standards such as the Corporate Value Chain (Scope3) Accounting and Reporting Standard from the GHG Protocol and found that about 90% of our Scope3 emissions were from the use of sold products.

(FY)

Category	Unit	2022
1.Purchased goods & services	kt-CO_2	11,840★
2.Capital goods	kt-CO_2	1,066
3.Fuel- and energy-related activities	kt-CO_2	246
4.Upstream transportation & distribution	kt-CO_2	768
5.Waste generated in operations	kt-CO_2	118
6.Business travel	kt-CO_2	66
7.Employee commuting	kt-CO_2	134
8.Upstream leased assets	kt-CO_2	0
9.Downstream transportation & distribution	kt-CO_2	523
10.Processing of sold products	kt-CO_2	6
11.Use of sold products	kt-CO_2	103,391★
12.End-of-life treatment of sold products	kt-CO_2	253
13.Downstream leased assets	kt-CO_2	417
14.Franchises	kt-CO_2	0
15.Investments	kt-CO_2	0
Total	kt-CO_2	118,828

★ This figure is subject to assurance by KPMG AZSA Sustainability Co., Ltd. For details, please see here. >>> P058

Air quality

Emissions

In fiscal 2022, NOx and SOx emissions from Nissan manufacturing facilities in Japan were 340 tons and 2 tons.

(FY)

	Unit	2018	2019	2020	2021	2022
NOx	ton	418	380	364	373	340
SOx	ton	34	14	10	7	2

Volatile organic compounds (VOCs)

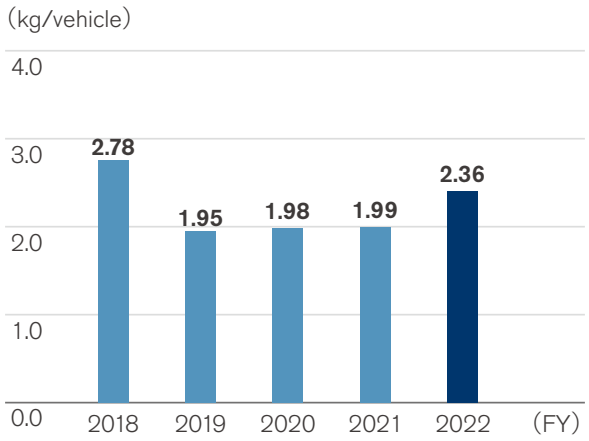
In fiscal 2022, VOC*1 emissions from manufacturing plants were 7,990 tons globally, an increase from fiscal 2021 owing to a higher number of vehicles manufactured at sites in Japan*2. We actively continue to promote activities to reduce VOCs, such as switching to materials including water-based paints.

(FY)

	Unit	2018	2019	2020	2021	2022
Total	ton	14,900	9,266	7,186	6,790	7,990
Japan	ton	4,482	4,028	3,107	3,019	3,987
North America	ton	4,474	3,960	3,097	3,112	3,156
Europe	ton	5,945	1,278	982	658	847

VOCs per vehicle produced

In fiscal 2022, VOCs per vehicle produced were 2.36 kg.



(FY)

By region	Unit	2022
Japan	kg/vehicle	6.68
North America	kg/vehicle	3.18
Europe	kg/vehicle	2.94

Released substances designated by PRTR Law (Japan)

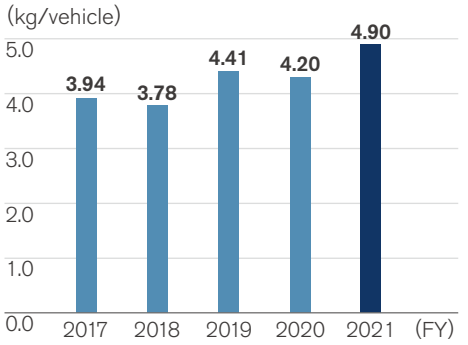
In fiscal 2021, released substances designated by the the PRTR (Pollutant Release and Transfer Register) *3 Law in Japan were 2,183 tons, the same level as 2,173 ton in fiscal 2020.

(FY)

By region	Unit	2018	2019	2020	2021
Japan site total	ton	3,406	3,339	2,173	2,183
Oppama	ton	715	1,022	697	881
Tochigi	ton	655	467	394	323
Kyushu	ton	1,573	1,391	1,042	942
Yokohama	ton	25	21	9	4
Iwaki	ton	54	62	6	4
NTC	ton	378	351	3	3
Zama Operation Center	ton	7	26	22	26

PRTR emissions per vehicle produced (Japan)

In fiscal 2021, PRTR emissions per vehicle produced in Japan were 4.90 kg, a increase from fiscal 2020.

