

# Data

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## ESG data

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# 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, 2024)	133,580
Global network (as of March 31, 2024)	R&D: 15 markets (Japan, U.S., Mexico, U.K., Spain, Belgium, Germany, 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: 29 sites in 13 markets (excludes plants providing OEM vehicles to Nissan [Renault, Mitsubishi Motors, Isuzu, Suzuki, etc.]

## Financial data \*1

(¥ billion)

	FY2021	FY2022	FY2023
Net sales	8,424.6	10,596.7	12,685.7
Operating income (loss)	247.3	377.1	568.7
Ordinary income	306.1	515.4	702.2
Profit (loss) before tax	384.2	402.4	599.2
Net income (loss) attributable to owners of the parent	215.5	221.9	426.6
Capital expenditure	345.0	350.8	486.1
Depreciation	289.4	316.8	351.4
Research and development costs	484.1	522.2	609.9

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

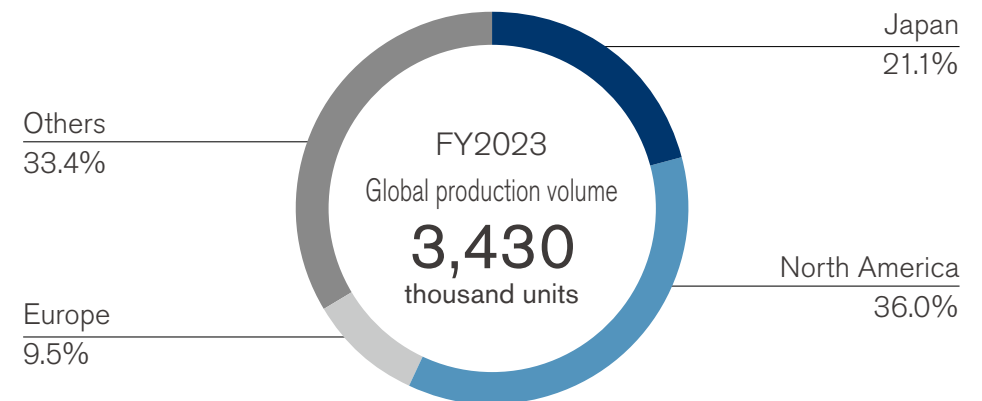
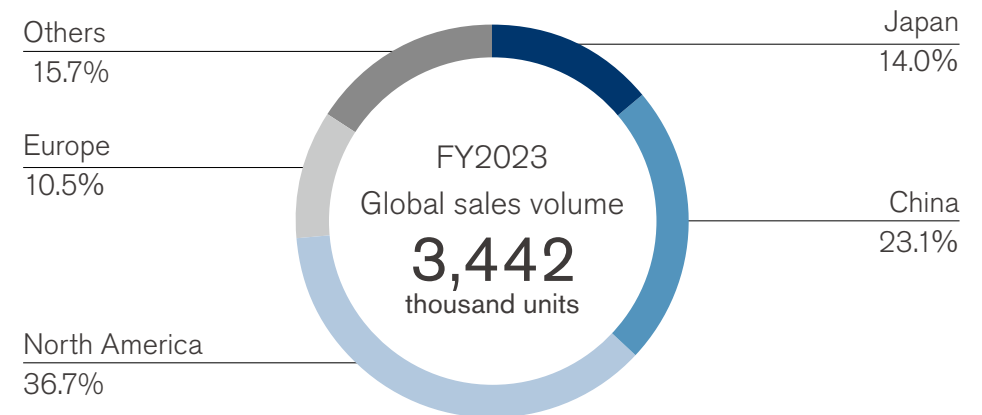
## Global sales volume and production volume

(Thousand units)

	FY2021	FY2022	FY2023
Global sales volume	3,876	3,305	3,442
Japan	428	454	484
China	1,381	1,045	794
North America	1,183	1,023	1,262
Europe	340	308	361
Others	544	475	541

(Thousand units)

	FY2021	FY2022	FY2023
Global production volume	3,404	3,381	3,430
Japan	446	597	725
North America	930	992	1,235
Europe	276	288	325
Others	1,751	1,504	1,146



# Environmental data

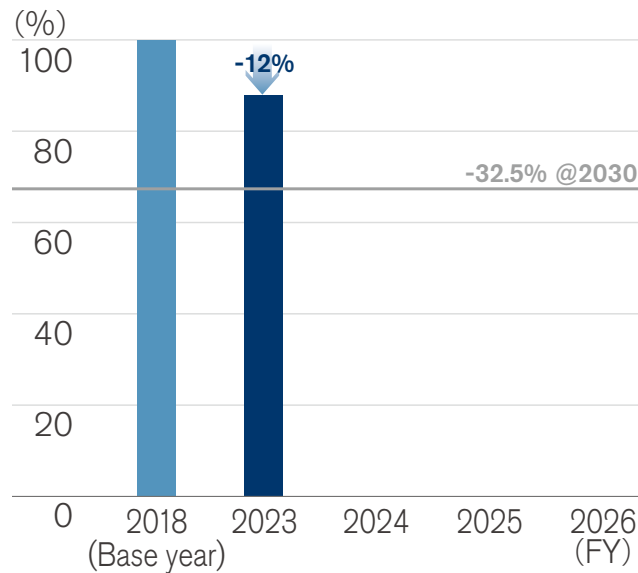
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## Climate change (Products)

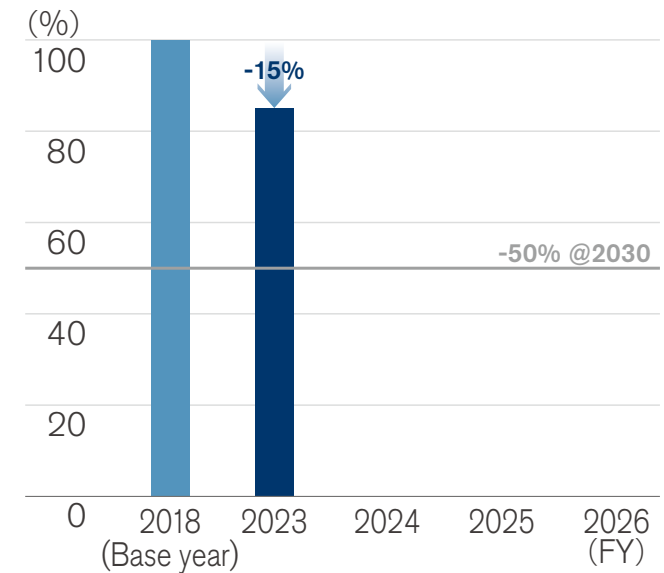
### CO<sub>2</sub> emissions from new vehicles

Global: -12%; Four regions (Japan, the U.S.A., Europe, China): -15%  
 CO<sub>2</sub> emissions were reduced by promoting electrification, especially in the four regions.\*1

Global

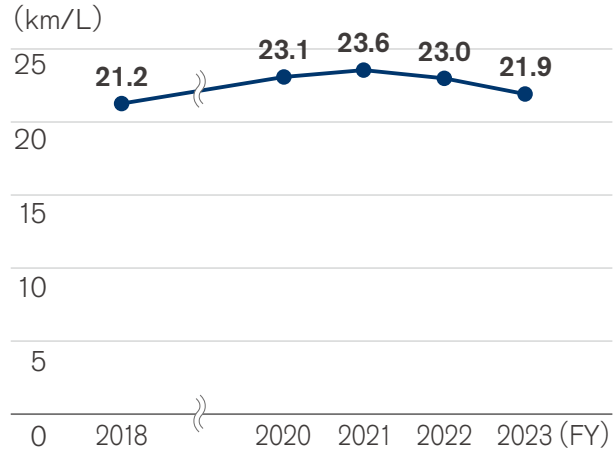


Four regions (Japan, the U.S.A., Europe, China)



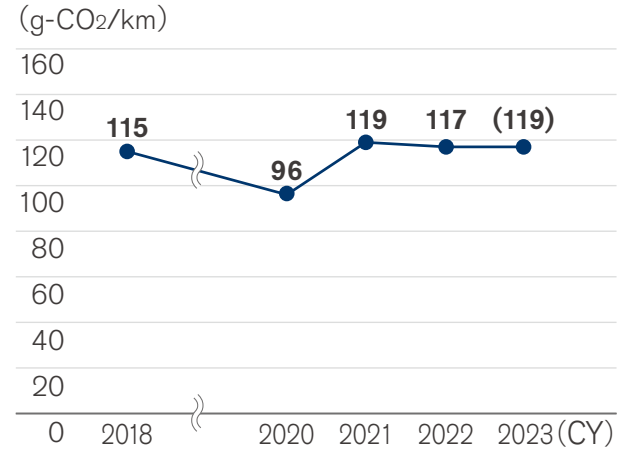
\*1 CO<sub>2</sub> emissions are calculated on a Well to Wheel basis, and the reduction rate is calculated according to Nissan's internal standards.

