

Contents	CEO Message	CSO Message	Carbon Neutrality/ Response to COVID-19	Chair of the Board of Directors Message	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	TCFD Content Index	GRI Content Index	Quick Guide For Investors

ESG Data

Corporate Overview.....	226
Environmental Data	228
Social Data	250
Governance Data	256

Contents	CEO Message	CSO Message	Carbon Neutrality/ Response to COVID-19	Chair of the Board of Directors Message	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	TCFD Content Index	GRI Content Index	Quick Guide For Investors

Corporate Overview

GRI102-2 GRI102-3 GRI102-7

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, Datsun
Consolidated Number of Employees (as of March 31, 2021)	131,461
Global Network (as of March 31, 2021)	<p>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 45 sites)</p> <p>Design: 5 markets (Japan, U.S., U.K., China, Brazil; total of 7 sites)</p> <p>Automobile Production: 32 bases in 17 markets (excludes plants providing OEM vehicles to Nissan [Renault, Mitsubishi Motors, Fuso, Suzuki, etc.])</p>

Financial Data

	(¥ billion)		
	FY2018	FY2019	FY2020
Net sales	11,574.2	9,878.9	7,862.6
Operating income (loss)	318.2	(40.5)	(150.7)
Ordinary income	546.5	44.0	(221.2)
Profit (loss) before tax	477.7	(573.0)	(339.3)
Net income (loss) attributable to owners of the parent	319.1	(671.2)	(448.7)
Capital expenditure	509.9	509.2	405.4
Depreciation	377.8	372.9	270.3
Research and development costs	523.1	544.8	503.5

Click here for more information on Financial Data.

<https://www.nissan-global.com/EN/IR/>

Contents	CEO Message	CSO Message	Carbon Neutrality/ Response to COVID-19	Chair of the Board of Directors Message	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	TCFD Content Index	GRI Content Index	Quick Guide For Investors

GRI102-6 | GRI102-7

Global Sales Volume and Production Volume

(Thousand units)

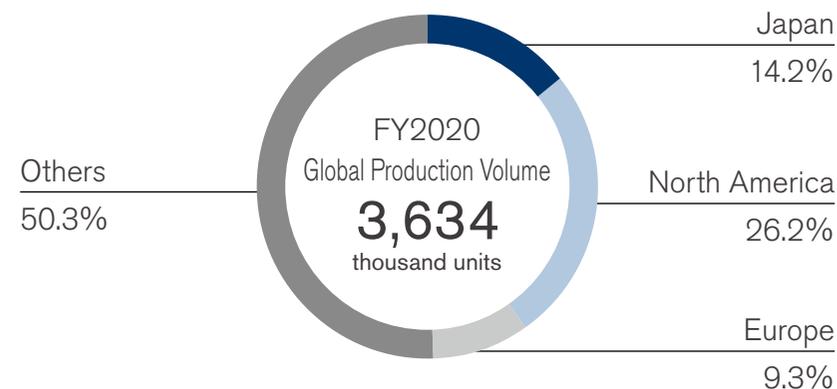
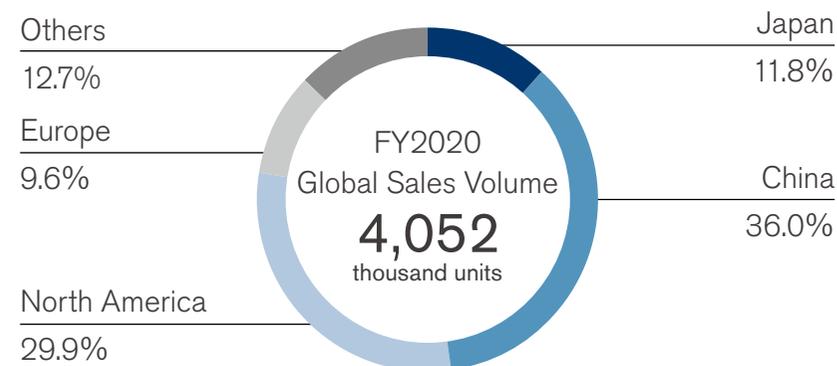
	FY2018	FY2019	FY2020
Global sales volume	5,516	4,930	4,052
Japan	596	534	478
China	1,564	1,547	1,457
North America	1,897	1,620	1,213
Europe	643	521	391
Others	816	708	513

(Thousand units)

	FY2018	FY2019	FY2020
Global production volume	5,362	4,757	3,634
Japan	901	758	517
North America	1,587	1,340	953
Europe	661	508	336
Others	2,213	2,151	1,828

Click here for more information on Financial Data.

<https://www.nissan-global.com/EN/IR/>



Contents	CEO Message	CSO Message	Carbon Neutrality/ Response to COVID-19	Chair of the Board of Directors Message	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	TCFD Content Index	GRI Content Index	Quick Guide For Investors

GRI302-5

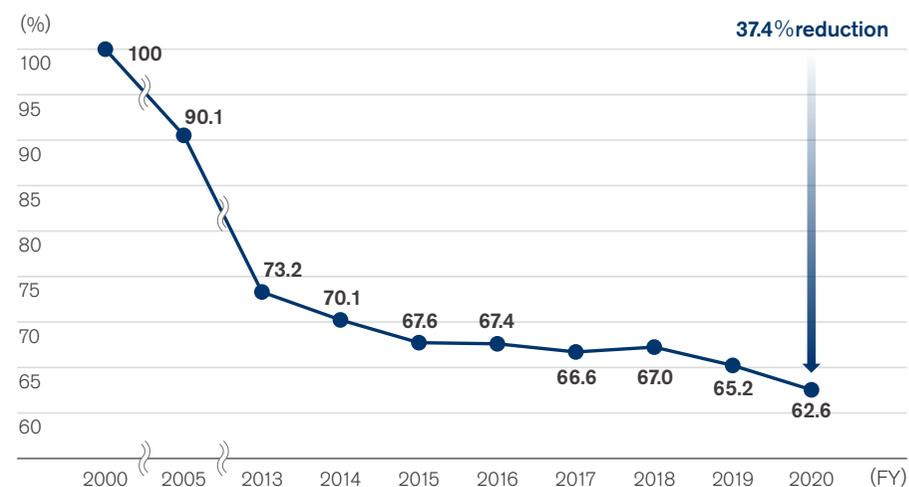
Environmental Data

Climate Change (Products)	228
Climate Change (Corporate Activities)	232
Air Quality	239
Resource Dependency: Achievements in Reuse	241
Resource Dependency (Facility Waste)	242
Water Resource Management	244
Strengthening Our Business Foundations to Address Environmental Issues	246
Material Balance	248
Environmental Conservation Cost	249

Estimates (as of July 2020) have been used for the FY2019 actuals for CO₂, VOC, industrial waste, and water at European facilities.

Climate Change (Products)

CO₂ Emissions from New Vehicles (Global)*



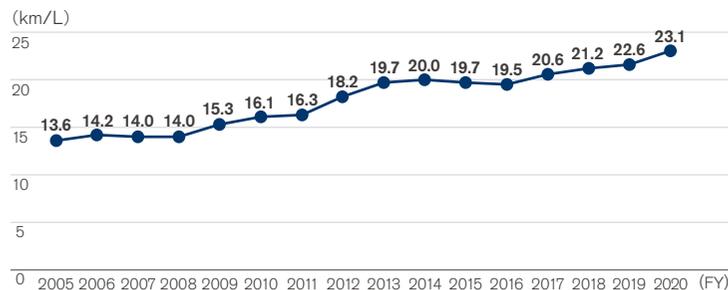
In fiscal 2020, CO₂ emissions in Nissan's main markets of Japan, the U.S., Europe, and China were 37.4% lower than fiscal 2000 levels, as measured by Corporate Average Fuel Economy (CAFE).

In particular, fuel efficiency has improved compared to fiscal 2019 due to the introduction of new models in the United States and Europe.

* Reduction in CO₂ emissions calculated by Nissan.

Contents	CEO Message	CSO Message	Carbon Neutrality/ Response to COVID-19	Chair of the Board of Directors Message	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	TCFD Content Index	GRI Content Index	Quick Guide For Investors

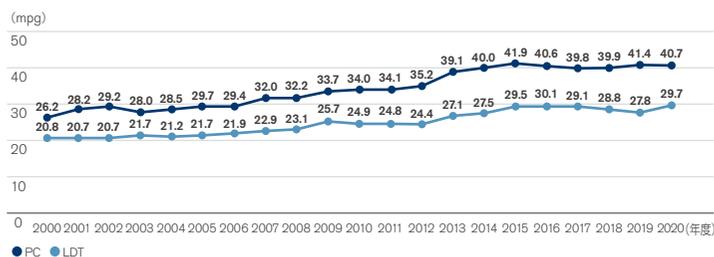
Corporate Average Fuel Economy (CAFE, JC08 Mode) in Japan



In fiscal 2020, the corporate average fuel economy in Japan was 23.1 km/L. Higher sales of Nissan Kicks and other e-POWER vehicles contributed to the 2% improvement over fiscal 2019.