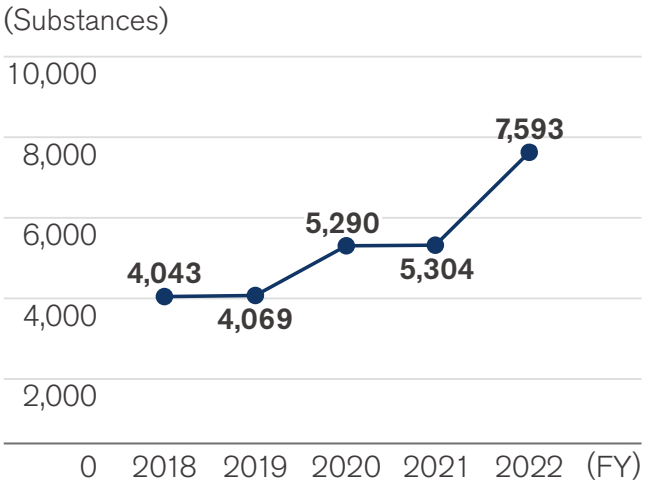


*1 VOC: Organic chemicals that readily evaporate and become gaseous at normal temperature and pressure conditions.
*2 The transition values for 2018 have been revised due to a change in the aggregation method for VOCs.
*3 The table shows chemical substance emissions calculated based on the Japanese government PRTR guidelines. PRTR emissions show total volume excluding substances adherent to the product.

Resource dependency: Achievements in reuse

Proper use of regulated chemical substances

Nissan revised its standard for the assessment of hazards and risks in the Renault-Nissan Alliance, actively applying restrictions to substances not yet covered by regulations but increasingly subject to consideration around the world. As a result, the number of substances covered by the Nissan Engineering Standard in fiscal 2022 rose to 7,593 . These steps are thought to be necessary for future efforts in the repair, reuse, remanufacture, and recycle loop for resources. *1



Recycled plastic usage in vehicle

We are making efforts to expand the use of recycled plastic in our vehicles, as well as developing technologies for this. Recycled plastic use in fiscal 2022 was 5%, based on the rate achieved by our best-selling model in Europe.

Automotive shredder residue to landfill ratio

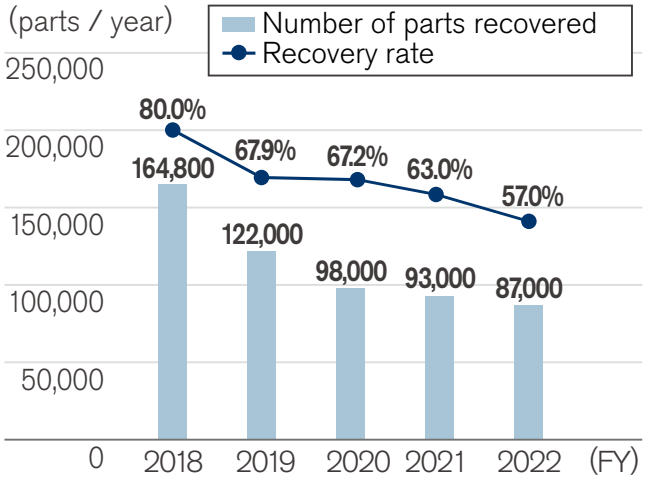
After removing ferrous and nonferrous metals from ELVs, in accordance with the End-of-Life Vehicle Recycling Law in Japan, the ratio of ASR taken to landfills for final disposal was zero in fiscal 2022 as same as 2021's result.

Material ratio

In 2022, ferrous metals accounted for 61% of the materials used in our automobiles by weight. Nonferrous metals made up another 15% and resins 13%, with miscellaneous materials making up the final 11%. To further reduce our use of natural resources, we are advancing initiatives to expand the use of recycled materials in each of these categories.

Recovered bumpers

The number of bumpers collected in fiscal 2022 was 87,000, and the recovery rate decreased by 6.0%.



1 Click here for more information on chemical substances governance. >>> P051

Resource dependency (Facility waste)

Waste

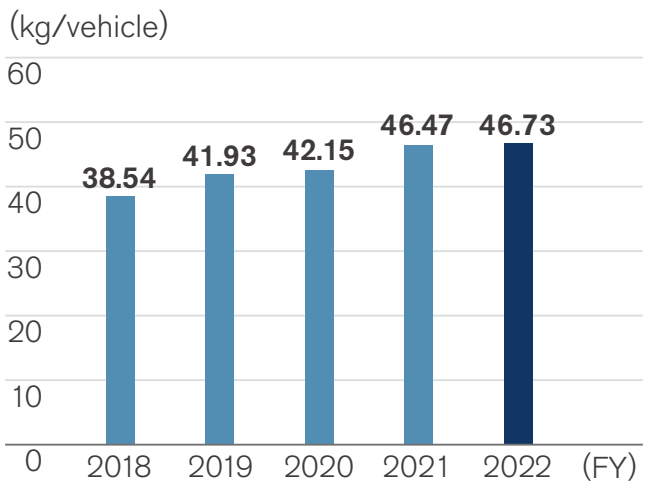
Waste generated globally in fiscal 2022 amounted to 157,982 tons, same level as 158,199 tons in fiscal 2021. Waste generated globally from production sites in fiscal 2022 was 149,999 tons★, same level as 150,945 tons in fiscal 2021.