### Corporate average fuel economy (CAFE) in Japan



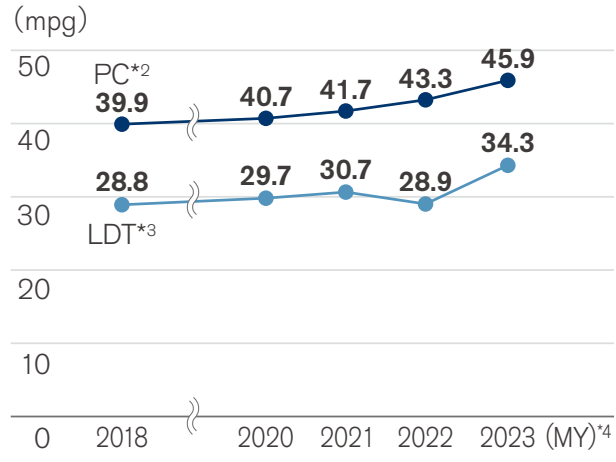
In fiscal 2023, the corporate average fuel economy\*<sup>1</sup> in Japan was 21.9km/L. Strong e-POWER sales led to an increase in sales volume and the sales mix of EVs, however, fuel economy declined due to a decrease in the ratio of “kei” cars.

### CO<sub>2</sub> emission index from Nissan vehicles in Europe



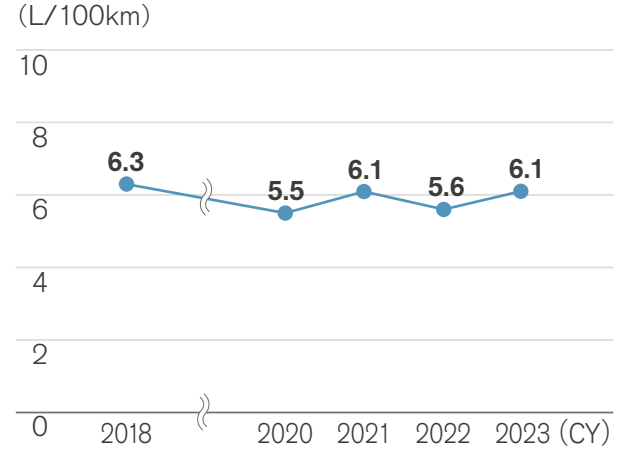
In 2022, e-POWER models were launched and CO<sub>2</sub> emission was 117g-CO<sub>2</sub>/km. In 2023, the sales mix of compact models decreased, but CO<sub>2</sub> emissions are expected to keep even with the previous year due to an increase in the sales mix of e-POWER vehicles and hybrid vehicles. We note that the increase in average vehicle CO<sub>2</sub> emissions after 2021 reflects a change in assessment modes from NEDC to WLTP. \*<sup>5</sup>

### Corporate average fuel economy (CAFE) in the United States



In fiscal 2023, the corporate average fuel economy (CAFE) of Nissan’s passenger cars in the U.S.A. was 45.9 mpg and 34.3 mpg in the light-duty truck segment. CAFE improved in both segments due to an increase in the sales mix of compact models.

### Corporate average fuel consumption in China



In 2023, the average fuel consumption of domestic production models in China was 6.1L/100km. Although the sales mix of EVs increased, fuel consumption increased due to higher sales mix of conventional models.

\*1 Provisional values calculated in-house; some models include WLTC mode fuel consumption values.  
 \*2 Passenger Car  
 \*3 Light Duty Truck  
 \*4 MY: Model Year  
 \*5 Official figures for 2023 have not been published yet, so it is shown by provisional values.

## Revenue, global sales volume and production volume data

(¥ billion)

	FY2022	FY2023
Revenue*1	11,811	13,580

(thousand units)

	FY2022	FY2023
Global Sales Volume*2	3,305	3,442
Japan	454	484
North America	1,023	1,262
Europe	308	361
Asia	1,201	961
Other	318	374

(thousand units)

	FY2022	FY2023
Global Production Volume*2	3,381	3,430
Japan	597	725
North America*3	992	1,235
Europe*4	288	325
Asia*5	1,378	1,020
Other*6	125	126

In Japan and Europe, where customers' interest in electrified vehicles is relatively high, e-POWER models and hybrid vehicles\*7 now account for over 70% of total shipments. Nissan sees this as indicative of a situation where more sustainable product lines are becoming the core of its business in pursuit of environmental values.

## Powertrain type ratios (Shipment-based)

	Unit	Gasoline- powered vehicles	Diesel- powered vehicles	e-POWER vehicles	Electric vehicles	Hybrid vehicles
Japan	%	27.5	0.2	44.5	9.5	18.4
North America	%	97.0	0.2	0.9	1.9	0.0
Europe	%	23.0	3.6	25.8	10.4	37.2
Asia	%	84.7	4.8	4.3	2.2	4.0
Other	%	77.2	13.9	3.5	0.2	5.2
Global	%	74.1	3.3	10.8	3.8	8.1

\*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.A. 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.

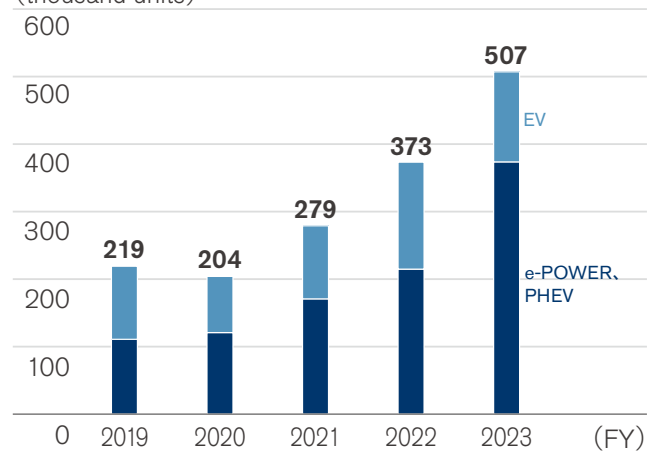
\*7 Other than e-POWER models.

## Sales volume of electrified vehicles (EV, e-POWER, PHEV)

The Arc business plan will promote electrification by strengthening the lineup of EV, e-POWER, and plug-in hybrid models. In fiscal 2023, strong sales of the new Qashqai, the new X-Trail, and the new Serena contributed to an increase in e-POWER sales, which in turn led to higher electrified vehicle sales.

### Sales volume of EV, e-POWER, PHEV \*1

(thousand units)



\*1 PHEVs were sold in China in fiscal 2023.

## Climate change (Corporate activities)

### Energy input\*<sup>1</sup>

(FY)

	Unit	2018	2020	2021	2022	2023
Total	MWh	7,755,180	5,957,460	6,516,552	6,442,705	5,995,301★
By region						
Japan	MWh	3,845,585	3,034,932	3,432,988	3,403,180	2,987,580
North America	MWh	2,397,746	1,860,837	1,935,449	1,971,446	2,074,570
Europe	MWh	862,042	550,791	557,173	545,092	511,387
Other	MWh	649,807	510,899	590,941	522,987	421,763
By energy source						
Primary						
Natural gas	MWh	2,882,123	2,241,552	2,374,726	2,396,027	1,965,267
LPG	MWh	199,882	145,523	147,084	129,607	109,199
Coke	MWh	179,226	100,149	112,162	111,013	105,823
Heating oil	MWh	127,258	71,565	71,632	57,919	53,602
Gasoline	MWh	153,630	84,153	90,081	94,372	55,898
Diesel	MWh	57,068	54,967	49,218	48,110	9,800
Heavy oil	MWh	19,101	21,329	11,967	10,954	28,837