* Provisional values calculated in-house; some models include WLTC mode fuel consumption values.

Corporate Average Fuel Economy (CAFE) in the United States



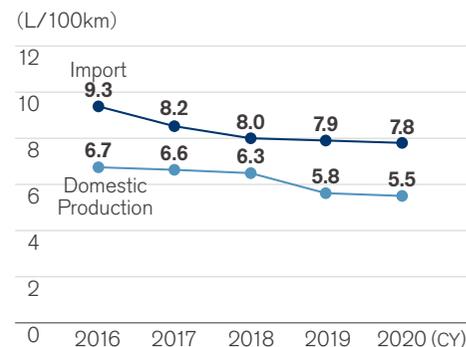
In fiscal 2020, US sales resulted in a CAFE of 40.7 mpg for passenger cars, a 2% decrease compared to fiscal 2019. In the light-duty truck segment, the release of new models increased the CAFE 7%, from 27.8 mpg to 29.7 mpg.

CO₂ Emission Index from Nissan Vehicles in Europe



In 2020, average CO₂ emissions in Europe were the same as 2019.

Corporate Average Fuel Consumption in China



In 2020, fuel economy for domestically produced and imported vehicles improved approximately 4% and 1%, respectively. Increasing number of EVs improved the fuel economy of domestically produced vehicles.

Contents	CEO Message	CSO Message	Carbon Neutrality/ Response to COVID-19	Chair of the Board of Directors Message	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	TCFD Content Index	GRI Content Index	Quick Guide For Investors

Revenue, Global Sales Volume and Production Volume Data

	(¥ billion)		(k unit)		(k unit)			
	FY2019	FY2020	FY2019	FY2020	FY2019	FY2020		
Revenue*1	11,217.6	9,108.7	Global Sales Volume*2	4,930	4,052	Global Production Volume*2	4,757	3,634
			Japan	534	478	Japan	758	517
			North America	1,620	1,213	North America*3	1,340	953
			Europe	521	391	Europe*4	508	336
			Asia	1,821	1,649	Asia*5	1,991	1,737
			Other	434	320	Other*6	160	91

*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., Spain, Russia and France.

*5 Production in Taiwan, Thailand, Philippines, Indonesia, China, India and South Korea.

*6 Production in South Africa, Brazil, Egypt and Argentina.

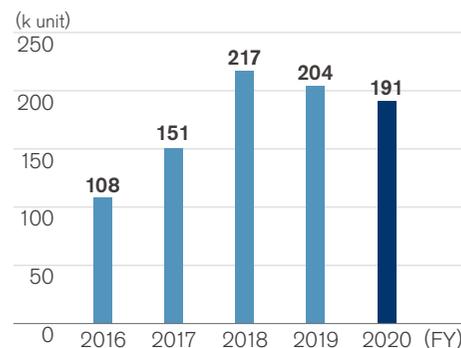
Powertrain Type Ratios (Shipment-Based)

	Unit	Gasoline-powered vehicles	Diesel-powered vehicles	e-POWER vehicles	Electric vehicles	Hybrid drive vehicles	Natural-gas drive vehicles
Japan	%	34.5	2.3	26.2	1.9	35.1	0.1
North America	%	98.9	0.2	0.0	0.9	0.0	0.0
Europe	%	72.2	18.2	0.0	9.6	0.0	0.0
Other	%	93.3	5.5	0.1	0.7	0.4	0.0
Global	%	85.3	4.7	3.4	1.8	4.7	0.0

Contents	CEO Message	CSO Message	Carbon Neutrality/ Response to COVID-19	Chair of the Board of Directors Message	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	TCFD Content Index	GRI Content Index	Quick Guide For Investors

EVs

100% EV and e-POWER Vehicle Sales

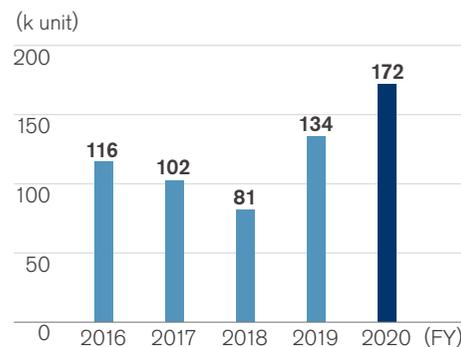


* Includes the sale of EVs by joint ventures in China.

GRI102-49

Hybrid Electric Vehicles

Hybrid Units Shipped

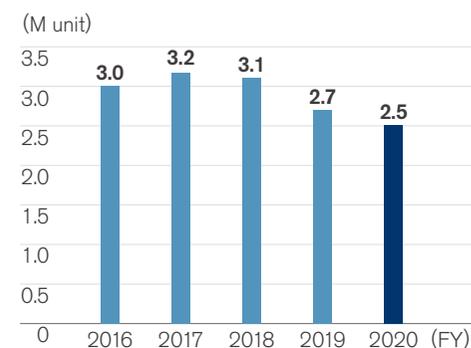


In 2020, vehicle numbers increased due to the expansion of hybrids to “kei” vehicles in Japan.

* Manufacturing base and office closures due to COVID-19 prevented the finalizing of fiscal 2019 data in Sustainability Report 2020. Fiscal 2019 data has been updated for Sustainability Report 2021.

Xtronic CVT

Xtronic CVT Sales Volume



* CVT: Continuously Variable Transmission

In fiscal 2020, we sold 2.47 million additional Xtronic CVT vehicles, bringing the cumulative total to 32.4 million.

Contents	CEO Message	CSO Message	Carbon Neutrality/ Response to COVID-19	Chair of the Board of Directors Message	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	TCFD Content Index	GRI Content Index	Quick Guide For Investors

GRI102-49 GRI305-1 GRI305-2 GRI305-4 GRI305-5

Climate Change (Corporate Activities)

Energy Input

(FY)

	Unit	2016	2017	2018	2019*3	2020
Total	MWh	10,189,082	9,532,840	9,252,737	8,313,893	7,655,514
By region						
Japan	MWh	4,497,562	4,084,912	3,700,532	3,438,939	3,015,419
North America	MWh	2,643,303	2,452,299	2,570,438	2,180,450	1,909,902
Europe	MWh	1,093,103	1,126,186	1,048,201	913,521	888,089
Other	MWh	1,955,115	1,869,443	1,933,566	1,780,983	1,842,105
By energy source						
Primary						
Natural gas	MWh	3,537,674	3,701,640	3,579,998	3,079,723	3,089,803
LPG	MWh	249,426	179,945	191,405	175,559	144,478
Coke	MWh	217,431	218,618	200,527	154,961	100,144
Heating oil	MWh	209,232	147,522	113,200	90,078	69,618
Gasoline	MWh	303,040	299,000	259,045	243,166	184,021
Diesel	MWh	57,488	48,259	53,074	23,246	25,315
Heavy oil	MWh	43,853	27,652	15,995	16,303	22,816

(FY)

	Unit	2016	2017	2018	2019*3	2020
External						
Electricity (purchased)	MWh	5,247,663	4,755,897	4,711,467	4,384,282	3,851,011
Renewable energy*1	MWh	157,226	133,212	135,574	123,225	181,815
Chilled water	MWh	12,919	6,661	7,487	5,086	3,530
Heated water	MWh	4,690	5,000	5,000	2,706	2,635
Steam	MWh	136,593	128,038	102,324	125,662	96,960
Internal						
Electricity (in-house generation)	MWh	11,847	14,609	13,214	43,668	65,183
Renewable energy*2	MWh	11,847	14,609	13,214	43,668	65,183
Total renewable energy	MWh	169,073	147,821	148,788	166,893	246,998

*1 Volume of renewable energy in electricity purchased by Nissan.