(FY)

	Unit	2018	2019	2020	2021	2022
Total	ton	206,645	199,470	153,160	158,199	157,982
By region						
Japan	ton	69,829	63,294	48,921	52,386	51,069
North America	ton	64,514	58,970	48,043	51,062	52,007
Europe	ton	49,662	50,205	31,868	33,895	36,577
Other	ton	22,639	27,001	24,328	20,857	18,329
By treatment method						
Waste for disposal	ton	7,231	6,365	6,539	7,208	8,688
Recycled	ton	199,414	193,105	146,621	150,991	149,293

Waste per vehicle produced

In fiscal 2022, waste per vehicle produced was 46.73 kg same level as fiscal 2021.

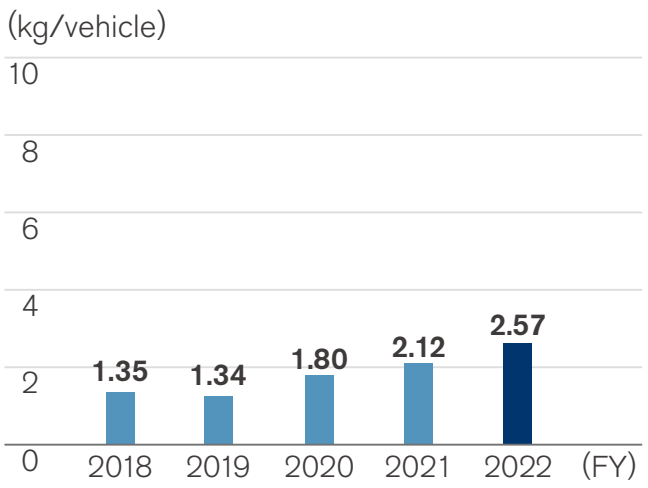


(FY)

By region	Unit	2021	2022
Japan	kg/vehicle	117.46	85.54
North America	kg/vehicle	54.90	52.43
Europe	kg/vehicle	122.81	127.00
Other	kg/vehicle	11.91	12.19

Waste for disposal per vehicle produced

In fiscal 2022, the volume of waste for disposal was increased to 2.57 kg per vehicle produced.



Responding to the Plastic Resource Circulation Act

The amount of industrial waste generated from plastic products in fiscal 2022 was 3,567 tons.*1

Plastic-related targets	FY2022 Achievements
Continue actions to reduce waste emissions of plastic packaging, etc.	Continued to reuse returnable containers
Maintain a 100% recycling rate for industrial waste from products using plastic	Maintained a 100% recycling rate

*1 Plastic Resource Circulation Act : Law for plastic waste

★ This figure is subject to assurance by KPMG AZSA Sustainability Co., Ltd. For details, please see here. >>> P058

Water resource management

Water input for corporate activities

In fiscal 2022, water input for our global corporate activities was 20,208 thousand m³, same level as 20,090 thousand m³ in fiscal 2021.
In fiscal 2022, water input from global production sites was 19,065 thousand m³ ★, the same level as 19,495 thousand m³ in fiscal 2021.

(FY)

	Unit	2018	2019	2020	2021	2022
Total	thousand m³	26,420	23,656	21,159	20,090	20,208
Japan	thousand m³	13,022	11,918	10,797	10,317	10,472
North America	thousand m³	4,930	4,768	3,888	4,047	4,235
Europe	thousand m³	2,093	1,792	1,373	1,404	1,270
Other	thousand m³	6,376	5,178	5,101	4,322	4,231

Water withdrawal by source

(FY)

	Unit	2022
Total	thousand m³	20,208
Surface water	thousand m³	1,229
Groundwater	thousand m³	6,331
Third-party water	thousand m³	12,648

Water discharge from corporate activities

The total amount of water discharged in global corporate activities in fiscal 2022 was 13,219 thousand m³, same level as 13,620 thousand m³*1 in fiscal 2021.

(FY)

	Unit	2018	2019	2020	2021	2022
Total	thousand m³	17,345	15,391	13,624	13,620*1	13,219
Japan	thousand m³	10,472	9,496	8,474	8,771	8,902
North America	thousand m³	3,190	2,746	2,351	2,565	2,610
Europe	thousand m³	1,539	1,389	1,094	707*1	596
Other	thousand m³	2,143	1,760	1,705	1,577	1,110

Quality

Chemical oxygen demand (COD) Japan only	kg	25,965	22,269	18,017	19,941	24,884

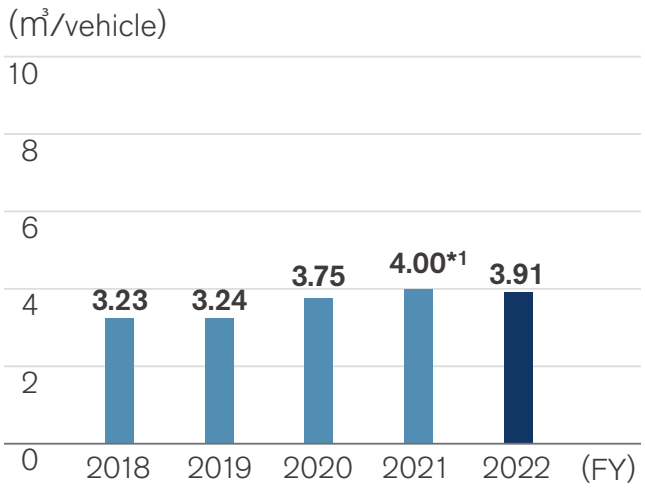
Water discharge by destination

(FY)