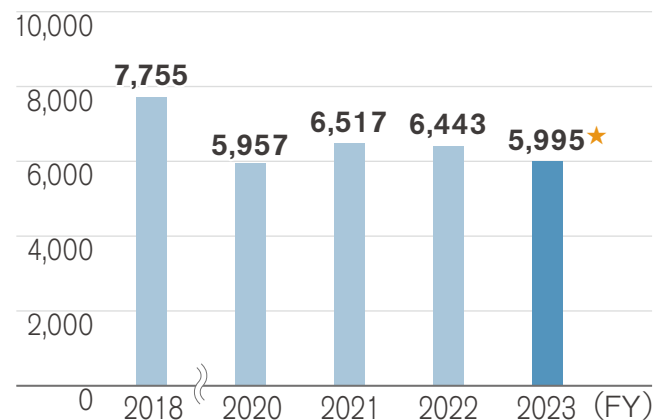
(FY)

	Unit	2018	2020	2021	2022	2023
External						
Electricity (purchased)	MWh	4,008,519	3,114,321	3,558,048	3,484,661	3,510,661
Renewable energy <sup>2</sup>	MWh	150,623	160,694	220,768	239,875	215,351
Chilled water	MWh	5,473	3,529	3,597	3,929	4,643
Steam	MWh	63,577	119,527	74,565	94,423	140,282
Internal						
Electricity (in-house generation)	MWh	59,323	844	23,473	11,689	11,288
Renewable energy <sup>3</sup>	MWh	59,323	844	23,473	11,689	11,288
Total renewable energy	MWh	209,946	161,538	244,242	251,563	226,639

### Trend in energy consumption

The total energy consumption of our global corporate activities during fiscal 2023 was 5,995 thousand MWh ★, a 7% decrease from 6,443 thousand MWh in fiscal 2022.

(thousand MWh)

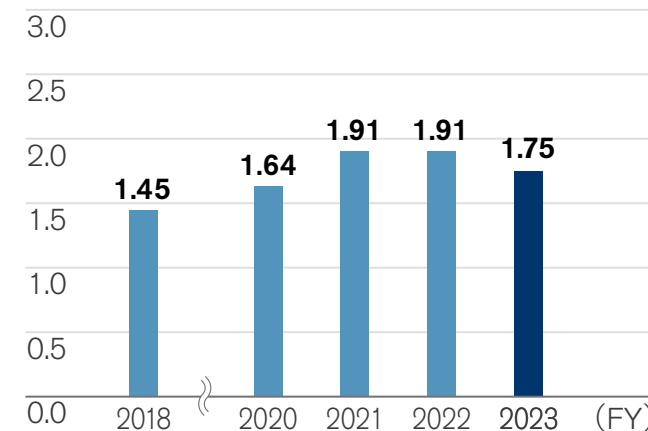


### Energy per vehicle produced

In fiscal 2023, energy per vehicle produced was 1.75 MWh reduced by 8% compared to fiscal 2022. 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.

(MWh/vehicle)



(FY)

By region	Unit	2023
Japan	MWh/vehicle	4.12
North America	MWh/vehicle	1.68
Europe	MWh/vehicle	1.57
Other	MWh/vehicle	0.37

\*1 The boundary has been changed to align with the financial consolidation group. The figures for fiscal 2018, 2020, 2021, and 2022 have been retroactively revised to reflect this change. (Previous boundary: Nissan Motor Co., Ltd., consolidated subsidiaries and some of its affiliates accounted for by the equity method. Revised boundary: Nissan Motor Co., Ltd. and consolidated subsidiaries)

\*2 Volume of renewable energy in electricity purchased by Nissan.

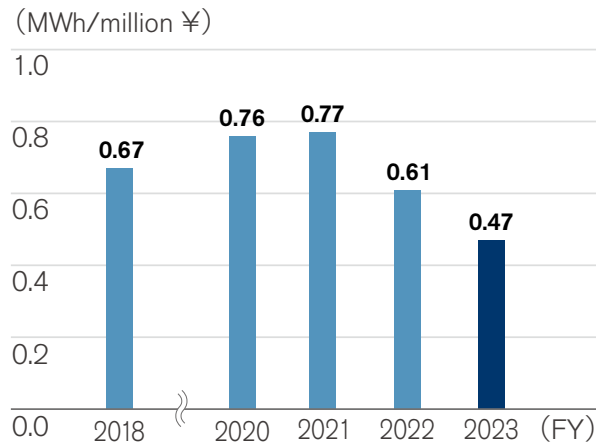
\*3 Volume of renewable energy generated by Nissan at its facilities and consumed for its own purposes.

★ This figure is subject to assurance by KPMG AZSA Sustainability Co., Ltd. For details, please see here. >>> P061



## Energy per revenue

In fiscal 2023, global Nissan facilities saw energy per revenue result of 0.47 MWh, decreased by 22% from 2022. We are taking ongoing steps toward decoupling financial capital generation from energy use.



## Carbon footprint of corporate activities\*1

In fiscal 2023, the total of Scope 1 and 2 emissions of our global corporate activities was 1,727 thousand tons ★ (Scope 1 emissions: 462 thousand tons ★; Scope 2 emissions: 1,266 thousand tons ★), a 3% decrease from 1,772 thousand tons in fiscal 2022.

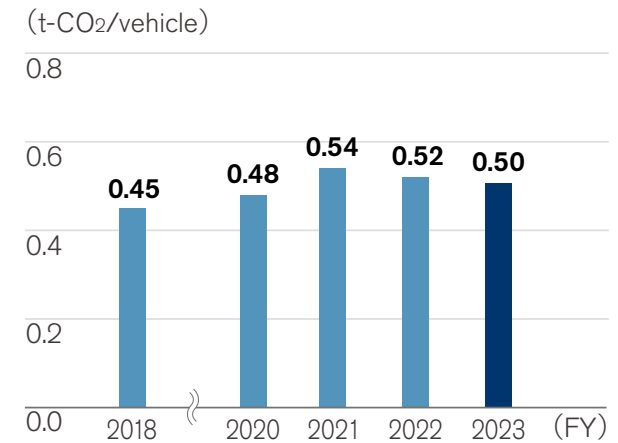
		(FY)				
	Unit	2018	2020	2021	2022	2023*2
Scope 1	kt-CO <sub>2</sub>	725	550	588	585	462★
Scope 2	kt-CO <sub>2</sub>	1,688	1,195	1,238	1,187	1,266★
Scope 1+2	kt-CO <sub>2</sub>	2,413	1,745	1,825	1,772	1,727★
Japan	kt-CO <sub>2</sub>	1,277	917	1,001	994	980
North America	kt-CO <sub>2</sub>	687	493	483	502	501
Europe	kt-CO <sub>2</sub>	131	88	89	81	86
Other	kt-CO <sub>2</sub>	318	246	253	195	161

## Greenhouse gas (GHG) emissions other than energy-derived CO<sub>2</sub>\*3

By type	Unit	2018	2020	2021	2022	2023
CH <sub>4</sub> (methane)	t-CO <sub>2</sub> e	4,846	4,620	5,088	5,054	5,705
N <sub>2</sub> O (nitrous oxide)	t-CO <sub>2</sub> e	1,425	1,238	1,244	1,071	1,801
HFCs (hydrofluorocarbons)	t-CO <sub>2</sub> e	3,594	1,873	1,320	1,878	148
PFCs (perfluorocarbons)	t-CO <sub>2</sub> e	0	0	0	0	0
SF <sub>6</sub> (sulfur hexafluoride)	t-CO <sub>2</sub> e	43	43	43	43	128
NF <sub>3</sub> (nitrogen trifluoride)	t-CO <sub>2</sub> e	2	1	1	0	0

## CO<sub>2</sub> emissions of scope 1 and 2 per vehicle produced

In fiscal 2023, overall corporate emissions were 0.50 per vehicle produced.



\*1 The boundary has been changed to align with the financial consolidation group. The figures for fiscal 2018, 2020, 2021, and 2022 have been retroactively revised to reflect this change. (Previous boundary: Nissan Motor Co., Ltd., consolidated subsidiaries and some of its affiliates accounted for by the equity method. Revised boundary: Nissan Motor Co., Ltd. and consolidated subsidiaries)

\*2 Due to some differences in the categorization from previous fiscal years, changes have been made starting from the fiscal 2023 by reclassifying a portion of Scope 1 to Scope 2. The impact of this change for the fiscal 2023 resulted in a decrease of 78 thousand tons of CO<sub>2</sub> emissions in Scope 1 and an increase of 78 thousand tons of CO<sub>2</sub> in Scope 2.