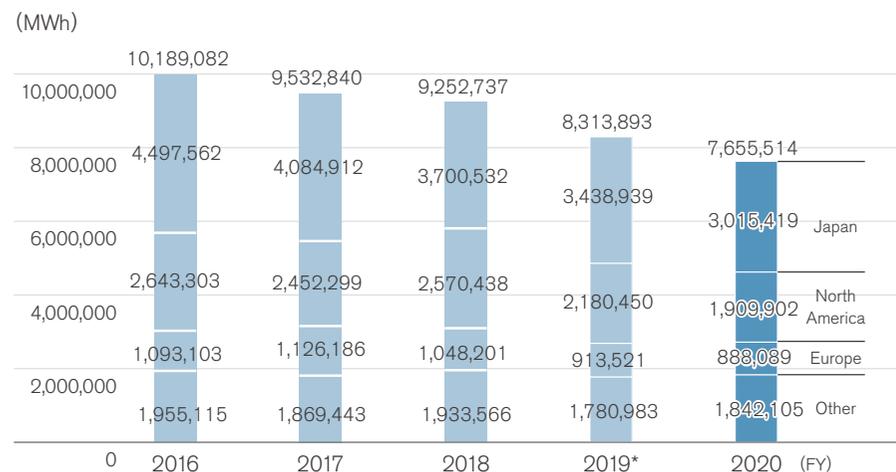
*2 Volume of renewable energy generated by Nissan at its facilities and consumed for its own purposes.

*3 Manufacturing base and office closures due to COVID-19 prevented the finalizing of FY2019 data in Sustainability Report 2020. FY2019 data has been updated for Sustainability Report 2021.

Contents	CEO Message	CSO Message	Carbon Neutrality/ Response to COVID-19	Chair of the Board of Directors Message	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	TCFD Content Index	GRI Content Index	Quick Guide For Investors

GRI102-49

Global Energy Consumption



The total energy consumption of our global corporate activities during fiscal 2020 was 7.656 million MWh, a 8% decrease from fiscal 2019. This reduction was primarily due to the promotion of energy-saving activities at facilities and a decline in total production volume. Production sites globally accounted for 6.513million MWh★ of total energy consumption.

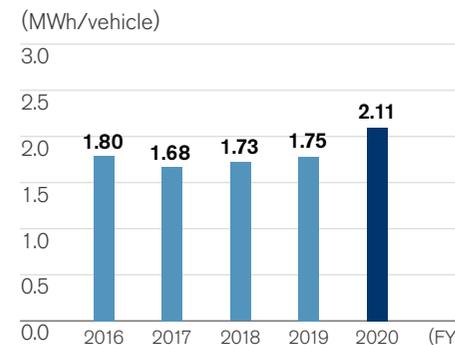
★ This figure is subject to assurance by KPMG AZSA Sustainability Co., Ltd. For details, please see here.

>>> [P102](#)

* Manufacturing base and office closures due to COVID-19 prevented the finalizing of FY2019 data in Sustainability Report 2020. FY 2019 data has been updated for Sustainability Report 2021.

GRI302-1 GRI302-3 GRI302-4

Energy per Vehicle Produced



In fiscal 2020, energy per vehicle produced was 2.11MWh increased by 20.5% compared to fiscal 2019.

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.

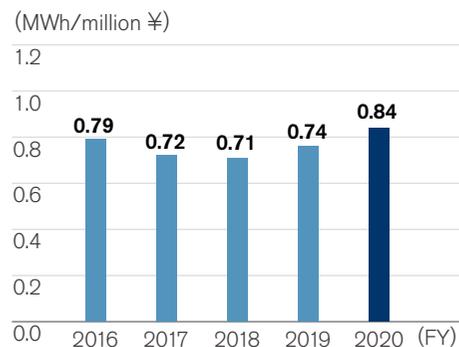
By region	Unit	2020
Japan	MWh/vehicle	5.83
North America	MWh/vehicle	2.00
Europe	MWh/vehicle	2.64
Other	MWh/vehicle	1.01

Contents	CEO Message	CSO Message	Carbon Neutrality/ Response to COVID-19	Chair of the Board of Directors Message	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	TCFD Content Index	GRI Content Index	Quick Guide For Investors

GRI302-1 GRI302-3 GRI302-4

GRI102-49

Energy per Revenue



In fiscal 2020, global Nissan facilities saw energy per revenue result of 0.84MWh, increased by 13% from 2019. We are taking ongoing steps toward decoupling financial capital generation from energy use.

Carbon Footprint

(FY)

	Unit	2016	2017	2018	2019*	2020
Scope 1	t-CO ₂	963,661	912,476	889,444	774,163	737,683
Scope 2	t-CO ₂	2,614,028	2,394,109	2,339,883	2,105,700	1,804,759
Scope 1+2	t-CO ₂	3,577,689	3,306,584	3,229,327	2,879,864	2,542,442
Japan	t-CO ₂	1,579,089	1,333,335	1,208,303	1,147,686	923,892
North America	t-CO ₂	823,340	683,332	738,234	648,754	647,465
Europe	t-CO ₂	176,285	228,998	221,692	163,553	156,441
Other	t-CO ₂	998,976	1,060,920	1,061,098	919,871	814,644
Scope 3	t-CO ₂	150,462,000	213,715,000	203,106,900	173,138,601	135,068,055

In fiscal 2020, the total of Scope 1 and 2 emissions was 2.542 million tons. Total CO₂ emissions from manufacturing processes were 1.951million tons★ (Scope 1 emissions: 0.599million tons★; Scope 2 emissions: 1.353million tons★).

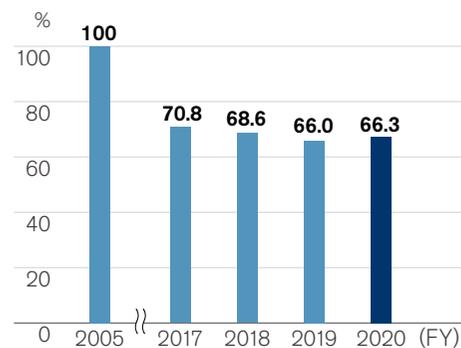
★ This figure is subject to assurance by KPMG AZSA Sustainability Co., Ltd. For details, please see here.

[>>> P102](#)

* Manufacturing base and office closures due to COVID-19 prevented the finalizing of FY2019 data in Sustainability Report 2020. FY2019 data has been updated for Sustainability Report 2021.

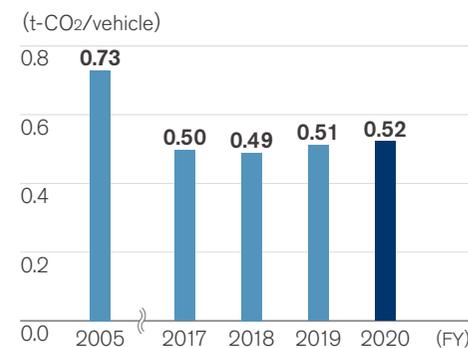
Contents	CEO Message	CSO Message	Carbon Neutrality/ Response to COVID-19	Chair of the Board of Directors Message	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	TCFD Content Index	GRI Content Index	Quick Guide For Investors

Corporate Carbon Footprint per Vehicle Sold



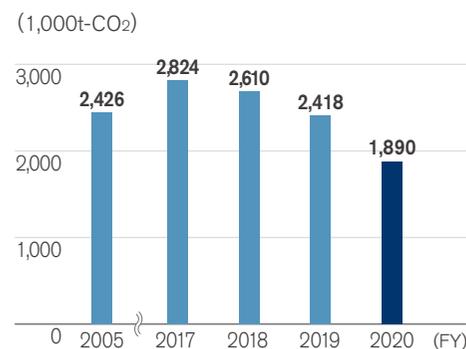
In fiscal 2020, overall corporate emissions were reduced by 33.7% compared to fiscal 2005, representing steady progress toward our fiscal 2022 goal.

Manufacturing CO₂ per Vehicle Produced

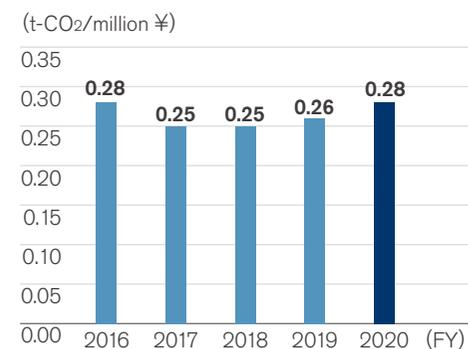


In fiscal 2020, our manufacturing CO₂ emissions per vehicle produced were 0.52 tons, 29.7% less than fiscal 2005.

Carbon Footprint of Manufacturing Activities



Scope 1 and 2 Emissions per Revenue



In fiscal 2020, CO₂ emissions from our global operations were 0.28 ton per ¥1 million of revenue.