	Unit	2022
Total	thousand m³	13,219
Surface water	thousand m³	8,519
Underground seepage	thousand m³	0
Third-party water	thousand m³	4,700

Water discharge from corporate activities (Per vehicle produced)

In fiscal 2022, water discharge per vehicle produced was 3.91 m³, same level as 4.00 m³*1 in fiscal 2021.



(FY)

	Unit	2021	2022
Japan	m³/vehicle	19.67	14.91
North America	m³/vehicle	2.76	2.63
Europe	m³/vehicle	2.56*1	2.07
Other	m³/vehicle	0.90	0.74

Data for the Japan region includes the manufacture of powertrains and other components for overseas assembly. Since the denominator is vehicles produced in the region, this tends to result in higher values for Japan.

*1 Due to an error in the calculation of last fiscal year's figures, the figures for fiscal 2021 were revised.

★ This figure is subject to assurance by KPMG AZSA Sustainability Co., Ltd. For details, please see here. >>> P058

Water consumption in corporate activities

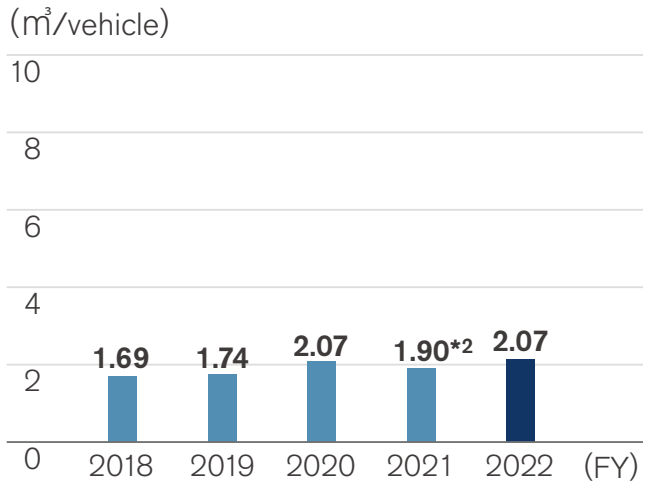
The total amount of water consumed in global corporate activities in fiscal 2022 was 6,989 thousand m³*1, an increase from 6,470 thousand m³*2 in fiscal 2021.

(FY)

	Unit	2018	2019	2020	2021	2022
Total	thousand m³	9,075	8,265	7,535	6,470*2	6,989
Japan	thousand m³	2,550	2,422	2,323	1,546	1,570
North America	thousand m³	1,740	2,022	1,537	1,481	1,625
Europe	thousand m³	554	403	279	697*2	674
Other	thousand m³	4,233	3,418	3,396	2,745	3,121

Water consumption in corporate activities (Per vehicle produced)

In fiscal 2022, water discharge per vehicle produced was 2.07 m³ , which was an increase from 1.90 m³*2 in fiscal 2021.



(FY)

Region	Unit	2021	2022
Japan	m³/vehicle	3.47	2.63
North America	m³/vehicle	1.59	1.64
Europe	m³/vehicle	2.53*2	2.34
Other	m³/vehicle	1.57	2.07

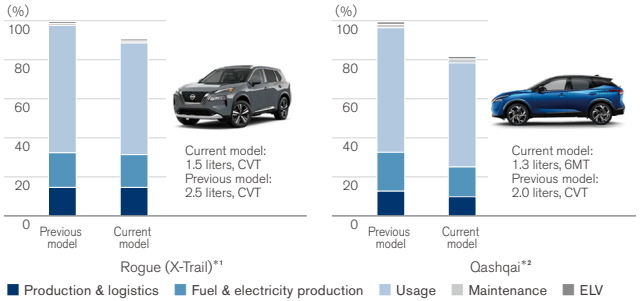
*1 Based on GRI 303, total water consumption is total water withdrawn minus total water discharged as calculated by Nissan.
*2 Due to an error in the calculation of last fiscal year's figures, the figures for fiscal 2021 were revised.

Strengthening our business foundations to address environmental issues

Global top-selling model's life cycle improvements

We have been expanding the application of the LCA method and enhancing the understanding of the environmental impact of our products in quantitative terms, especially our best-selling models worldwide. Coverage on a unit basis has reached approximately 80% of models globally and approximately 90% in Europe.

Lifecycle CO_2 equivalent emissions (CO_2, CH_4, N_2O, etc.)