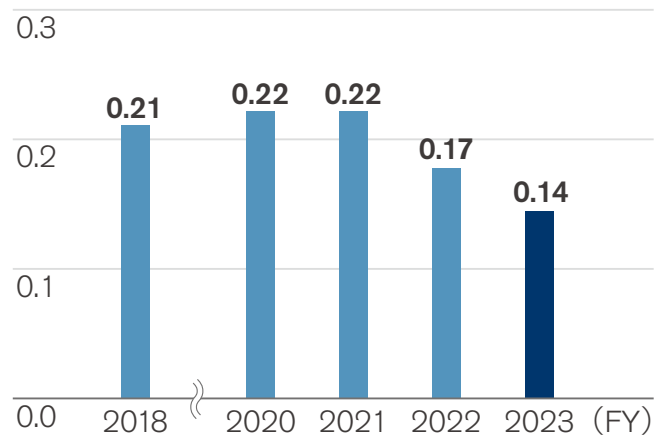
\*3 GHG emissions from Nissan Motor Co., Ltd. manufacturing sites calculated based on the Act on Promotion of Global Warming Countermeasures.

★ This figure is subject to assurance by KPMG AZSA Sustainability Co., Ltd. For details, please see here. [>>> P061](#)

## Scope 1 and 2 CO<sub>2</sub> emissions per revenue

In fiscal 2023, CO<sub>2</sub> emissions from our global operations were 0.14 ton per ¥1 million of revenue.

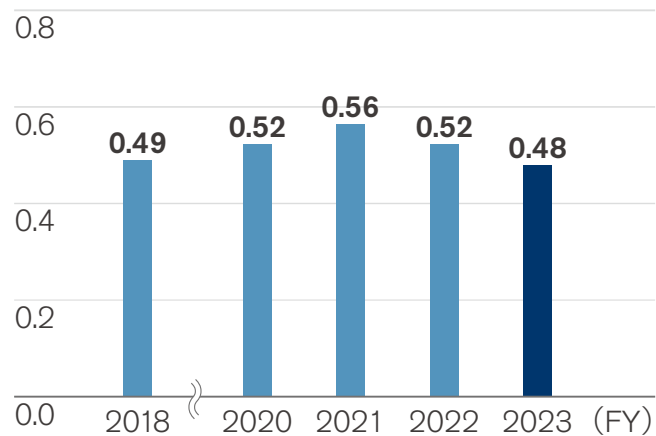
(t-CO<sub>2</sub>/million ¥)



## Manufacturing CO<sub>2</sub> per vehicle produced\*1

In fiscal 2023, our manufacturing CO<sub>2</sub> emissions per vehicle produced were 0.48 tons, 0.5% less than fiscal 2018.

(t-CO<sub>2</sub>/vehicle)



\*1 CO<sub>2</sub> emissions per vehicle produced in the NGP management scope

## Logistics volume

	Unit	2018	2020	2021	2022	2023
Total*1,2	mil ton-km	34,973	21,840	23,052	25,938	32,893
Inbound*3	mil ton-km	10,278	5,580	7,572	8,720	11,166
Outbound*4	mil ton-km	24,695	16,260	15,480	17,218	21,727
Sea	%	60.8	61.0	61.9	69.9	69.6
Road	%	23.5	24.6	24.0	19.1	20.4
Rail	%	14.8	13.9	13.7	10.7	9.8
Air	%	0.9	0.5	0.4	0.3	0.2

In fiscal 2023, global shipping increased by around 27% compared to the previous fiscal year, to 32.9 billion tons-km.

## CO<sub>2</sub> emissions from logistics

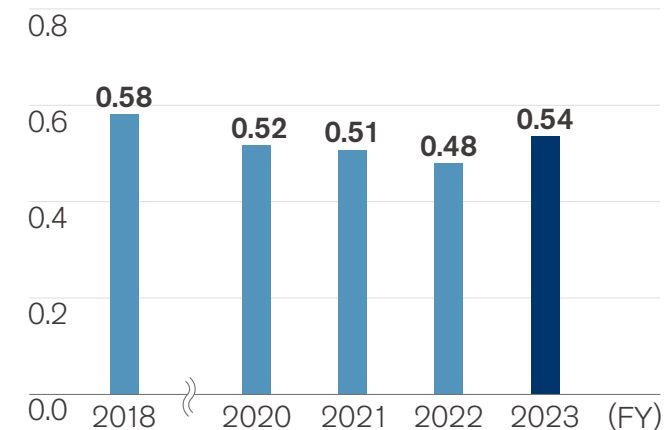
	Unit	2018	2020	2021	2022	2023
Total*1,2	t-CO <sub>2</sub>	2,471,320	1,618,503	1,610,452	1,590,741	1,981,139
Inbound*3	t-CO <sub>2</sub>	891,265	437,682	409,576	408,443	552,112
Outbound*4	t-CO <sub>2</sub>	1,580,055	1,180,822	1,200,876	1,182,298	1,429,027
Sea	%	29.1	26.8	26.4	35.1	37.0
Road	%	59.8	65.7	66.5	58.3	57.3
Rail	%	3.8	3.8	3.9	3.4	3.1
Air	%	7.2	3.7	3.2	3.1	2.6

In fiscal 2023, CO<sub>2</sub> emissions from logistics were 1,981 k-tons, up approximately 25% from the previous fiscal year.

## CO<sub>2</sub> emissions per vehicle transported

In fiscal 2023, CO<sub>2</sub> emissions per vehicle transported were 0.54 tons.

(t-CO<sub>2</sub>/vehicle)



\*1 Due to the change in global emission factors based on GHG Protocol, changes have occurred in the figures since the fiscal year 2018.

\*2 CO<sub>2</sub> emissions include those from transportation of parts to our manufacturing bases and transportation of vehicles from our manufacturing bases to dealerships.

\*3 "Inbound" includes parts procurement from suppliers and transportation of knockdown parts.

\*4 "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 85% of our Scope3 emissions were from the use of sold products.

(FY)

Category	Unit	2023
1.Purchased goods & services	kt-CO <sub>2</sub>	12,012★
2.Capital goods	kt-CO <sub>2</sub>	1,277
3.Fuel- and energy-related activities	kt-CO <sub>2</sub>	249
4.Upstream transportation & distribution	kt-CO <sub>2</sub>	1,851
5.Waste generated in operations	kt-CO <sub>2</sub>	147
6.Business travel	kt-CO <sub>2</sub>	278
7.Employee commuting	kt-CO <sub>2</sub>	192
8.Upstream leased assets	kt-CO <sub>2</sub>	0
9.Downstream transportation & distribution	kt-CO <sub>2</sub>	605
10.Processing of sold products	kt-CO <sub>2</sub>	7
11.Use of sold products*1	kt-CO <sub>2</sub>	99,185★
12.End-of-life treatment of sold products	kt-CO <sub>2</sub>	257
13.Downstream leased assets	kt-CO <sub>2</sub>	499
14.Franchises	kt-CO <sub>2</sub>	0
15.Investments *2	kt-CO <sub>2</sub>	141
Total	kt-CO <sub>2</sub>	116,699

\*1 Category 11 has changed the lifetime mileage conditions in China from the fiscal 2023 result.

\*2 Due to the revision of definitions linked to financial statements, certain equity-method affiliates, which were previously included in Scope 1 and 2, were added to Category 15.

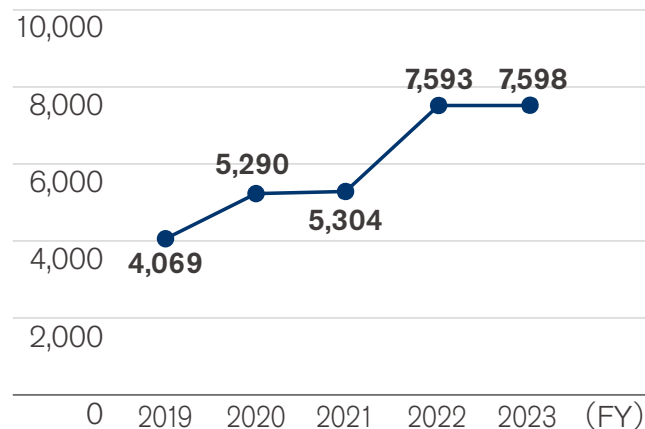
★ This figure is subject to assurance by KPMG AZSA Sustainability Co., Ltd. For details, please see here. [>>> P061](#)

## Resource dependency: Achievements in reuse

### Proper use of regulated chemical substances

Nissan revised its standard for the assessment of hazards and risks, actively applying restrictions to substances not yet covered by regulations but increasingly subject to consideration around the world. As a result, the number of defined chemical substances covered in fiscal 2023 rose to 7,598. These steps are thought to be necessary for future efforts in the repair, reuse, remanufacture, and recycle loop for resources.\*1

The number of defined chemical substances



### 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 2023 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 once again in fiscal 2023.