Contents	CEO Message	CSO Message	Carbon Neutrality/ Response to COVID-19	Chair of the Board of Directors Message	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	TCFD Content Index	GRI Content Index	Quick Guide For Investors

Logistics Volume

(FY)

	Unit	2016	2017	2018	2019	2020
Total	mil ton-km	39,930	35,635	34,903	28,288	21,168
Inbound*	mil ton-km	10,634	9,699	10,164	8,083	5,518
Outbound*	mil ton-km	29,296	25,935	24,739	20,205	15,651

Sea	%	60.9	57.6	60.9	63.8	60.2
Road	%	24.8	25.9	23.3	23.0	25.0
Rail	%	14.0	16.1	14.9	12.7	14.3
Air	%	0.4	0.4	0.9	0.6	0.5

* "Inbound" includes parts procurement from suppliers and transportation of knockdown parts;

* "Outbound" includes transportation of complete vehicles and service parts.

In fiscal 2020, global shipping decreased by around 25% compared to the previous fiscal year, to 21,168 million ton-km. This was mainly due to a decline in shipments of finished vehicles caused by lower levels of productions as a result of COVID-19.

CO₂ Emissions from Logistics

(FY)

	Unit	2016	2017	2018	2019	2020
Total	t-CO ₂	1,926,477	1,567,248	1,482,982	1,144,338	891,817
Inbound*	t-CO ₂	809,088	739,610	762,314	582,957	392,014
Outbound*	t-CO ₂	1,117,389	827,638	720,667	561,381	499,803

Sea	%	17.8	20.0	19.9	21.1	20.1
Road	%	62.1	64.6	60.3	64.1	65.9
Rail	%	5.6	7.0	6.7	5.9	6.7
Air	%	14.5	8.4	13.1	8.9	7.4

* "Inbound" includes parts procurement from suppliers and transportation of knockdown parts;

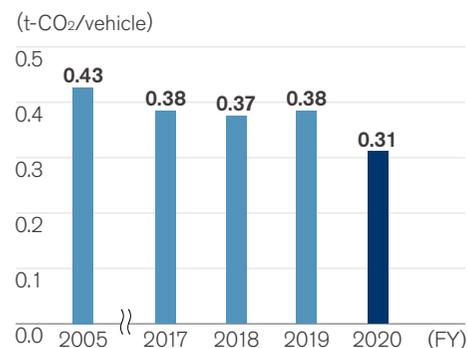
* "Outbound" includes transportation of complete vehicles and service parts.

* Value in 2016 were corrected after recalculation.

In fiscal 2020, CO₂ emissions from logistics were 891,817 tons, down approximately 22% from the previous fiscal year. A substantial contribution to the reduction of overall CO₂ emissions was made by production volume decrease and reduction of air shipping.

Contents	CEO Message	CSO Message	Carbon Neutrality/ Response to COVID-19	Chair of the Board of Directors Message	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	TCFD Content Index	GRI Content Index	Quick Guide For Investors

CO₂ Emissions per Vehicle Transported



In fiscal 2020, CO₂ emissions per vehicle transported were 0.31 tons.

GRI305-3

Scope 3 Emissions by Category

We conducted a study based on the Corporate Value Chain (Scope 3) Accounting and Reporting Standard from the GHG Protocol and found that about 90% of Scope 3 emissions were from the use of sold products.

(FY)

Category	Unit	2020
1.Purchased goods & services	kt-CO ₂	12,726★
2.Capital goods	kt-CO ₂	791
3.Fuel- and energy-related activities	kt-CO ₂	264
4.Upstream transportation & distribution	kt-CO ₂	392
5.Waste generated in operations	kt-CO ₂	126
6.Business travel	kt-CO ₂	27
7.Employee commuting	kt-CO ₂	162
8.Upstream leased assets	kt-CO ₂	0
9.Downstream transportation & distribution	kt-CO ₂	560
10.Processing of sold products	kt-CO ₂	7
11.Use of sold products	kt-CO ₂	119,431★
12.End-of-life treatment of sold products	kt-CO ₂	272
13.Downstream leased assets	kt-CO ₂	309
14.Franchises	kt-CO ₂	0
15.Investments	kt-CO ₂	0
Total	kt-CO ₂	135,067

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

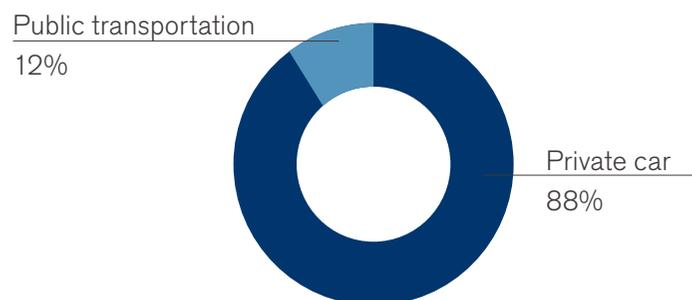
[>>>P102](#)

Contents	CEO Message	CSO Message	Carbon Neutrality/ Response to COVID-19	Chair of the Board of Directors Message	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	TCFD Content Index	GRI Content Index	Quick Guide For Investors

Carbon Credit

Nissan Motor Iberica, S.A. in Barcelona and Cantabria, Spain, entered EUETS, and the verified allowance earned for fiscal 2020 was 26,153 tons.

Employee Commuting CO₂ Emissions



In fiscal 2013, Nissan introduced a companywide CO₂ reduction plan for car commuting employees in Japan. This plan encourages car commuters to shift from internal combustion engine vehicles to electric vehicles. For fiscal 2020, CO₂ emissions from car commuting in Japan were approximately 23.8 kton*, or 2.8ton-CO₂/vehicle annually.

* Calculated by using the parameters below together with vehicle homologation data:

- Average car commuting range (Japan): 9,358 km/vehicle-year
- CO₂ emission factor for gasoline-powered vehicles (National Greenhouse Gas Inventory Report of Japan [2009]): 0.33 kg-CO₂e/km
- CO₂ emission factor for electricity (Tokyo Electric Power Company [FY2019]): 0.000441 t-CO₂/kWh
- Employees of Nissan offices and manufacturing plants in Japan, fiscal 2020

Contents	CEO Message	CSO Message	Carbon Neutrality/ Response to COVID-19	Chair of the Board of Directors Message	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	TCFD Content Index	GRI Content Index	Quick Guide For Investors

GRI305-7 GRI306-4

Air Quality

Emissions

In fiscal 2020, NOx and SOx emissions from Nissan facilities in Japan were 364 tons and 10 tons respectively, both NOx and SOx reduced due to production volume decrease in 2020.

(FY)

	Unit	2016	2017	2018	2019	2020
NOx	ton	430	619	418	380	364
SOx	ton	31	36	34	14	10

Volatile Organic Compounds (VOCs)

In fiscal 2020, VOCs from manufacturing plants were 4,742 tons globally, a reduction from fiscal 2019. We actively continue to promote activities to reduce VOCs, such as switching to materials including water-based paints.

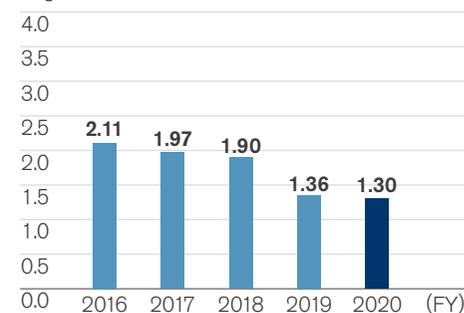
(FY)

	Unit	2016	2017	2018	2019	2020
Total	ton	11,933	10,564	8,433	6,465	4,742
Japan	ton	3,580	3,232	2,188	2,016	1,420
North America	ton	4,851	4,284	3,847	3,135	2,294
Europe	ton	3,502	3,048	2,397	1,315	1,028

* Value in 2017 and in 2018 were corrected after recalculation.

VOCs per Vehicle Produced

(Kg/vehicle)



In fiscal 2020, VOCs per vehicle produced were 1.3kg

(FY)

By region	Unit	2020
Japan	kg/vehicle	2.74
North America	kg/vehicle	2.40
Europe	kg/vehicle	3.05

Contents	CEO Message	CSO Message	Carbon Neutrality/ Response to COVID-19	Chair of the Board of Directors Message	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	TCFD Content Index	GRI Content Index	Quick Guide For Investors

GRI102-49

Released Substances Designated by PRTR Law* (Japan)

In fiscal 2019, released substances designated by the PRTR (Pollutant Release and Transfer Register) Law in Japan were 3,313 tons, decrease from fiscal 2018.