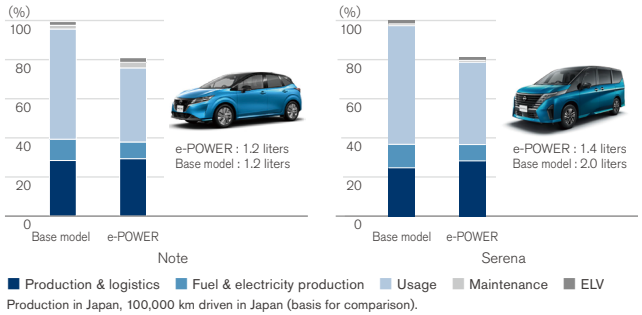


*1 Production in the U.S., 120,000 miles driven in the U.S. (basis for comparison).
*2 Production in EU, 150,000 km driven in EU (basis for comparison).

LCA comparison for e-POWER models

Nissan introduced its new e-POWER powertrain in 2016, marking another significant milestone in the electrification strategy with lifecycle emission improvements.
Compared to their gasoline-powered counterpart models, the Note e-POWER and Serena e-POWER have achieved a 18% and 27% reduction in CO_2 emissions, respectively.

Life Cycle CO_2 Equivalent Emissions (CO_2, CH_4, N_2O, etc.)

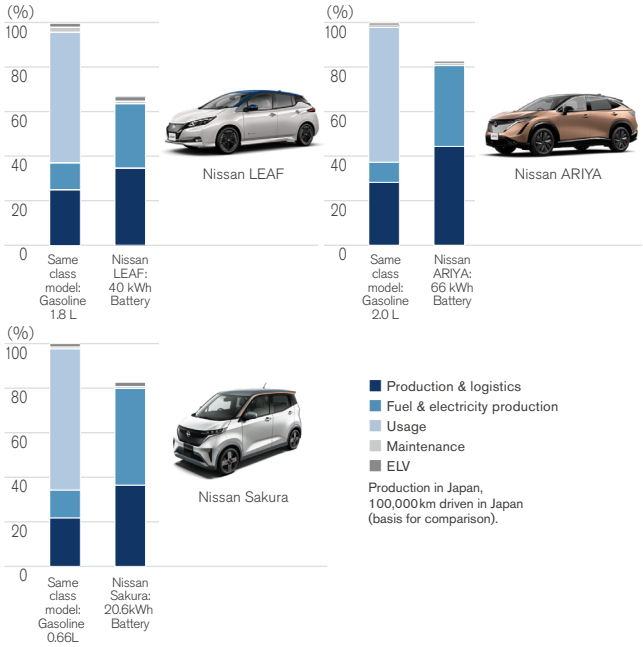


Production in Japan, 100,000 km driven in Japan (basis for comparison).

LCA comparison of EV models

The Nissan LEAF reduces its lifecycle CO_2 emissions by approximately 32% compared to conventional vehicles of the same class in Japan. The Nissan ARIYA and Nissan Sakura launched in 2022, further improve EV product appeal and reduce environmental impacts. Compared to Japanese gasoline-powered vehicles in the same class, the Nissan ARIYA and Nissan Sakura reduce lifecycle CO_2 emissions by 17-18%.

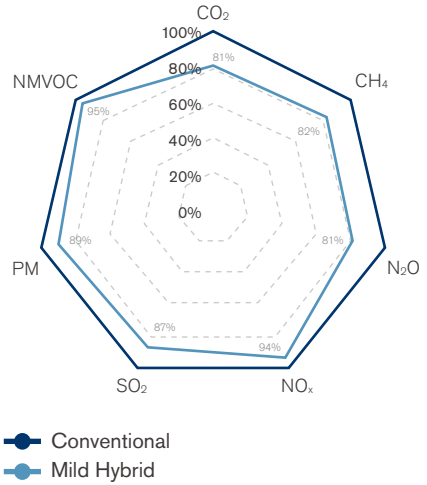
Lifecycle CO_2 equivalent emissions (CO_2, CH_4, N_2O, etc.)



Lifecycle improvements beyond climate change

Nissan is expanding the scope of LCAs to include not just greenhouse gases but also a variety of chemicals. Our calculations show that, compared to conventional gasoline engines, the new Qashqai achieves reductions in emission 5-19% for all targeted chemical substances, and reduces environmental impacts throughout its lifecycle.