### Material ratio

In 2023, 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 2023 was 89,000, a 2.3% increase from fiscal 2022.

\*1 Click here for more information on chemical substances governance. >>> [P023](#)

## Resource dependency (Facility waste)

### Waste

Global regular waste generated from corporate activities in fiscal 2023 amounted to 170,491 tons, waste generated globally from production sites in fiscal 2023 was 171,598 tons★ (regular waste\*1 : 164,947 tons, non-regular waste\*2 : 6,651 tons).

### Regular waste generated from corporate activities

(FY)

	Unit	2019	2020	2021	2022	2023
Total*3	ton	199,470	153,160	158,199	157,982	170,491

By region

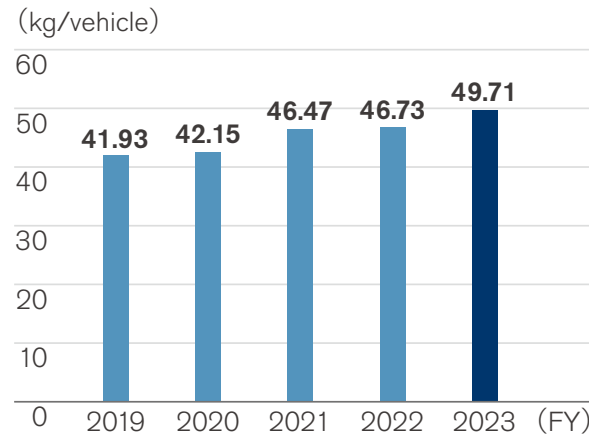
	Unit	2019	2020	2021	2022	2023
Japan	ton	63,294	48,921	52,386	51,069	57,638
North America	ton	58,970	48,043	51,062	52,007	53,802
Europe	ton	50,205	31,868	33,895	36,577	43,037
Other	ton	27,001	24,328	20,857	18,329	16,015

By treatment method

	Unit	2019	2020	2021	2022	2023
Waste for disposal	ton	6,365	6,539	7,208	8,688	7,746
Recycled	ton	193,105	146,621	150,991	149,293	162,746

## Waste per vehicle produced

In fiscal 2023, waste per vehicle produced was 49.71 kg.

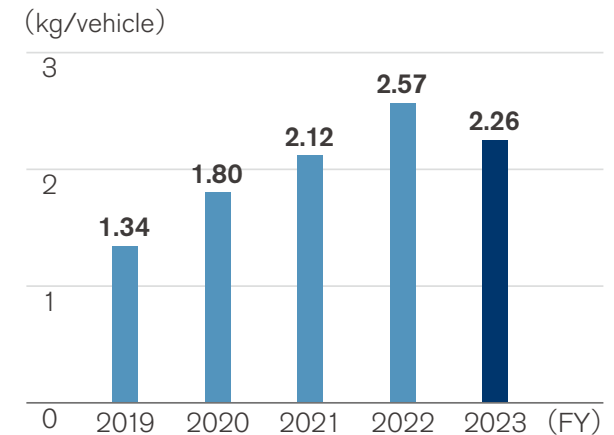


(FY)

By region	Unit	2022	2023
Japan	kg/vehicle	85.54	79.50
North America	kg/vehicle	52.43	43.56
Europe	kg/vehicle	127.00	132.42
Other	kg/vehicle	12.19	13.97

## Waste for disposal per vehicle produced

In fiscal 2023, the volume of waste for disposal was increased to 2.26 kg per vehicle produced.



## Responding to the Plastic Resource Circulation Act

The amount of industrial waste generated from plastic products in fiscal 2023 was 4,943 tons.\*4

Plastic-related targets	FY2023 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 Regular waste generated from production, maintenance, and issue resolution activities.

★ This figure is subject to assurance by KPMG AZSA Sustainability Co., Ltd. For details, please see here. >>>P061

\*2 Waste generated irregularly from activities such as installing new processes, relocating equipment, and dismantling facilities.

\*3 The total disclosed amount since 2019 is the total amount of regular waste generated from production sites and office sites, excluding \*2.

\*4 Plastic Resource Circulation Act : Law for plastic waste

## Water resource management

### Water intake for corporate activities

In fiscal 2023, water intake for our global corporate activities was 20,034 thousand m<sup>3</sup>, same level as 20,208 thousand m<sup>3</sup> in fiscal 2022.

In fiscal 2023, water intake from global production sites was 18,939 thousand m<sup>3</sup>★, the same level as 19,065 thousand m<sup>3</sup> in fiscal 2022.

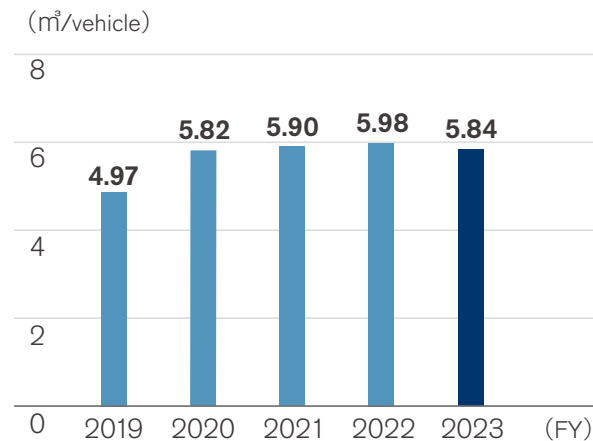
(FY)						
	Unit	2019	2020	2021	2022	2023
Total	thousand m <sup>3</sup>	23,656	21,159	20,090	20,208	20,034
Japan	thousand m <sup>3</sup>	11,918	10,797	10,317	10,472	10,564
North America	thousand m <sup>3</sup>	4,768	3,888	4,047	4,235	4,382
Europe	thousand m <sup>3</sup>	1,792	1,373	1,404	1,270	1,288
Other	thousand m <sup>3</sup>	5,178	5,101	4,322	4,231	3,799

### Water withdrawal by source

(FY)		
	Unit	2023
Total	thousand m <sup>3</sup>	20,034
Surface water	thousand m <sup>3</sup>	1,044
Groundwater	thousand m <sup>3</sup>	6,399
Third-party water	thousand m <sup>3</sup>	12,592

### Water input for corporate activities (per vehicle produced)

In fiscal 2023, water input for corporate activities (per vehicle produced) was 5.84 m<sup>3</sup>/vehicle same level as 5.98 m<sup>3</sup>/vehicle in fiscal 2022.



(FY)			
Region	Unit	2022	2023
Japan	m <sup>3</sup> /vehicle	17.54	14.57
North America	m <sup>3</sup> /vehicle	4.27	3.55
Europe	m <sup>3</sup> /vehicle	4.41	3.96
Other	m <sup>3</sup> /vehicle	2.81	3.32

### Water discharge from corporate activities

The total amount of water discharged in global corporate activities in fiscal 2023 was 13,929 thousand m<sup>3</sup>, same level as 13,319 thousand m<sup>3</sup>\*1 in fiscal 2022.

(FY)						
	Unit	2019	2020	2021	2022	2023
Total	thousand m <sup>3</sup>	15,391	13,624	13,620	13,319*1	13,929
Japan	thousand m <sup>3</sup>	9,496	8,474	8,771	8,902	9,376
North America	thousand m <sup>3</sup>	2,746	2,351	2,565	2,610	2,753
Europe	thousand m <sup>3</sup>	1,389	1,094	707	596	613
Other	thousand m <sup>3</sup>	1,760	1,705	1,577	1,210*1	1,186

#### Quality

Chemical oxygen demand (COD) Japan only	kg	22,269	18,017	19,941	24,884	24,811
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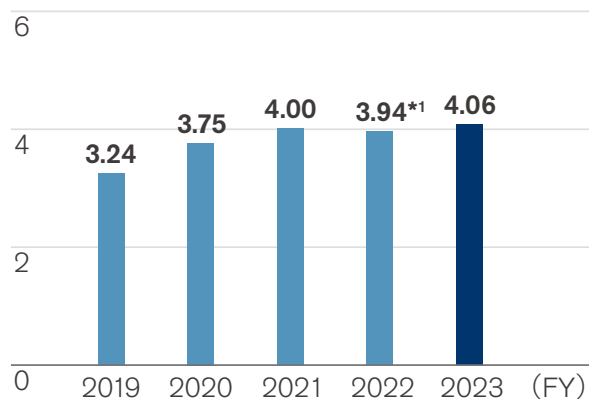
### Water discharge by destination

(FY)		
	Unit	2023
Total	thousand m <sup>3</sup>	13,929
Surface water	thousand m <sup>3</sup>	9,134
Underground seepage	thousand m <sup>3</sup>	0
Third-party water	thousand m <sup>3</sup>	4,795

## Water discharge from corporate activities (per vehicle produced)

In fiscal 2023, water discharge per vehicle produced was 4.06 m<sup>3</sup>, same level as 3.94 m<sup>3</sup>\*1 in fiscal 2022.