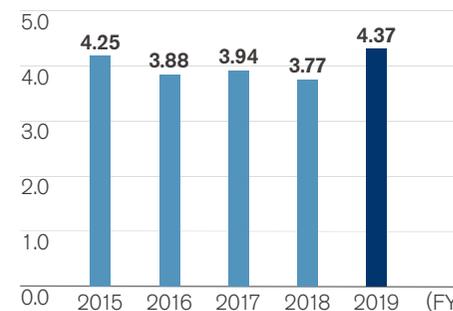
	Unit	2015	2016	2017	2018	2019
Japan site total* ¹	ton	3,610	3,943	3,883	3,398	3,313
Oppama	ton	488	872	796	715	1,022
Tochigi	ton	1,435	1,179	920	655	467
Kyushu	ton	1,173	1,406	1,697	1,573	1,391
Yokohama	ton	12	17	20	25	21
Iwaki	ton	132	144	62	54	62
NTC	ton	370	325	388	378	351

* 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.

*¹ Past figures have been changed since the compilation method used for other plants has been made consistent with that of the Yokohama Plant.

PRTR Emissions per Vehicle Produced (Japan)

(kg/vehicle)



In fiscal 2019, PRTR emissions per vehicle produced in Japan were 4.37 kg, a decrease from fiscal 2018.

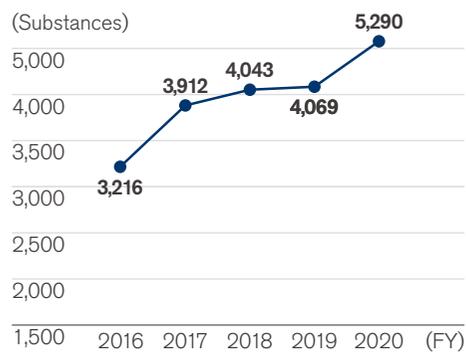
* Past figures have been changed since the compilation method used for other plants has been made consistent with that of the Yokohama Plant.

Contents	CEO Message	CSO Message	Carbon Neutrality/ Response to COVID-19	Chair of the Board of Directors Message	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	TCFD Content Index	GRI Content Index	Quick Guide For Investors

GRI301-2 GRI301-3

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 2020 rose to 5,290. These steps are thought to be necessary for future efforts in the repair, reuse, remanufacture and recycle loop for resources.

For more information on chemical substances governance, [>>> P093](#)

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 2020 was 5%, based on the rate achieved by our best-selling model in Europe.

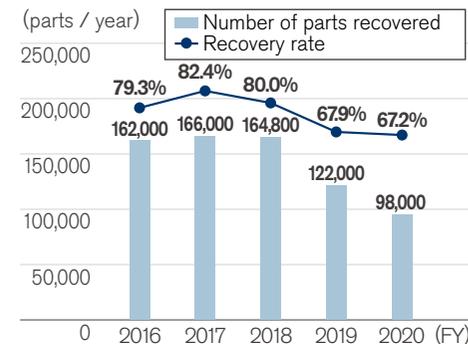
Automotive Shredder Residue to Landfill Ratio

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 2020 as same as 2019's result. This was achieved by enhancing recycling capability through the acquisition of additional facilities that comply with the law.

Material Ratio

In 2020, ferrous metals accounted for 61% of the materials used in our automobiles by weight. Nonferrous metals made up another 13% and resins 15%, with miscellaneous materials making up the final 12%. 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



Contents	CEO Message	CSO Message	Carbon Neutrality/ Response to COVID-19	Chair of the Board of Directors Message	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	TCFD Content Index	GRI Content Index	Quick Guide For Investors

GRI306-2

GRI102-49

Resource Dependency (Facility Waste)

Waste

Waste generated globally in fiscal 2020 amounted to 153,160 tons, a slight decrease from 199,470 tons in fiscal 2019. Waste generated globally from production sites in fiscal 2020 was 145,529 tons★.

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

[>>> P102](#)

	Unit	2016	2017	2018	2019	2020
Total	ton	158,939	152,674	206,645	199,470	153,160

By region

	Unit	2016	2017	2018	2019	2020
Japan	ton	61,115	61,327	69,829	63,294	48,921
North America	ton	45,459	35,177	64,514	58,970	48,043
Europe	ton	41,110	45,268	49,662	50,205	31,868
Other	ton	11,255	10,903	22,639	27,001	24,328

By treatment method

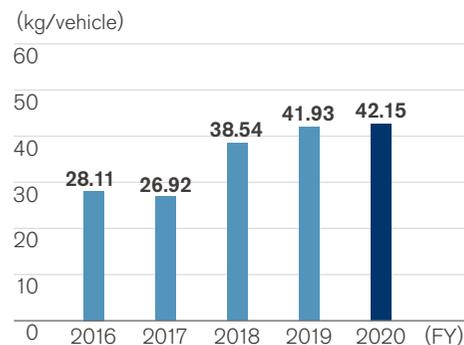
	Unit	2016	2017	2018	2019	2020
Waste for disposal	ton	8,707	8,041	7,231	6,365	6,539
Recycled	ton	150,231	144,633	199,414	193,105	146,621

* Manufacturing base and office closures due to COVID-19 prevented the finalizing of FY2019 data in Sustainability Report 2020. FY2019 data has been updated for Sustainability Report 2021.

Contents	CEO Message	CSO Message	Carbon Neutrality/ Response to COVID-19	Chair of the Board of Directors Message	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	TCFD Content Index	GRI Content Index	Quick Guide For Investors

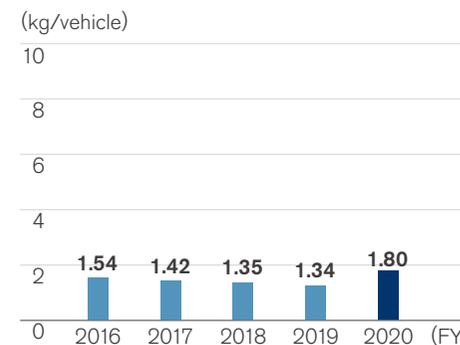
GRI102-49

Waste per Vehicle Produced



In fiscal 2020, waste per vehicle produced slightly increased to 42.15 kg

Waste for Disposal per Vehicle Produced



In fiscal 2020, the volume of waste for disposal was increased to 1.80 kg per vehicle produced.

(FY)

By region	Unit	2020
Japan	kg/vehicle	94.62
North America	kg/vehicle	50.41
Europe	kg/vehicle	94.85
Other	kg/vehicle	13.31

* Manufacturing base and office closures due to COVID-19 prevented the finalizing of FY2019 data in Sustainability Report 2020. FY2019 data has been updated for Sustainability Report 2021.

Contents	CEO Message	CSO Message	Carbon Neutrality/ Response to COVID-19	Chair of the Board of Directors Message	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	TCFD Content Index	GRI Content Index	Quick Guide For Investors

GRI102-49 GRI303-1 GRI303-3 GRI303-4

Water Resource Management

Water Input for Corporate Activities

In fiscal 2020, water input for corporate activities was 21,159 thousand m³, a 11% decrease compared with the fiscal 2019 level. Water input from production sites was 20,542,337m³★.

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

[>>> P102](#)

	Unit	2016	2017	2018	2019	2020
Total	1,000m ³	29,118	26,197	26,420	23,656	21,159
Japan	1,000m ³	15,563	13,115	13,022	11,918	10,797
North America	1,000m ³	5,483	4,905	4,930	4,768	3,888
Europe	1,000m ³	2,299	2,155	2,093	1,792	1,373
Other	1,000m ³	5,774	6,023	6,376	5,178	5,101

Cleaner Effluent Through Wastewater Treatment

Nissan thoroughly processes and is promoting activities to reduce wastewater at its various plants.

	Unit	2016	2017	2018	2019	2020
Total	1,000m ³	20,516	17,410	17,345	15,391	13,624
Japan	1,000m ³	12,681	10,376	10,472	9,496	8,474
North America	1,000m ³	4,028	3,382	3,190	2,746	2,351
Europe	1,000m ³	1,767	1,564	1,539	1,389	1,094
Other	1,000m ³	2,040	2,088	2,143	1,760	1,705

Quality

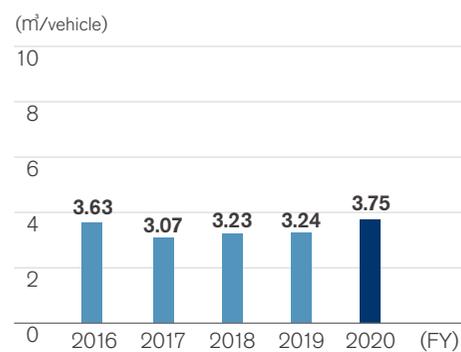
Chemical oxygen demand (COD) Japan only	kg	29,730	26,451	21,149	18,795	14,865
-----------------------------------------	----	--------	--------	--------	--------	--------

* Manufacturing base and office closures due to COVID-19 prevented the finalizing of FY2019 data in Sustainability Report 2020. FY2019 data has been updated for Sustainability Report 2021.