Emissions improvement in the New Qashqai over its life cycle



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

Material balance

Input

(FY)

	Unit	2021	2022
Raw materials	ton	3,065,721	3,351,577
Energy	MWh	7,495,492	7,195,408
Renewable energy	MWh	289,067	311,033
Water withdrawal	thousand m³	20,090	20,208

Output

(FY)

	Unit	2021	2022
Vehicles produced			
Global production volume	k unit	3,404	3,381
CO_2 emissions	t-CO_2	2,231,430*1	2,096,322
Water discharge	thousand m³	13,620*2	13,219
Emissions			
NOx	ton	373	340
SOx	ton	7	2
VOC	ton	6,790	7,990
Waste			
For recycling	ton	150,991	149,293
For final disposal	ton	7,208	8,688

Environmental conservation cost*3

(FY)

		2021		2022	
	Unit	Investment	Cost	Investment	Cost
Total	mil ¥	4,144	125,145	6,955	134,697
Business area	mil ¥	91	1,713	392	1,829
Upstream/ downstream	mil ¥	0	407	0	436
Management	mil ¥	0	12,899	0	12,370
R&D	mil ¥	4,053	109,824	6,563	119,909
Social activities	mil ¥	0	87	0	124
Damage repairs	mil ¥	0	215	0	29

(FY)

	Unit	2021	2022
Total	mil ¥	8,816	10,465
Cost reduction	mil ¥	192	478
Profit	mil ¥	8,623	9,987

*1 The values for fiscal 2021 have changed due to the disclosure of greenhouse gases other than CO_2 emissions from energy use as a separate item.
*2 Due to an error in the calculation of last fiscal year's figures, the figures for fiscal 2021 were revised.
*3 All environmental costs are based on the guidelines provided by Japan's Ministry of the Environment, and calculated for activities in Japan only.

Social data

Employee data

(FY)

		Unit	2020	2021	2022
Nissan Motor Co., Ltd.					
Number of employees		People	22,827	23,166	23,525
	Male	People	20,199	19,862	20,174
	Female		2,628	3,304	3,351
Average age		Age	41.6	41.9	41.7
	Male	Age	42.0	42.1	41.8
	Female		38.5	40.7	40.9
Average length of service		Years	16.9	17.0	16.4
	Male	Years	17.4	17.8	17.1
	Female		13.4	12.0	12.3
Number of new hires		People	828	986	1,527
	Male	People	715	860	1,316
	Female		113	126	211
Employee turnover rate*1		%	4.6	5.3	6.2
	Voluntary Resignation	%	2.4	2.6	2.7
Disabled employment ratio		%	2.3	2.5	2.5
Number of unionized employees*2		People	26,503	26,108	26,434
Average annual salary*3		Yen	7,965,467	8,110,304	8,509,353
Male and female average pay difference*4	All employees	%	-	81.1	81.9
	Regular employees	%	-	76.9	78.0
	Non-Regular employees	%	-	85.5	88.1

		Unit	2020	2021	2022
Ratio of employees subject to personnel evaluation		%	100	100	100
Days of paid holiday taken*5		Days	17.5	20.0	19.7
Taken paid holiday ratio*5		%	89	102	96
Average overtime *5		Hours/ month	18.8	24.1	25.6
Number of employees taking childcare leave		People	413	430	373
	Male	People	96	122	246
	Female		317	308	127
Ratio of male employees taking childcare leave*6		%	24.0	20.6	42.3
Ratio of employees those who return from childcare leave		%	98.3	98.9	94.2
	Male	%	100	98.5	94.3
	Female		96.6	99.0	94.1
Number of employees taking nursing care leave		People	17	8	13
	Male	People	13	6	11
	Female		4	2	2
Number of female managers		People	334	331	330
	Female ratio	%	10.4	10.3	10.4
Of which, equivalent to GM		People	92	92	92
	Female ratio	%	8.6	8.5	8.6
Non-Japanese indirect employee ratio		%	5.7	5.2	5.8
Non-Japanese manager ratio		%	6.5	5.7	5.8

		Unit	2020	2021	2022
Training sessions	Annual number of participants	People	304,225	395,448	519,905
	Total hours of training	Hours	250,251	328,783	392,294
	Average hours per employee	Hours	11.1	14.3	16.5
	Participant satisfaction (out of 5)	Score	Above 4.2	Above 4.2	Above 4.2
	Investment per employee	Yen	64,000	67,000	75,000

Corporate officers and Board of Directors

		Unit	FY2020	FY2021	As of July 1st, 2023
Non-Japanese executive ratio		%	46.7	46.7	46.2
Number of female corporate officers		People	2	2	4
	Female ratio	%	3.9	3.9	7.7
Number of female Board of Directors		People	2	2	2
	Female ratio	%	16.7	16.7	20.0
Of which, internal		People	0	0	0
	Female ratio	%	0	0	0
Of which, external		People	2	2	2
	Female ratio	%	28.6	28.6	33.3

*1 Employee turnover rate includes retirement.
*2 Number of unionized employees includes full-time employees, Senior Partners (reemployment after retiring) and contract employees. Number of unionized employees includes those of Nissan Motor Kyushu.
*3 Average annual salary for employees includes bonuses and overtime pay.
*4 Ratio of the average pay of female to that of male, calculating the average pay by dividing the total amount paid, including salaries, allowances, and bonuses, by the number of employees. Although there is a gap in average pay per person due to differences in composition between male and female, such as the ratio of managers, there is no difference in treatment between male and female in the pay.
*5 While the average for the calendar year (January to December) was stated before 2021, it is changed to the average for the fiscal year (April to March) from 2022. The figures exclude managers.
*6 Ratio of male employees taking childcare leave: (Numerator) Number of male employees who take childcare leave at least 1 day in the year. (Denominator) Number of male employees whose spouses give birth in the year.