(m<sup>3</sup>/vehicle)



(FY)

Region	Unit	2022	2023
Japan	m <sup>3</sup> /vehicle	14.91	12.93
North America	m <sup>3</sup> /vehicle	2.63	2.23
Europe	m <sup>3</sup> /vehicle	2.07	1.89
Other	m <sup>3</sup> /vehicle	0.80*1	1.03

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.

## Water consumption in corporate activities

The total amount of water consumed in global corporate activities in fiscal 2023 was 6,105 thousand m<sup>3</sup>\*2, a decrease from 6,889 thousand m<sup>3</sup>\*1 in fiscal 2022.

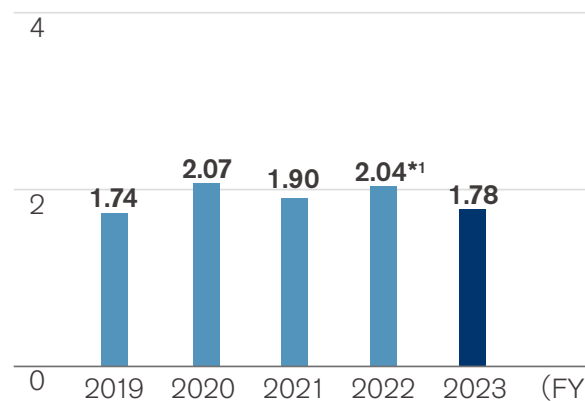
(FY)

	Unit	2019	2020	2021	2022	2023
Total	thousand m <sup>3</sup>	8,265	7,535	6,470	6,889*1	6,105
Japan	thousand m <sup>3</sup>	2,422	2,323	1,546	1,570	1,188
North America	thousand m <sup>3</sup>	2,022	1,537	1,481	1,625	1,629
Europe	thousand m <sup>3</sup>	403	279	697	674	675
Other	thousand m <sup>3</sup>	3,418	3,396	2,745	3,021*1	2,613

## Water consumption in corporate activities (per vehicle produced)

In fiscal 2023, water discharge per vehicle produced was 1.78 m<sup>3</sup>, which was a decrease from 2.04 m<sup>3</sup>\*1 in fiscal 2022.

(m<sup>3</sup>/vehicle)



(FY)

Region	Unit	2022	2023
Japan	m <sup>3</sup> /vehicle	2.63	1.64
North America	m <sup>3</sup> /vehicle	1.64	1.32
Europe	m <sup>3</sup> /vehicle	2.34	2.08
Other	m <sup>3</sup> /vehicle	2.01*1	2.28

\*1 Due to an error in the calculation of last fiscal year's figures, the figures for fiscal 2022 were revised.

\*2 Based on GRI 303, total water consumption is total water withdrawn minus total water discharged as calculated by Nissan.



## Air quality

### Emissions of NOx and SOx

In fiscal 2023, NOx and SOx emissions from Nissan manufacturing facilities in Japan were 495 tons and 2 tons.

	Unit	2019	2020	2021	2022	2023
NOx	ton	380	364	373	340	495
SOx	ton	14	10	7	2	2

### Volatile organic compounds (VOCs)

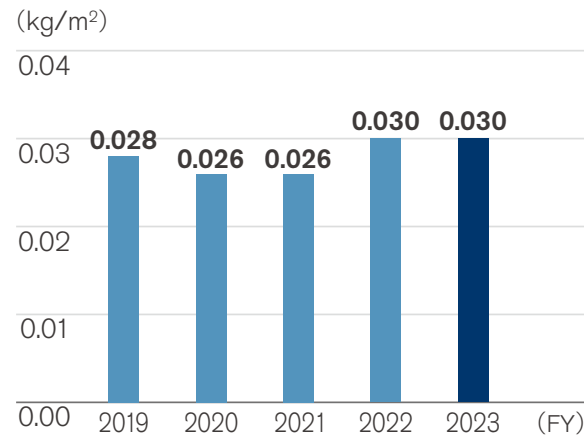
In fiscal 2023, VOC\*1 emissions from manufacturing plants were 12,188 tons globally, an increase from fiscal 2022 owing to a higher number of vehicles manufactured at sites in Japan\*2. We actively continue to promote activities to reduce VOCs, such as switching to materials including water-based paints.

	Unit	2019	2020	2021	2022	2023
Total	ton	13,211	10,451	10,653	11,104	12,188

	Unit	2019	2020	2021	2022	2023
Japan	ton	4,028	3,176	3,031	3,987	4,791
North America	ton	3,960	3,097	3,112	3,156	3,766
Europe	ton	858	839	519	877	1,061
Other	ton	4,365	3,339	3,991	3,084	2,570

### VOCs per vehicle produced

In fiscal 2023, VOCs were 0.03 kg.



	Unit	2023
Total	kg/m²	0.030
Japan	kg/m²	0.052
North America	kg/m²	0.023
Europe	kg/m²	0.031
Other	kg/m²	0.023

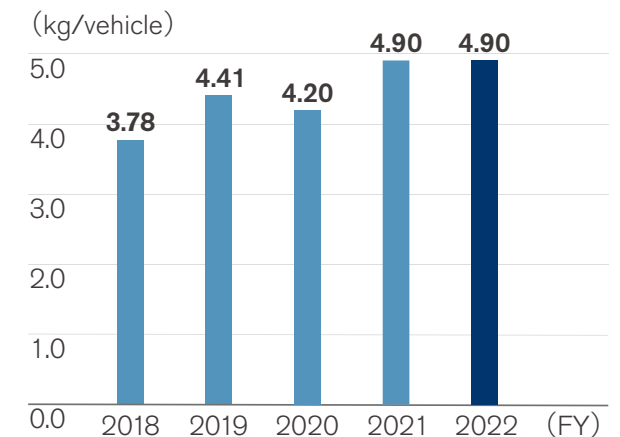
### Released substances designated by PRTR Law (Japan)

In fiscal 2022, released substances designated by the the PRTR (Pollutant Release and Transfer Register)\*3 Law in Japan were 2,924 tons, an increase from 2,183 tons in fiscal 2021.

By region	Unit	2019	2020	2021	2022
Japan site total	ton	3,339	2,173	2,183	2,924
Oppama	ton	1,022	697	881	959
Tochigi	ton	467	394	323	567
Kyushu	ton	1,391	1,042	942	1,369
Yokohama	ton	21	9	4	8
Iwaki	ton	62	6	4	4
NTC	ton	351	3	3	3
Zama Operation Center	ton	26	22	26	14

### PRTR emissions per vehicle produced (Japan)

In fiscal 2022, PRTR emissions per vehicle produced in Japan were 4.90 kg, the same level as fiscal 2021.



\*1 VOC: Organic chemicals that readily evaporate and become gaseous at normal temperature and pressure conditions.

\*2 The transition values for 2019 have been revised due to the expanding scope of body and bumper painting 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.

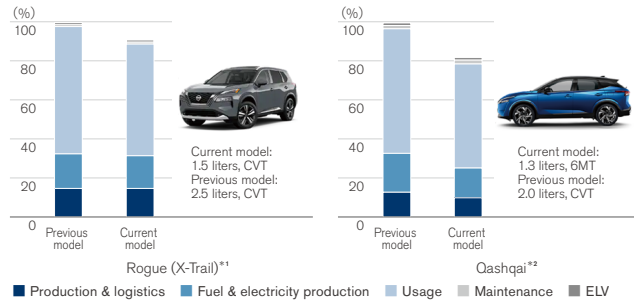
## Strengthening our foundations to address environmental issues

### LCA of gasoline models

We have been expanding the application of the LCA method to global sales model. Coverage on a unit basis has reached approximately 80% of models globally and approximately 90% in Europe.