Contents	CEO Message	CSO Message	Carbon Neutrality/ Response to COVID-19	Chair of the Board of Directors Message	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	TCFD Content Index	GRI Content Index	Quick Guide For Investors

GRI102-49 GRI303-4 GRI306-1

Water Discharge from Corporate Activities (Per Vehicle Produced)



In fiscal 2020, water discharge per vehicle produced was 3.75m³, which was a 16% increase compared to fiscal 2019.

(FY)

By region	Unit	2019	2020
Japan	m ³ /vehicle	12.53	16.39
North America	m ³ /vehicle	2.05	2.47
Europe	m ³ /vehicle	2.73	3.26
Other	m ³ /vehicle	0.82	0.93

* Manufacturing base and office closures due to COVID-19 prevented the finalizing of FY2019 data in Sustainability Report 2020. FY2019 data has been updated for Sustainability Report 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.

Contents	CEO Message	CSO Message	Carbon Neutrality/ Response to COVID-19	Chair of the Board of Directors Message	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	TCFD Content Index	GRI Content Index	Quick Guide For Investors

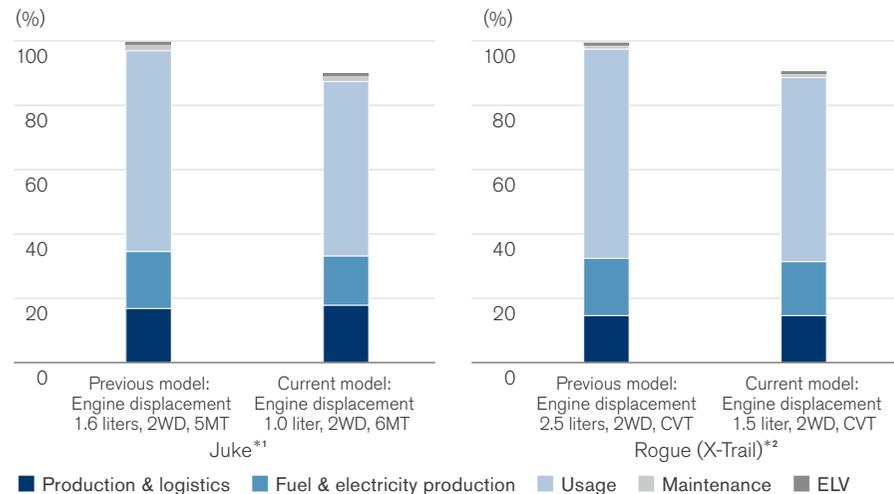
Strengthening Our Business Foundations to Address Environmental Issues

Global Top Selling Model's Lifecycle Improvements

We are advancing LCA method applications and expanding the scope of our understanding of the environmental impact of our products in quantitative terms to our best-selling models worldwide. On a per-vehicle basis, coverage includes approximately 80% of vehicles globally and about 90% in Europe.

With the Altima and Rogue, for example, improvements in internal combustion engine efficiency and vehicle weight reduction have led to both enhanced safety features and lower CO₂ emissions.

Lifecycle CO₂ Equivalent Emissions (CO₂, CH₄, N₂O, etc.)



*1 Production in EU, 150,000 km driven in EU (basis for comparison).

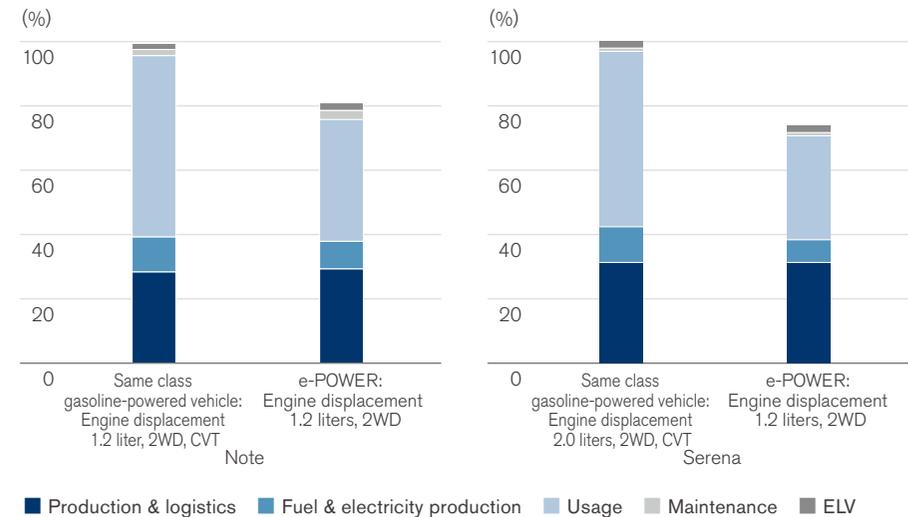
*2 Production in United States, 120,000 miles driven in United States (basis for comparison).

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 18% and 27% reductions in CO₂ emissions.

Lifecycle CO₂ Equivalent Emissions (CO₂, CH₄, N₂O, etc.)



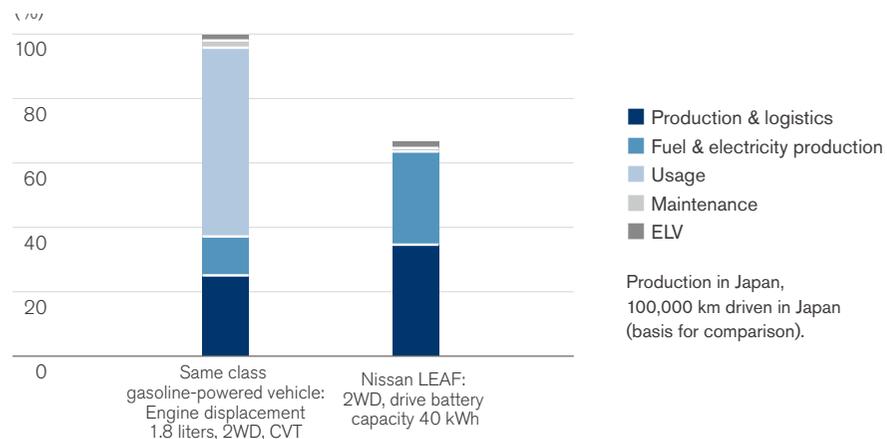
Production in Japan, 100,000 km driven in Japan (basis for comparison).

Contents	CEO Message	CSO Message	Carbon Neutrality/ Response to COVID-19	Chair of the Board of Directors Message	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	TCFD Content Index	GRI Content Index	Quick Guide For Investors

LCA Comparison for the New Nissan LEAF

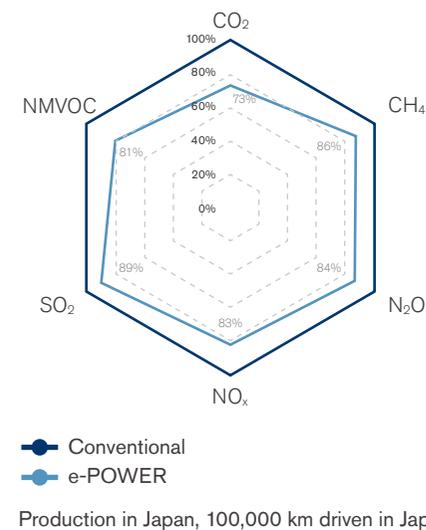
Compared to conventional vehicles of the same class in Japan, the Nissan LEAF results in approximately 32% lower CO₂ emissions during its lifecycle. We are making efforts to reduce CO₂ emissions during EV production by improving the yield ratio of materials, using more efficient manufacturing processes and increasing the use of recycled materials.

Lifecycle CO₂ Equivalent Emissions (CO₂, CH₄, N₂O, etc.)



Lifecycle Improvements Beyond Climate Change

Emissions Improvement in the New Serena e-POWER over Its Lifecycle



Nissan is expanding the scope of LCAs to include not just greenhouse gases but also a variety of chemicals amid growing societal concerns over air quality and ocean acidification and eutrophication. Our compared to conventional gasoline engine significantly more environmentally friendly, achieving 11% and 27% emission reductions for all targeted chemical substances and achieving environmental benefits throughout its lifecycle.