(FY)

		Unit	2020	2021	2022
Global					
Consolidated number of employees*1		People	131,461 (16,092)	134,111 (15,743)	131,719 (15,397)
	Japan	People	58,577	60,145	60,423
	North America	People	35,120	36,969	37,745
	Europe	People	13,891	12,826	10,037
	Asia	People	18,745	18,367	17,649
	Other overseas regions	People	5,128	5,804	5,865
Number of new hires		People	-	-	8,067
	Japan*2	People	-	-	1,464
	North America	People	-	-	4,995
	Europe	People	-	-	638
	Asia	People	-	-	204
	Other overseas regions	People	-	-	766
Employee turnover rate		%	-	-	5.3
	Japan	%	-	-	2.6
	North America	%	-	-	6.9
	Europe	%	-	-	7.3
	Asia	%	-	-	3.9
	Other overseas regions	%	-	-	5.6
Ratio of female managers		%	14.7	14.9	15.5
Global employee survey *3 (engagement)	Score		68	67	69
	Response rate	%	88	88	90
Number of days lost to strike action		Days	-	-	0
Serious accident count (GUR)			51	39	44
Occupational accident frequency rate (FR1)			1.18	0.98	0.91

Trade union

Most of the company's employees are affiliated with the Nissan Motor Workers' Union, for which the governing body is the All Nissan and General Workers Unions, and the Japanese Trade Union Confederation (RENGO) through the Confederation of Japan Automobile Workers' Unions. The labor management relations of the company are stable, and the number of union members was 26,434 including those of Nissan Motor Kyushu as of March 31, 2023. At most domestic Group companies, employees are affiliated with their respective trade unions on a company basis, and the governing body is the All Nissan and General Workers Unions. At foreign Group companies, employees' rights to select their own trade unions are respected according to the relevant labor laws and labor environment in each country. The percentage of countries with unionized operations (only countries with consolidated vehicle assembly plant) is 70% (7/10 countries) and that of union members covered by collective bargaining agreement is approximately 62% (excluding UK).

Major external safety ratings (Based on 2022 assessments)

Regions	External Assessments	Models	Rating	Ratio
Japan	JNCAP*4Car Safety Performance 2022	Sakura	5 ★ (Highest score)	1/1
U.S.	NCAP*5	Nissan LEAF, Nissan LEAF Plus, Murano, Altima, Maxima, Sentra, Versa, INFINITI QX50, Rogue, Rogue Sport AWD	5 ★ Overall Rating(2022 model year)	10/15
		TITAN (Crew Cab), Frontier(Crew Cab), Rogue(Early Release), Nissan Kicks, Rogue, Rogue Sport FWD	4 ★ Overall Rating(2022 model year)	5/15
	IIHS*6	Pathfinder, QX60	2023 Top Safety Pick+	2/3
		Rogue	2023 Top Safety Pick	1/3
Europ	Euro NCAP	Ariya	5 ★	1/1
Australia	ANCAP	Pathfinder, Qashqai, X-Trail	5 ★	3/3
Latin America	Latin NCAP	Qashqai	5 ★	1/1
China	C-NCAP	X-Trail	5 ★	1/1

*1 Numbers in brackets denote part-time employees not included in the consolidated number of employees.
*2 Total of new hires of Nissan Motor Co., Ltd. and Nissan Motor Kyushu Co., Ltd.
*3 A maximum score of 100 points, average score of 91 domestic and overseas companies that participated in the employee awareness survey.
*4 JNCAP: Japan New Car Assessment Program. An automobile assessment program run by the Ministry of Land, Infrastructure, Transport and Tourism and the National Agency for Automotive Safety and Victims' Aid (NASVA).
*5 NCAP: U.S. National Highway Traffic Safety Administration's New Car Assessment Program
*6 IIHS: U.S. Insurance Institute for Highway Safety

