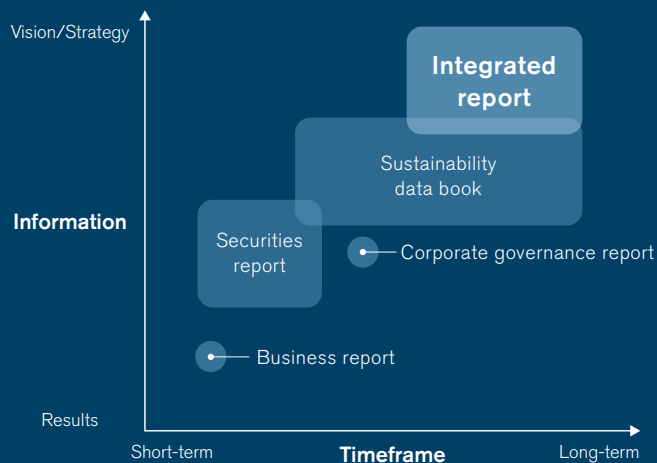


About this publication

This is the inaugural integrated report for Nissan. Adding to the ongoing sustainability data book which discloses specific activities and results on sustainability, this report aims to put sustainability in context of our corporate philosophy, long-term vision & strategies, management, and financial standing. We hope this report aids the reader's understanding on our corporate direction and overall business.

In a rapidly changing and uncertain business environment, we recognize the mounting importance of communicating on how Nissan intends to steer its business going forward, and what values we aim to provide. We wish to accomplish this purpose and build on our relationship with our stakeholders through this integrated report.



Editorial policy

This report is issued to our shareholders, investors, and other stakeholders. We regard it as a means of communicating with our stakeholders, and informing them of our efforts to achieve sustainable growth from a financial and a non-financial perspective, including ESG criteria. In compiling this report, we referred to the Guidance for Collaborative Value Creation 2.0, issued by the Ministry of Economy, Trade and Industry (METI) and the International Integrated Reporting Framework issued by the US-based IFRS Foundation.



Period covered by this report

The report covers fiscal 2023 (April 1, 2023–March 31, 2024); events outside this period are specified in the text.

Organizations covered by this report

Nissan Motor Co., Ltd. and the Nissan Group, including Nissan Automotive Europe and Nissan North America, Inc.

Caution regarding forward-looking statements

Forward-looking statements in this report are based on currently available information and involve risks and uncertainties. Accordingly, actual results may differ significantly from these statements, due to future economic conditions surrounding Nissan's business areas, market trends, exchange rate fluctuations, and other factors.

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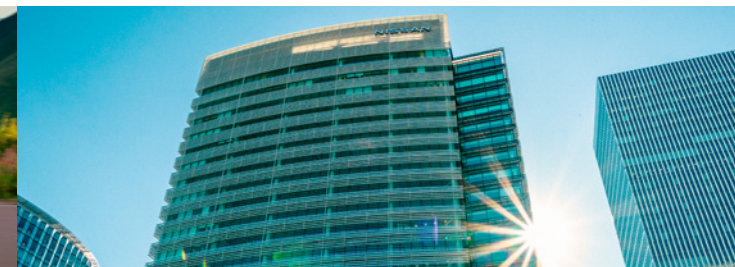
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DNA



Dare to do what others don't

In the early 1930s, while foreign cars were dominating the Japanese automobile market, Nissan Motor was founded in Yokohama as a full-fledged automaker that manufactured competitive, high-quality, low-priced domestic cars. Inspired by the bold spirit of doing what others don't dare to do, Nissan's founder and employees have continuously driven innovation forward. Nissan pioneered a new era by providing exciting driving experiences and innovative technologies that enrich people's lives through the power of cars and technology.

The company is now driving technological innovation that puts people front and center, thereby strengthening human connections. Aiming for a safer, cleaner, and more inclusive future, we continue to take on the challenge of expanding the possibilities of mobility and society, working towards the realization of a more prosperous life for everyone.

Creating value over the years

Founding and Post-War Recovery Years

1933-1957

In 1933, founder Yoshisuke Aikawa established Jidosha Seizo Co., Ltd. (Nissan's predecessor) in Yokohama to manufacture high-quality, low-priced domestic cars that could compete with the foreign cars that then dominated the automobile market.

The following year, the company name was changed to Nissan Motor Co., Ltd. An integrated production system was installed at the Yokohama Plant, making Nissan the first Japanese manufacturer to mass produce automobiles. Exports were subsequently launched in Asia, Central and South America, and other markets.



Establishment of Nissan Motor Co., Ltd.



Exports of Datsun to Asia

Era of High Growth

1958-1972

With the development of domestic road networks and a boom in private car ownership, the Datsun Sunny 1000 was launched in 1966. It was a groundbreaking product, highly acclaimed for its quality, practicality, and economy.

In that year, Nissan merged with Prince Motors Ltd., to further expand its product lineup. Nissan gradually came to be known for its technological prowess as it enhanced its product planning and development capabilities.



Exports of passenger cars to US commence



Nissan merges with Prince Motors, Ltd.

Global Expansion

1973-1984

Amid rising demand for more fuel-efficient cars in response to the 1973 oil crisis, the popularity of Japanese compact cars soared in the US market. Since exports to the US were robust, it was decided in 1981 that, to strengthen the brand name in overseas markets, the company logo would always appear as NISSAN. Then, with the establishment of a technological development base in the US and manufacturing companies in the UK, the Company built the foundations for a global production system.