Contents	CEO Message	CSO Message	Carbon Neutrality/ Response to COVID-19	Chair of the Board of Directors Message	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	TCFD Content Index	GRI Content Index	Quick Guide For Investors

GRI102-49	GRI301-1	GRI302-1	GRI303-1	GRI305-1
	GRI305-2	GRI305-7	GRI306-1	GRI306-2

Material Balance

Input

(FY)

	Unit	2019	2020
Raw materials	ton	5,818,699	4,665,300
Energy	MWh	8,313,893*	7,655,514
Renewable energy	MWh	166,893*	246,998
Water withdrawal	1,000m ³	23,656*	21,159

* Manufacturing base and office closures due to COVID-19 prevented the finalizing of FY2019 data in Sustainability Report 2020. FY 2019 data has been updated for Sustainability Report 2021.

Output

(FY)

	Unit	2019	2020
Vehicles produced			
Global production volume	k unit	4,757	3,634
CO ₂ emissions	t-CO ₂	2,879,864*	2,542,442
Water discharge	1,000m ³	15,391*	13,624
Emissions			
NO _x	ton	380	364
SO _x	ton	14	10
VOC	ton	6,465	4,742
Waste			
For recycling	ton	193,105*	146,621
For final disposal	ton	6,365*	6,539

* Manufacturing base and office closures due to COVID-19 prevented the finalizing of FY2019 data in Sustainability Report 2020. FY2019 data has been updated for Sustainability Report 2021.

Contents	CEO Message	CSO Message	Carbon Neutrality/ Response to COVID-19	Chair of the Board of Directors Message	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	TCFD Content Index	GRI Content Index	Quick Guide For Investors

Environmental Conservation Cost

(FY)

	Unit	2019		2020	
		Investment	Cost	Investment	Cost
Total	mil ¥	2,538	183,578	1,822	151,675
Business area	mil ¥	15	1,790	15	1,601
Upstream/ downstream	mil ¥	0	639	0	517
Management	mil ¥	0	8,973	0	12,131
R&D	mil ¥	2,523	172,011	1,807	137,296
Social activities	mil ¥	0	146	0	92
Damage repairs	mil ¥	0	19	0	39

(FY)

	Unit	2019	2020
Total	mil ¥	6,207	5,466
Cost reduction	mil ¥	540	408
Profit	mil ¥	5,667	5,058

* All environmental costs are based on the guidelines provided by Japan's Ministry of the Environment, and calculated for activities in Japan only.

Contents	CEO Message	CSO Message	Carbon Neutrality/ Response to COVID-19	Chair of the Board of Directors Message	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	TCFD Content Index	GRI Content Index	Quick Guide For Investors

Social Data

GRI102-7	GRI102-8	GRI102-22	GRI102-41	GRI102-49	GRI401-1	GRI402-1	GRI405-1
							GRI405-2

Employee Data

(FY)

		2018	2019	2020
Nissan Motor Co., Ltd.				
Number of employees		22,791	22,717	22,827
	Male	20,269	20,100	20,199
	Female	2,522	2,617	2,628
Average age (years)		41.8	41.4	41.6
	Male	42.0	41.8	42.0
	Female	38.2	38.3	38.5
Average length of service (years)		18.4	17.7	16.9
	Male	18.9	18.1	17.4
	Female	14.3	13.9	13.4
Employee turnover rate (%) ^{*1}		6.2	6.6	4.6
	Voluntary leave	2.0	3.1	2.4
Average annual salary (yen) ^{*2}		8,154,953	8,102,672	7,965,467
Disabled employment ratio (%)		2.30	2.22	2.33
Number of employees taking parental leave		378	379	413
	Male	38	44	96
	Female	340	335	317
Male employee parental leave acquisition rate (%) ^{*3}		6	7	24
Ratio of returnees from parental leave (%)		97.3	95.6	98.3
	Male	100	97.2	100
	Female	96.7	95.2	96.6
Number of employees taking nursing care leave		6	7	17
	Male	4	3	13
	Female	2	4	4
Days of paid holiday taken		19.0	19.5	17.5

Taken paid holiday ratio (%)		97	99	89
Average overtime hours/month		23.9	24.16	18.75
Number of unionized employees ^{*4}		25,789	26,316	26,503
Number of female managers		320	325	334
* Manufacturing base and office closures due to COVID-19 prevented the finalizing of FY2019 data in Sustainability Report 2020. FY 2019 data has been updated for Sustainability Report 2021.	Ratio (%)	10.4	10.1	10.4
- Female general and higher-level managers		79	80	92
	Ratio (%)	7.6	7.4	8.6
Number of female corporate officers		2	2	2
	Ratio (%)	4.1	4.1	3.9
Number of female board members		1	2	2
	Ratio (%)	12.5	16.7	16.7
- Female board members (internal)		0	0	0
	Ratio (%)	-	-	-
- Female board members (external)		1	2	2
	Ratio (%)	33.3	28.6	28.6
Number of female auditors		0	1	1
	Ratio (%)	-	20	20
Number of new hires		1,758	1,479	828
	Male	1,479	1,296	715
	Female	279	183	113

*1 Employee turnover rate includes retirement.

*2 Average annual salary for employees includes bonuses and overtime pay.

*3 Ratio of male employees taking parental leave:

(Numerator) Number of male employees who take parental leave at least 1 day in the year.

(Denominator) Number of male employees whose spouses give birth in the year.

*4 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.

Contents	CEO Message	CSO Message	Carbon Neutrality/ Response to COVID-19	Chair of the Board of Directors Message	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	TCFD Content Index	GRI Content Index	Quick Guide For Investors

GRI102-7

GRI405-1

Consolidated Basis

(FY)

	2018	2019	2020
Consolidated			
Consolidated number of employees*	138,893 (19,240)	136,134 (22,761)	131,461 (16,092)
Japan	58,966	58,134	58,577
North America	36,594	36,148	35,120
Europe	16,119	14,824	13,891
Asia	20,872	21,023	18,745
Other countries	6,342	6,005	5,128

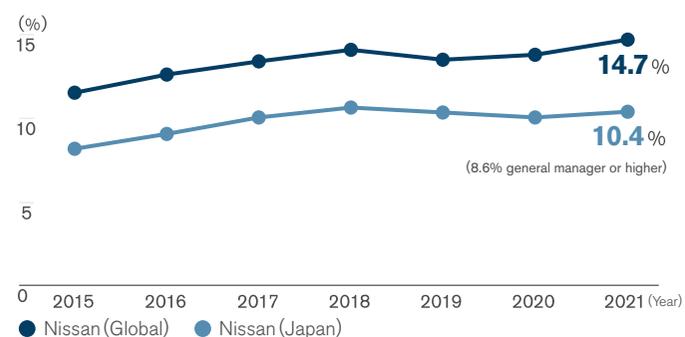
* Numbers in brackets represent part-time employees not included in the consolidated number of employees.

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 26,503 including those of Nissan Motor Kyushu as of March 31, 2021. 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.

Diversity and Inclusion

Ratio of Women in Management Positions



Contents	CEO Message	CSO Message	Carbon Neutrality/ Response to COVID-19	Chair of the Board of Directors Message	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	TCFD Content Index	GRI Content Index	Quick Guide For Investors

Nissan's Awards for Diversity *

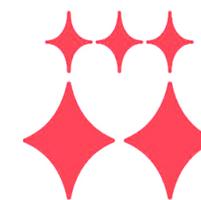
Year	Award	Sponsor
2020	PRIDE Index: Gold Award (4th consecutive year)	work with Pride
2020	Great Place to Work® (2nd consecutive year)*1	Great Place to Work® Institute (Canada)
2020	Best LGBT Places to Work 2021*2	Human Rights Campaign (Mexico)
2017	Perfect Score (100) in Corporate Equality Index (5th consecutive year)*3	Human Rights Campaign (U.S.)
2017	Level-three Eruboshi accreditation	Kanagawa Labor Bureau, Ministry of Health, Labour and Welfare (MHLW)
2017	Nadeshiko Brand (5th 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
2014	DiversityInc Top 25 Noteworthy Companies for Diversity & Inclusion*2	DiversityInc (U.S.)
2013	Diversity Management Selection 100	METI
2013	Grand Prize, J-Win Diversity Awards	J-Win
2008	Catalyst Award	Catalyst Inc. (U.S.)

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

*1 Awarded to NCI.

*2 Awarded to NR Finance Mexico.

*3, *4 Awarded to NNA.

