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Driving sustainability across the globe to build trust

Nissan Motor Co., Ltd.
Senior Vice President, Chief Sustainability Officer

Guiding Nissan toward sustainability

Under the Nissan Sustainability 2022 plan, Nissan clearly defined its activities in the areas of the environment, social, and governance. Work within this sustainability strategy began in fiscal year 2018, and Nissan is on track to reach our sustainability goals by fiscal year 2022. At the same time, Nissan faces a number of unforeseen challenges as the COVID-19

coronavirus pandemic and other factors rapidly transform the world. Nissan is working to promptly cope with and adapt to the changes.

Driven by a strong focus to identify social challenges and expectations, incorporate them into corporate strategies, and drive global

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implementation, Nissan created the position of chief sustainability officer (CSO) in 2016. The CSO is also responsible for interacting with stakeholders and communicate what Nissan's contribution to sustainability.

Through promoting our sustainability strategy in all aspects of our business, we are striving to make the world cleaner and safer. Our continued investment for a better environment and to support efforts to address social challenges will surely generate business returns and become strengths for Nissan in the long run. Electric vehicles provide a good example, as they have come to be recognized for their effectiveness in developing disaster-resilient communities. In fact, we are seeing an accelerated increase in partnerships with local governments and authorities. We are also seeing the benefits of our diversity and inclusion policies in our performance.

My role as the CSO is to guide the entire organization toward sustainability and manage all activities with the support of Global Sustainability Steering Committee.



53 Nissan LEAF electric vehicles supplied electricity to local government authorities and welfare facilities during power outages caused by Typhoon Faxai in 2019.

Global efforts to address societal challenges

The Global Sustainability Steering Committee is an effective forum through which to drive our sustainability strategy across Nissan's global operations and implement the plan in each market. The committee meets biannually and consists of representatives of Nissan's operations around the world.

The committee focuses on the progress of Nissan Sustainability 2022 and discusses issues and impediments for achieving the goals, and emerging societal challenges. Through determining policy and approach, the committee plays a key role in maintaining and enhancing the

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competitiveness of Nissan's sustainability initiatives. For the company to appropriately handle societal issues in each region, regional best practices and insights are shared.

As Nissan has increasingly placed greater emphasis on human rights, the committee identified four priority areas: employee labor conditions, supplier

labor conditions, customer privacy and product safety. The committee also discussed and drafted the Nissan Global Minerals Sourcing Policy Statement that was released in July 2020.

Efforts to enhance resilience

In the past financial year, Nissan strengthened its efforts in the areas of environment strategy, human rights, and corporate governance. In the face of the increasing threat of climate change, in 2006, we defined a long-term vision to help limit the average global temperature rise to 2° C above pre-industrial levels by 2050. Nissan believes that it is essential

to develop more resilient strategies, and to that end analyzed additional climate change scenarios assuming 1.5° C and 4° C. Irrespective of the scenario, Nissan remains focused on achieving its ultimate goal of a zero emission and zero fatality society. In line with this, Nissan continues to promote electrification to eliminate CO₂ emissions from new cars. Nissan's electrification drive is one of the objectives defined in its business transformation plan, Nissan NEXT.



In the area of human rights, Nissan was one of the first participants in the United Nations Global Compact, joining in 2004. In 2011, the UN Human Rights Council unanimously approved the UN Guiding Principles on Business and Human Rights (UNGPs), and Nissan started work on human-rights strategic initiatives in 2016. To strengthen our corporate stance defined in the Nissan Human Rights Policy Statement, the company conducted an assessment at Nissan South Africa in fiscal year 2019 to evaluate human-rights-related risks associated with employee labor conditions. Our local teams are leading actions to address the identified issues, and share best practices with other regions to boost global performance.

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To enhance corporate governance, in June 2019 Nissan adopted a three statutory-committee (nomination, compensation and audit) format. In each committee meeting, independent outside directors of diverse backgrounds, who make up the majority of the board, are engaged in proactive and positive discussion under the new format that separates supervision

and business execution. As part of these corporate governance efforts, Nissan is working to enhance transparency by promoting disclosure of governance-related information. To be a trusted company within society, Nissan is committed to timely and appropriate disclosure of information.

Always considering both short-term and long-term impact

Finally, as CSO, it is essential for me to assess short-term and long-term consequences, identify what is expected by the outside world, and utilize this information for management and strategy. In my previous roles as head of finance and IR, I had the privilege to interact with financial institutions, rating agencies, analysts, and investors. Now, ESG investment has become commonplace, but at core this form of investment requires a focus on both short-term and long-term thinking. As the world transforms during these times, society is calling into question disparity in corporate stances on societal challenges, including the environment, human rights, and poverty.

As CSO of Nissan, I am committed to enhancing our efforts globally, and fulfilling my duties to help Nissan become a company that is both needed and trusted by society.