Diversity, equity and inclusion

External recognition*1

Region	Awarded company	Awarded year (in calendar year)	Title of the Award	Sponsor
Japan	Nissan Motor Co., Ltd	2022	LinkedIn Talent Awards 2022 Diversity Champion category finalist	LinkedIn
		2022	Gold Award in PRIDE Index (sixth consecutive year)	Work with Pride
		2017	Level-three Eruboshi accreditation	Kanagawa Labor Bureau, Ministry of Health, Labour and Welfare (MHLW)
		2017	Nadeshiko Brand (fifth consecutive year)	Ministry of Economy, Trade and Industry(METI) and Tokyo Stock Exchange(TSE)
		2015	Incentive prize, Empowerment Award	Japan Productivity Center
		2015	Platinum Kurumin Mark	Kanagawa Labor Bureau, MHLW
		2015	Prize for excellence, 15th Telework Promotion Awards	Japan Telework Association
		2015	Japan's Minister of State for Special Missions Prize, Advanced Corporation Awards for the Promotion of Women	Gender Equality Bureau, Cabinet Office
Americas	Nissan Americas	2022	DEI Impact Award: Systemic Change – Organization	Center for Automotive Diversity, Inclusion & Advancement (CADIA)
		2022	Regional Corporate OEM Of The Year	Southern Region Minority Supplier Development Council (SRMSDC)
		2022	America's Top Corporations for Women's Business Enterprises (WBEs) (second consecutive year)	Women's Business Enterprises National Council (WBENC) (U.S.)
		2022	Top Supplier Diversity	Black EOE Journal Hispanic Network Magazine Professional WOMAN's Magazine
	Nissan North America, Inc.	2022	GJCP Excellence in Diversity Award	Greater Jackson Chamber Partnership
		2022	Corporate Partner of the Year	Tennessee Latin Chamber of Commerce (TLACC)
		2021	Regional Automotive Corporation of the Year	Southern Region Minority Supplier Development Council. Inc. (U.S.)
		2017	Perfect Score (100) in Corporate Equality Index (fifth consecutive year)	Human Rights Campaign (U.S.)
	Nissan Canada Inc.	2022	Great Place to Work Canada (fourth consecutive year)	Great Place to Work Canada
		2021	Top 100 Ideal Employer for Interns (sixth consecutive year)	The Canadian Universum Survey (Canada)
	Nissan Mexicana, S.A. De C. V., NR Finance Mexico	2023	Best Places to Work LGBTQ+ Mexico (Third consecutive year for NR Finance Mexico, second consecutive year for Nissan Mexicana, S.A. De C. V.)	Human Rights Campaign Equidad MX
		2022	Top Company for Women	Top Companies – Expansion
	all Nissan South America countries, Argentina, Chile, Brazil and Peru	2022	Great Place to Work Latin America	Great Place to Work
	Nissan South America	2022	Diversity and Intersectionality – LATAM Women's Network	Women in Management
	Nissan	2022	Corporate Sponsor of the Year	100 Black Men of Greater Dallas Fort Worth chapter
AMIEO Africa/Middle East/India/Europe /Oceania	Nissan Motor (GB) Ltd.	2022	Valuable 500	Valuable 500
		2022	Pride 365 Certified (second consecutive year)	InterPride (UK)
	Renault Nissan Technology Business Centre (RNTBCI)	2022	Top 100 Best Companies for Women in India	AVTAR Group & Seramount
		2022	100 Best – Hall of Fame (fifth time)	Best of Best Conference 2022 by Avtar and Seramount
China	Nissan China (NCIC)	2022	2022 Best employer	Human Resources Association for Chinese & Foreign Enterprises
		2022	2022 The Most Attractive Employer (Top 100)	Shixiseng.com (Local job board for intern & campus recruiting) Shixiseng.com
		2022	1.Best CSR Strategy 2.Best CSR Brand (3rd time) 3.Public Recognition Award	CSR China Education Award
		2022	Best Class Digital Learning Application	BOOAOO Award

*1 In the United States, Nissan has also received awards other than those listed above.

Product safety and quality

Recalls in FY2022*1

Country/Region	Number of recalls	Recalled vehicles (1,000 units)
Japan	14	781
North America	22	2,439
Europe	2	0
Other	21	278
Global	46 *1	3,490

Contributing to local communities

Social contribution achievements in FY2022

Global social contributions (FY2022): 2.79 billion yen
Social contributions include:

- Expenses for implementing philanthropic activities (excluding labor costs)
- Monetary donations and NPO membership fees for philanthropic purposes
- Cash equivalents of in-kind donations
- Sponsorship fees for philanthropic initiatives

Breakdown of FY2022 global social contributions

	Amount (¥ million)	% of total
Philanthropic activities	918	32.9
Monetary donations	1,580	56.6
In-kind donations (cash equivalent)	67	2.4
Sponsorships, etc.	227	8.1
Total	2,792	100

*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.

Governance data

Status of attendance at meetings of the Board of Directors and committees in FY 2022 (April 2022 through March 2023)

Board of Directors	Number of times Board of Directors meetings were convened	13
	Average attendance ratio per meeting	98.7%

Committee	Nomination Committee	Number of times Nomination Committee meetings were convened	9
		Average attendance ratio per meeting	100%
	Compensation Committee	Number of times Compensation Committee meetings were convened	12
		Average attendance ratio per meeting	100%
	Audit Committee	Number of times Audit Committee meetings were convened	12
		Average attendance ratio per meeting	100%

Overview of corporate governance (as of end of March 2023)

Organization form	Company with three statutory committees
Chairperson of the Board of Directors	Independent outside director
Number of directors	12
Number of independent outside directors	7
Number of female directors	2
Chairperson of the Nomination Committee	Independent outside director
Number of directors	6
Number of independent outside directors	5
Number of female directors	1
Chairperson of the Compensation Committee	Independent outside director
Number of directors	4
Number of independent outside directors	4
Number of female directors	2
Chairperson of the Audit Committee	Independent outside director
Number of directors	5
Number of independent outside directors	4
Number of female directors	1