Nissan Motor Manufacturing Corporation U.S.A. established



Global marketing under the Nissan brand name commences new corporate identity program

Global Development

1984-1992

As Japan's domestic economy flourished and there was a boom in luxury cars, the Company introduced many famous cars and technologies to the world. Starting in the 1990s, the Company aggressively promoted product development to meet diversifying needs. New vehicles such as sport utility vehicles and minivans began to dominate sales, as demand for compact cars expanded.



Fully remodeled luxury Laurel sedan with innovative features



Nissan European Technology Centre Ltd. established (UK)

Turning Points

1992-1999

The progress of globalization and other factors led to a series of cross-border mergers and business alliances among automakers. In the late 1990s, Nissan faced a business crisis due to sluggish sales following the bursting of Japan's bubble economy. In March 1999, the company entered into a strategic capital alliance with French auto-manufacturer Renault.



First overall win with Nissan R91CP, a machine made in-house

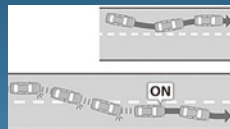


Nissan and Renault sign global Alliance agreement, including equity participation

Regeneration

2000-2007

Amid growing demand for environmental and safety technologies in vehicles, in 2000 the company launched the Sentra CA, a super ultra-low emissions vehicle (SULEV), in the US. In 2003 in Japan, the Blue Bird Sylphy, also a SULEV, became the first domestic vehicle to be certified as emitting 75% less pollution than mandated by 2005 emission standards, demonstrating the company's technological excellence. Nissan also focused on the development of electric vehicles (EVs), accumulating valuable expertise.



Mounting world's first Lane Keep Assistance System in Cima



Global Production Engineering Center established

Innovation and Expansion

2007-2014

Amid growing global concerns about environmental issues, in 2010 Nissan launched the Nissan LEAF. It was the world's first mass-produced EV for the global market, and reflected the company's aim to drive the adoption of EVs.

The following year, Nissan was one of the first companies to address the issues of zero emissions and energy management, unveiling a system that supplies electricity from the Nissan LEAF drive battery to ordinary homes.



Nissan launched the world's first mass-produced electric vehicle, the Nissan LEAF



Nissan and Sumitomo Corporation establish a joint research company to promote the 4R* energy business

Transformation

2015-2023

The automobile industry was dealt a serious blow as the COVID-19 pandemic took hold in 2020 and auto production declined. Against this background, in 2021 we announced our long-term vision, Nissan Ambition 2030.

With electrification at the core of our strategy, our vision aims to provide exciting vehicles and technologies that expand the possibilities of mobility and society. As a company that aims to do what others dare not do, Nissan will continue to take on the challenge of creating new value.



Nissan unveils Nissan NEXT transformation plan targeting sustainable growth



Nissan unveils Ambition 2030 vision to empower mobility and beyond

* Reuse, refabricate, resell, recycle

Purpose and Mission

Corporate Purpose

Driving innovation to enrich people's lives

Our corporate purpose is at the core of everything Nissan does. It is not only the answer to the questions of why Nissan exists and what role it will play, but it also brings employees together by serving as a compass that defines the direction in which we should all head towards. Everyone at Nissan is committed to fulfilling our social responsibilities and delivering company-wide consistent value to our stakeholders. Based on Nissan's long-standing vision of enriching people's lives, we will continue to provide innovative value to our stakeholders through our cars or otherwise, staying close to their daily lives.

Mission

As a company worthy of trust, Nissan provides unique and innovative automotive products and services that deliver superior measurable values to all stakeholders.



At a Glance

FY2023

Net sales
12,685.7 billion yen

Operating income
568.7 billion yen

Net income attributable to owners of the parent
426.6 billion yen

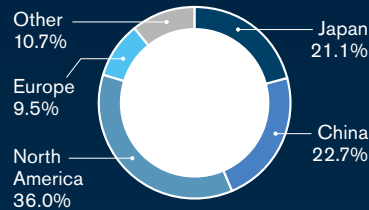
Free cash flow*¹
323.0 billion yen

Net cash*¹
1,546.0 billion yen

Research and development costs
609.9 billion yen

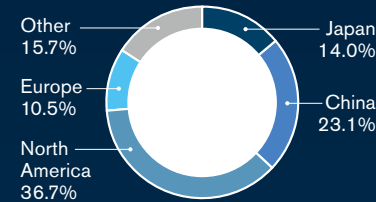
Capital investment costs
486.1 billion yen

Global production volume*²



3,430 thousand units

Global sales volume*³ *⁴



3,442 thousand units

Global sales volume of electrified vehicles



507 thousand units

R&D



15 markets

Automobile production



13 markets **29** Sites

Global employee survey score



71 pt

Number of employees (consolidated basis)



133,580

Woman manager ratio



15.9%

Nationalities represented at Nissan



100+

CO₂ emissions from vehicle lifecycle*⁵



-11%

CO₂ emissions from new vehicles*⁵



Global **-12%** 4 regions*⁶ **-15%**

CO₂ emissions from manufacturing*⁵



-0.5%

Sustainable material ratio



32%

*¹ Auto *² The figures represent the production figures for the 12-month period from April 1, 2023 to March 31, 2024. *³ The figures in China and Taiwan, which are included in "Asia," represent the sales figures for the 12-month period from January 1 to December 31, 2023. Those sold in Japan, North America, Europe, Other overseas countries and Asia (excluding China and Taiwan) represent vehicles sold for the 12-month period from April 1, 2023 to March 31, 2024. *⁴ The figures in China include Chinese joint venture, Dongfeng Motor Co., Ltd.

*⁵ vs. 2018 *⁶ 4 regions: Japan, the US, Europe, and China