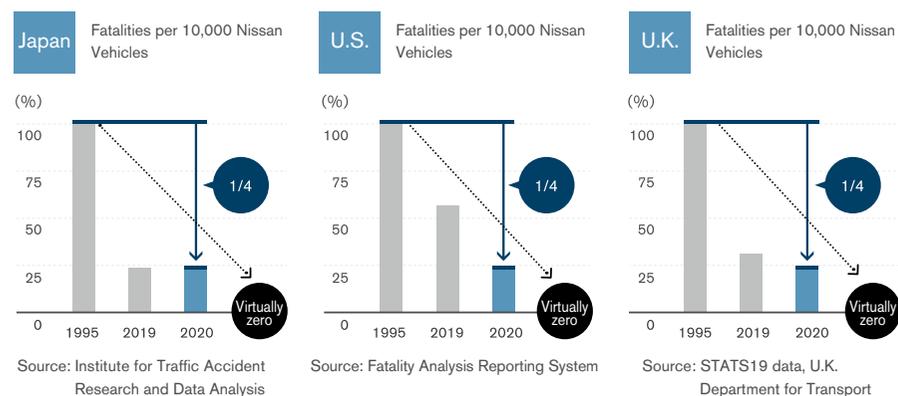


女性が輝く
先進企業表彰

Contents	CEO Message	CSO Message	Carbon Neutrality/ Response to COVID-19	Chair of the Board of Directors Message	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	TCFD Content Index	GRI Content Index	Quick Guide For Investors

Traffic Safety

Fatalities per 10,000 Nissan Vehicles



Key Achievements for Nissan Safety Technology

In January 2015, we expanded Intelligent Emergency Braking to more models. By the end of fiscal 2015, the technology was available on nearly all vehicle categories sold in Japan, including electric vehicles and commercial vehicles, and standard on all major models. In North America, it is now available on nearly all models and standard on several models including the Pathfinder, Altima and Rogue. In Europe, it is available on the Juke, X-Trail, Qashqai, Micra and other key models.

Our vehicles have earned high safety ratings on many public and governmental tests held in various regions. In particular in Japan, from fiscal 2020 JNCAP*1 has introduced a comprehensive assessment in its "Car Safety Performance 2020" evaluations encompassing the three criteria of collision performance ratings, preventative safety performance ratings, and

automatic accident emergency call devices. To receive the highest score of five stars, high scores must be achieved in each criteria (automatic accident emergency call devices is, fitment requirement). In the overall ratings, the Nissan DAYZ was the only "kei" minicar to receive five stars, a testament to its overall high safety. Furthermore, a certification system for advanced safety technology was launched by the Ministry of Land, Infrastructure, Transport and Tourism in fiscal 2018. In fiscal 2020, the scope of cars and devices subject to this system was expanded and 9 models and 25 types equipped with intelligent emergency braking and pedal misapplication prevention devices (Nissan DAYZ, Nissan ROOX, Note, Serena, Nissan LEAF, March, Clipper series) were approved.

Major External Safety Ratings (Based on 2020 Assessments)

Regions	External Assessments	Models	Rating
Japan	JNCAP*1 Car Safety Performance 2020	Nissan DAYZ	5★
		Nissan Kicks	4★
U.S.	NCAP*2	Nissan LEAF, Nissan LEAF Plus, Murano, Altima, Maxima, Sentra, Versa, Rogue Sport	5★ Overall Rating (2021 model year)
		INFINITI QX80, Frontier (Crew Cab), TITAN (Crew Cab), Rogue, Nissan Kicks	4★ Overall Rating (2021 model year)
	IIHS*3	Maxima, Altima, Rogue, Murano	2021 Top Safety Pick+
		Sentra	2021 Top Safety Pick
China	C-NCAP	Altima (Chinese name Teana)	5★

*1 JNCAP: The 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).

*2 NCAP: The U.S. National Highway Traffic Safety Administration's New Car Assessment Program.

*3 IIHS: The U.S. Insurance Institute for Highway Safety.

Contents	CEO Message	CSO Message	Carbon Neutrality/ Response to COVID-19	Chair of the Board of Directors Message	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	TCFD Content Index	GRI Content Index	Quick Guide For Investors

GRI404-1

Product Safety and Quality

Recalls

Recalls in FY 2020*1

Country/Region	Number of Recalls	Recalled Vehicles (1,000 units)
Japan	14	277
North America	21	3,270
Europe	11	352
Other	21	93
Global	49*2	3,993

*1 Since they are source from internal data, these figures may differ from data published by government authorities.

*2 The total number of recalls is calculated by counting each recall measure as one case; therefore, the aggregate number of recalls by country/region does not sum to the global total.

Human Resource Development

Training Program Achievements at Nissan Motor Co., Ltd. (FY)

Performance Indicators for Training Programs	2018	2019	2020
Number of learners	241,674	263,240	330,784
Total hours of training	482,103	590,696	549,490
Hours per learner	21.5	26.0	24.3
Learner satisfaction (out of 5)	over 4.2	over 4.2	Over 4.2
Investment per employee (¥)	86,000	90,000	83,000

GRI201-1 GRI203-2

Contributing to Local Communities

Social Contribution Achievements in FY2020

Global social contributions (FY2020): ¥1.99 billion

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

Contents	CEO Message	CSO Message	Carbon Neutrality/ Response to COVID-19	Chair of the Board of Directors Message	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	TCFD Content Index	GRI Content Index	Quick Guide For Investors

Breakdown of FY2020 Global Social Contributions

	Philanthropic activities	Monetary donations	In-kind donations (cash equivalent)	Sponsorships, etc.	Total
Amount (¥ million)	821	726	213	232	1,992
% of total	41.2	36.5	10.7	11.6	100

	Disaster	Contribution in FY2020
	Donations for disaster relief	<p>Torrential rains in July 2020 (Japan)</p> <ul style="list-style-type: none"> ▪ ¥5 million donation from Nissan Motor Co., Ltd. to Japan Platform ▪ ¥3 million donation from Nissan Motor Kyushu to Japan Platform <p>· Donation from Nissan Motor Kyushu to Council for Kurume-shi Social Welfare of the equivalent of 4,000 masks, 240 bottles of oral rehydration solution, and 20kg of salt candies</p> <p>Typhoon relief for the Bicol and Cagayan states (Philippines)</p> <ul style="list-style-type: none"> ▪ Nissan Philippines (NPI) donated relief goods worth PHP500,000 for 800 families delivered by the Armed Forces

Contents	CEO Message	CSO Message	Carbon Neutrality/ Response to COVID-19	Chair of the Board of Directors Message	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	TCFD Content Index	GRI Content Index	Quick Guide For Investors

GRI102-22 | GRI405-1

Governance Data

Overview of Corporate Governance (as of March 31, 2021)

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

*Click here for more information on Corporate Governance.

<https://www.nissan-global.com/EN/IR/LIBRARY/GOVERNANCE/>

Status of Attendance at Meetings of the Board of Directors and Committees in FY 2020 (April 2020 through March 2021)

Board of Directors		Number of times Board of Directors meetings were convened	13
		Average attendance ratio per meeting	100%
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	14
		Average attendance ratio per meeting	100%
	Audit Committee	Number of times Audit Committee meetings were convened	13
		Average attendance ratio per meeting	100%

Skill Matrix of Directors

GRI102-27

Composition of Directors

The role of Nissan's Board of Directors is to decide the fundamental policies for corporate management from a wide range of perspectives and supervise business execution by executive officers and others.

The Directors that comprise the Board of Directors are diverse in terms of nationality and gender. In addition, each individual offers differing expertise and aims as a whole to achieve active discussion and swift decision-making. Additionally, the majority of Board members are independent outside directors, as is the Chairman of the Board, creating an environment driven by outside directors. Since February 2020, the Board of Directors has consisted of 12 directors, seven of whom are outside directors.

Contents	CEO Message	CSO Message	Carbon Neutrality/ Response to COVID-19	Chair of the Board of Directors Message	Sustainability at Nissan	Nissan's Contribution to the SDGs	The Alliance
Environmental	Social	Governance	ESG Data	Editorial Policy	TCFD Content Index	GRI Content Index	Quick Guide For Investors

		Global Management	Automobile Industry	Government	Legal / Risk Management	Governance	Finance / Accounting	CSR	Product / Technology	Sales / Marketing
1	Yasushi Kimura	○				○	○		○	○
2	Jean-Dominique Senard	○	○			○	○	○		
3	Masakazu Toyoda	○		○	○	○		○		
4	Keiko Ihara	○	○			○			○	○
5	Motoo Nagai	○			○	○	○	○		
6	Bernard Delmas	○	○			○			○	○
7	Andrew House	○				○	○		○	○
8	Jenifer Rogers	○			○	○	○	○		
9	Pierre Fleuriot	○		○	○	○	○			
10	Makoto Uchida	○	○		○		○		○	
11	Ashwani Gupta	○	○				○		○	○
12	Hideyuki Sakamoto	○	○		○	○			○	

*Click here for more information on Corporate Governance.

<https://www.nissan-global.com/EN/IR/LIBRARY/GOVERNANCE/>