In the case of the Rogue (X-Trail) and Qashqai, CO<sub>2</sub> equivalent emissions have been reduced compared to the previous models by improving powertrain efficiency and reducing vehicle weight.\*1

### Life cycle CO<sub>2</sub> equivalent emissions



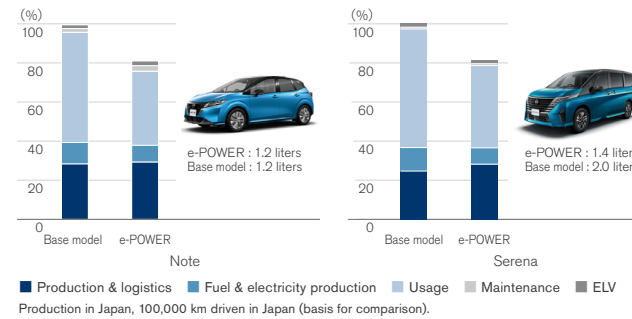
\*1 Production in the U.S., 120,000 miles driven in the U.S. (basis for comparison).

\*2 Production in EU, 150,000 km driven in EU (basis for comparison).

### LCA of 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 both achieved an approximately 20% reductions in CO<sub>2</sub> equivalent emissions.

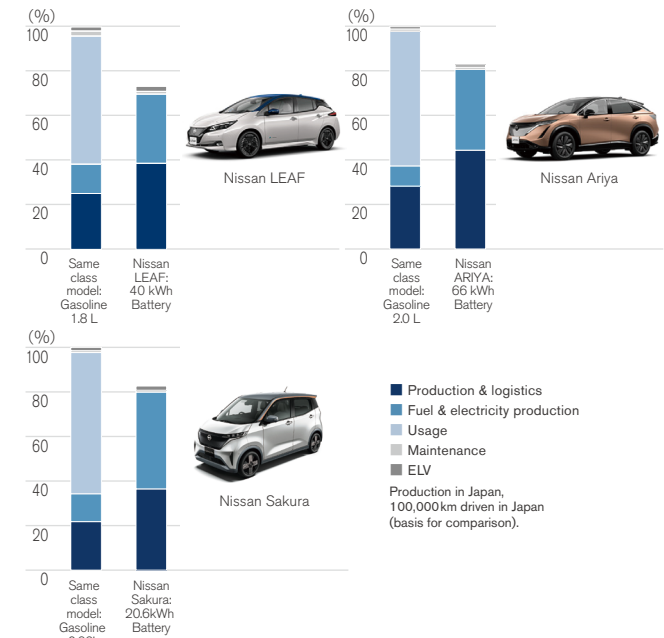
### Life cycle CO<sub>2</sub> Equivalent Emissions



### LCA of EV models

The Nissan LEAF reduces its lifecycle CO<sub>2</sub> equivalent emissions by approximately 30% 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 offer longer cruising ranges while also reducing lifecycle CO<sub>2</sub> emissions by approximately 20%.

### Life cycle CO<sub>2</sub> equivalent emissions

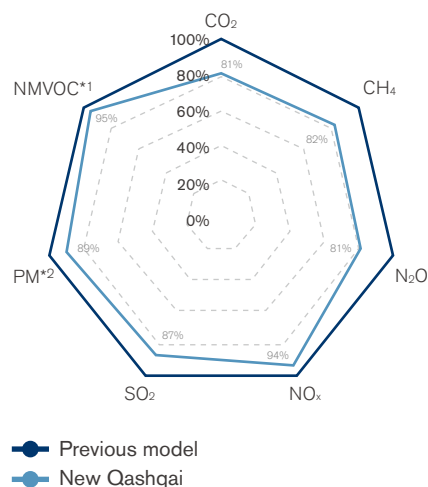


\*1 Click here for further detail regarding Nissan's LCA <https://www.nissan-global.com/EN/SUSTAINABILITY/ENVIRONMENT/GREENPROGRAM/FOUNDATION/LCA/>

## Lifecycle improvements beyond climate change

Nissan is expanding the scope of lifecycle assessment (LCA) to not only greenhouse gases but also a variety of chemicals. Our calculations show that the new Qashqai achieves reductions in emission 5-20% for all targeted chemical substances, and reduces environmental impacts throughout its life cycle compared with previous model.

### New Qashqai lifecycle assessment (LCA)



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

## Material balance

### Input

(FY)

	Unit	2022	2023
Raw materials	ton	3,987,890* <sup>3</sup>	4,045,791
Energy	MWh	6,442,705* <sup>4</sup>	5,995,301
Renewable energy	MWh	251,563* <sup>4</sup>	219,462
Water withdrawal	thousand m <sup>3</sup>	20,208	20,034

### Output

(FY)

	Unit	2022	2023
Vehicles produced			
Global production volume	k unit	3,381	3,430
CO <sub>2</sub> emissions	kt-CO <sub>2</sub>	1,772* <sup>4</sup>	1,727
Water discharge	thousand m <sup>3</sup>	13,319* <sup>5</sup>	13,929
Emissions			
NO <sub>x</sub>	ton	340	495
SO <sub>x</sub>	ton	2	2
VOC	ton	11,104* <sup>3</sup>	12,188
Waste			
For recycling	ton	149,293	162,746
For final disposal	ton	8,688	7,746

## Environmental conservation cost\*<sup>6</sup>

(FY)

	Unit	2022		2023	
		Investment	Cost	Investment	Cost
Total	mil ¥	6,955	134,697	15,557	165,353
Business area	mil ¥	392	1,829	1,908	2,207
Upstream/downstream	mil ¥	0	436	0	406
Management	mil ¥	0	12,370	0	13,324
R&D	mil ¥	6,563	119,909	13,649	149,238
Social activities	mil ¥	0	124	0	48
Damage repairs	mil ¥	0	29	0	130

## Economic impact

(FY)

	Unit	2022	2023
Total	mil ¥	10,465	13,996
Cost reduction	mil ¥	478	3,293
Profit	mil ¥	9,987	10,703

\*1 NMVOC:Non-Methane Volatile Organic Compounds

\*2 PM:Particulate Matter

\*3 Due to a change in the calculation method, the values for fiscal 2022 was revised.

\*4 The boundary has been changed to align with the financial consolidation group.The figures for fiscal 2022 have been retroactively revised to reflect this change. (Previous boundary: Nissan Motor Co., Ltd., consolidated subsidiaries and some of its affiliates accounted for by the equity method. Revised boundary: Nissan Motor Co., Ltd. and consolidated subsidiaries)

\*5 Due to an error in the calculation of last fiscal year's figures, the figures for fiscal 2022 were revised.

\*6 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	2021	2022	2023	
Nissan Motor Co., Ltd.					
	People	23,166	23,525	24,034	
Number of employees	Men	19,862	20,174	20,510	
	Women	3,304	3,351	3,524	
Average age	Age	41.9	41.7	41.2	
	Men	42.1	41.8	41.3	
	Women	40.7	40.9	40.7	
Average length of service	Years	17.0	16.4	15.0	
	Men	17.8	17.1	15.6	
	Women	12.0	12.3	11.2	
Number of new hires	People	986	1,527	1,765	
	Men	860	1,316	1,465	
	Women	126	211	300	
Employee turnover rate*1	%	5.3	6.2	6.2	
	Voluntary Resignation	%	2.6	2.7	2.4
Disabled employment ratio	%	2.5	2.5	2.5	
Number of unionized employees*2	People	26,108	26,434	26,531	
Average annual salary*3	Yen	8,110,304	8,509,353	8,771,496	
Men and women employees average pay difference	All employees	%	81.1	81.9	82.5
	Regular employees	%	76.9	78.0	79.0
	Non-Regular employees	%	85.5	88.1	81.6

	Unit	2021	2022	2023	
Ratio of employees subject to personnel evaluation	%	100	100	100	
Days of paid holiday taken*5	Days	20.0	19.7	19.0	
Taken paid holiday ratio*5	%	102	96	97	
Average overtime *5	Hours/month	24.1	25.6	25.4	
Number of employees taking childcare leave	Men	430	373	412	
	Women	122	246	302	
	People	308	127	110	
Ratio of men employees taking childcare leave*6	%	20.6	42.3	51.4	
Ratio of employees those who return from childcare leave	Men	%	98.9	94.2	96.9
	Women	%	98.5	94.3	95.5
	Women	%	99.0	94.1	99.3
Number of employees taking nursing care leave	Men	People	8	13	25
	Women	People	6	11	20
	Women	People	2	2	5
Number of Women managers	People	331	330	346	
	Ratio	%	10.3	10.4	10.7
Of which, equivalent to GM	People	92	92	99	
	Ratio	%	8.5	8.6	9.0
Non-Japanese indirect employee ratio	%	5.2	5.8	6.4	
Non-Japanese manager ratio	%	5.7	5.8	6.2	

	Unit	2021	2022	2023	
Training sessions	Annual number of participants	People	395,448	519,905	514,187
	Total hours of training	Hours	328,783	392,294	358,597
	Average hours per employee	Hours	14.3	16.5	14.9
	Participant satisfaction (out of 5)	Score	Above 4.2	Above 4.2	Above 4.2
	Investment per employee	Yen	67,000	75,000	76,000

## Corporate officers and Board of Directors

	Unit	FY2021	FY2022	As of July 1st, 2024
Non-Japanese executive ratio	%	46.7	46.7	40.0
Number of women corporate officers	People	2	3	5
	Ratio	%	3.9	5.8
Number of women Board of Directors	People	2	2	3
	Ratio	%	16.7	16.7
Of which, internal	People	0	0	0
	Ratio	%	0	0
Of which, external	People	2	2	3
	Ratio	%	28.6	28.6

\*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 women employees to that of men employees, 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 men employees and women employees, such as the ratio of managers, there is no difference in treatment between men employees and women employees 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 men employees taking childcare leave: (Numerator) Number of men employees who take childcare leave at least 1 day in the year. (Denominator) Number of men employees whose spouses give birth in the year.

(FY)

	Unit	2021	2022	2023
Global				
Consolidated number of employees*1	People	134,111 (15,743)	131,719 (15,397)	133,580 (16,549)
	Japan	60,145	60,423	60,468
	North America	36,969	37,745	40,262
	Europe	12,826	10,037	9,999
	Asia	18,367	17,649	16,958
	Other overseas regions	5,804	5,865	5,893
Number of new hires	People	-	8,067	6,969
	Japan*2	-	1,464	1,765
	North America	-	4,995	3,989
	Europe	-	638	550
	Asia	-	204	360
	Other overseas regions	-	766	415
Employee turnover rate*3	%	-	5.3	4.0
	Japan*2	-	2.6	2.9
	North America	-	6.9	3.4
	Europe	-	7.3	4.5
	Asia	-	3.9	10.2
	Other overseas regions	-	5.6	8.0
Ratio of women managers	%	14.9	15.5	15.9
Global employee survey *4 (engagement)	Score	67	69	71
	Response rate	%	88	90
Serious accident count (GUR)		39	44	22
Occupational accident frequency rate (FR1)		0.98	0.91	0.85

## 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 26,531 including those of Nissan Motor Kyushu as of March 31, 2024. 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).

## Safety

### Major external safety ratings (Based on 2023 assessments)

Regions	External Assessments	Models	Rating	Ratio
Japan	JNCAP*5 Car Safety Performance 2023	Serena, X-Trail	5 ★ (Highest score)	2/2
U.S.	NCAP*6	Nissan LEAF, Nissan LEAF Plus, Murano, Altima, Maxima, Sentra, Versa, Rogue, Nissan ARIYA FWD, Pathfinder AWD, INFINITI QX50, QX60 AWD	5 ★ Overall Rating (2023 model year)	12/17
		TITAN (Crew Cab), Frontier (Crew Cab), Kicks, Armada, INFINITI QX80	4 ★ Overall Rating (2023 model year)	5/17
	IIHS*7	Pathfinder	2024 Top Safety Pick+	1/3
		Nissan ARIYA, INFINITI QX60	2024 Top Safety Pick	2/3
China	C-NCAP	Nissan ARIYA	5 ★	1/1
Taiwan	TNCAP	Kicks	5 ★	1/1

\*1 Numbers in brackets denote part-time employees not included in the consolidated

\*2 Total of Nissan Motor Co., Ltd. and Nissan Motor Kyushu Co., Ltd.

\*3 These figures are calculated for only indirect employees

\*4 A maximum score of 100 points, average score of 91 domestic and overseas companies that participated in the employee awareness survey.

\*5 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).

\*6 NCAP: U.S. National Highway Traffic Safety Administration's New Car Assessment Program

\*7 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	2023	Gold Award in PRIDE Index (seventh consecutive year)	Work with Pride
		2022	LinkedIn Talent Awards 2022 Diversity Champion category finalist	LinkedIn
		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	2024	All-Time Top Corporation	Women's Business Enterprises National Council (WBENC) (U.S.)
		2023	DEI Impact Award Runner-Up: Champion for Diverse Talent Award – Organization	Center for Automotive Diversity, Inclusion & Advancement (CADIA)
		2023	Regional Corporate OEM Of The Year (second consecutive year)	Southern Region Minority Supplier Development Council (SRMSDC)
	Nissan North America, Inc.	2023	Great Place to Work United States	Great Place to Work
		2023	Corporate Sponsor of the Year	100 Black Men of Jackson Chapter
		2023	Corporate Partner of the Year	Youth About Business
	Nissan Canada Inc.	2023	Great Place to Work Canada (fifth consecutive year)	Great Place to Work Canada
	Nissan Mexicana, S.A. De C. V., NR Finance Mexico	2023	Best Places to Work LGBTQ+ Mexico (Fourth consecutive year for NR Finance Mexico, third consecutive year for Nissan Mexicana, S.A. De C. V.)	Human Rights Campaign Equidad MX
		2023	Top Company for Women (second consecutive year)	Top Companies – Expansion
	all Nissan South America countries, Argentina, Chile, Brazil and Peru	2023	Great Place to Work Latin America (second consecutive year)	Great Place to Work
Nissan Foundation	2023	Iris Award	United Way of Greater Nashville	
AMIEO Africa/Middle East/India/Europe /Oceania	Nissan Motor (GB) Ltd.	2023	Valuable 500 (second consecutive year)	Valuable 500
		2023	Pride 365 Certified (third consecutive year)	InterPride (UK)
	Renault Nissan Technology Business Centre India (RNTBCI)	2024	Top Employer 2023	Top Employers Institute
		2024	DiveHERsity Hiring Award (Top20 most innovative practices - Divehersity hiring)	HerKey
		2023	Top 100 Best Companies for Women in India (sixth consecutive year)	AVTAR Group & Seramont
	Nissan Italy	2023	100 Best – Hall of Fame (sixth time)	Best of Best Conference 2023 by Avtar and Seramont
		2023	Great Place to Work	Great Place to Work
	Nissan Middle East FZE	2023	Great Place to Work	Great Place to Work
China	Nissan China (NCIC)	2022	2022 Best employer	Human Resources Association for Chinese & Foreign Enterprises
		2023	2023 The Most Attractive Employer (Top 100) (second consecutive year)	Shixiseng.com (Local job board for intern & campus recruiting)
		2023	Best Digital Learning Program Innovation Award	CEIBS Online
		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
ASEAN	Nissan Philippines, Inc.	2023	Employer Brand Award 2023	Employer Brand Institute of India
		2023	Best Employer 2024 (Top 7 in 2024 Phils Best Employers)	Philippine Daily Inquirer & Statista

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

## Product safety and quality

### Recalls in FY2023\*1

Country/Region	Number of recalls	Recalled vehicles (1,000 units)
Japan	13	1,164
North America	22	1,546
Europe	10	507
Other	25	1,578
Global	48 *1	4,795

## Contributing to local communities

### Social contribution achievements in FY2023

Cumulative number of employees participating in global social contribution activities: Approximately 46,000

Cumulative number of beneficiaries from global social contribution activities: Over 1.2 million

Global social contributions: 2.46 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 FY2023 global social contributions

	Amount (¥ million)	% of total
Philanthropic activities	828	33.7
Monetary donations	1,166	47.5
In-kind donations (cash equivalent)	109	4.4
Sponsorships, etc.	354	14.4
Total	2,458	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 2023 (April 2023 through March 2024)

Board of Directors	Number of times Board of Directors meetings were convened	
		19
Average attendance ratio per meeting		98.0%

Committee	Nomination Committee	Number of times Nomination Committee meetings were convened	
			11
	Average attendance ratio per meeting		98.5%
	Compensation Committee	Number of times Compensation Committee meetings were convened	
			15
	Average attendance ratio per meeting		97.8%
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 2024)

Organization form	Company with three statutory committees
Chairperson of the Board of Directors	Independent outside director
Number of directors	10
Number of independent outside directors	6
Number of female directors	2
Chairperson of the Nomination Committee	Independent outside director
Number of directors	5
Number of independent outside directors	4
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	1
Chairperson of the Audit Committee	Independent outside director
Number of directors	5
Number of independent outside directors	4
Number of female directors	1