Data

Corporate overview

Corporate profile

Date of establishment	December 26, 1933
Location of organization's headquarters	1-1, Takashima 1-chome, Nishi-ku, Yokohama, Kanagawa 220-8686, Japan
Group structure and business outline	The Nissan Group consists of Nissan Motor Co., Ltd., subsidiaries, affiliates and other associated companies. Its main business includes sales and production of vehicles and related parts. The Nissan Group also provides various services accompanying its main business, such as logistics and sales finance.
Brands	Nissan, INFINITI
Consolidated number of employees (as of March 31, 2025)	132,790
Global network (as of March 31, 2025)	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: 28 sites in 13 markets (excludes plants providing OEM vehicles to Nissan [Renault, Mitsubishi Motors, Isuzu, Suzuki, etc.].)

Financial data *1

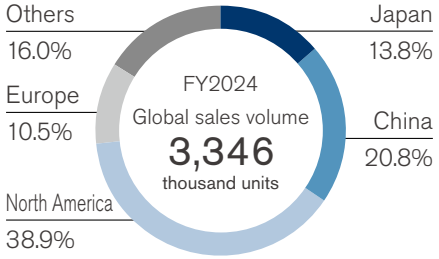
(¥ billion)

	FY2022	FY2023	FY2024
Net sales	10,596.7	12,685.7	12,633.2
Operating income (loss)	377.1	568.7	69.8
Ordinary income	515.4	702.2	210.2
Profit (loss) before tax	402.4	599.2	(413.6)
Net income (loss) attributable to owners of the parent	221.9	426.6	(670.9)
Capital expenditure	350.8	486.1	577.3
Depreciation	316.8	351.4	363.6
Research and development costs	522.2	609.9	619.0

Global sales volume

(Thousand units)

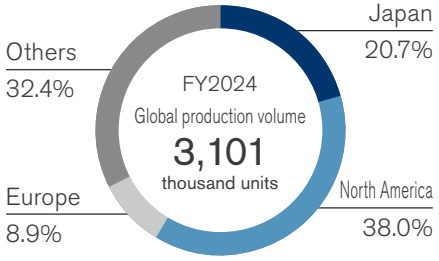
	FY2022	FY2023	FY2024
Global sales volume	3,305	3,442	3,346
Japan	454	484	461
China	1,045	794	697
North America	1,023	1,262	1,303
Europe	308	361	351
Others	475	541	534



Global production volume

(Thousand units)

	FY2022	FY2023	FY2024
Global production volume	3,381	3,430	3,101
Japan	597	725	641
North America	992	1,235	1,178
Europe	288	325	276
Others	1,504	1,146	1,005



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

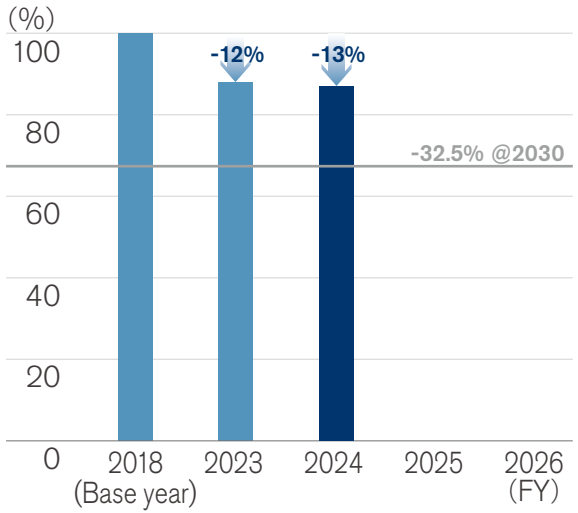
Environmental data

Climate change (Products)

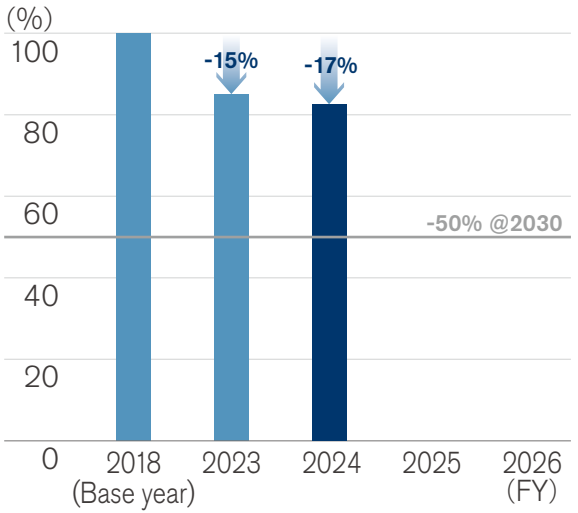
CO_2 emissions reduction rate from new vehicles

Global: -13%; Four regions (Japan, the U.S.A., Europe, China): -17%
CO_2 emissions were reduced by promoting electrification, especially in the four regions.*1

Global

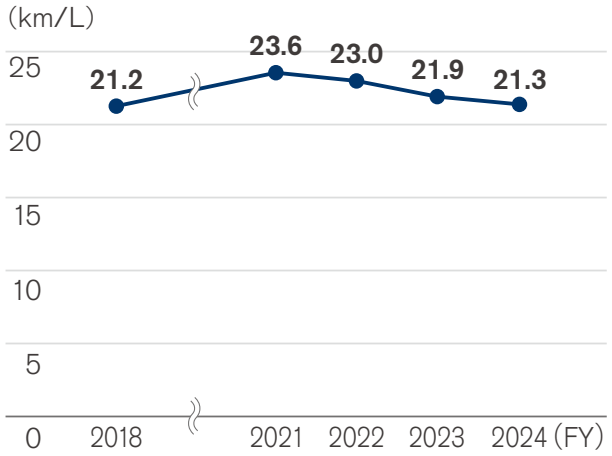


Four regions (Japan, the U.S.A., Europe, China)



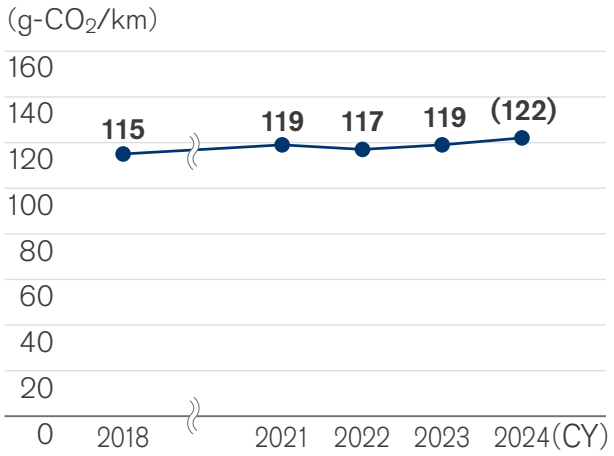
*1 CO_2 emissions are calculated on a Well-to-Wheel (WtW) basis, and the reduction rate is calculated according to Nissan's internal standards.

Corporate average fuel economy (CAFE) in Japan*1



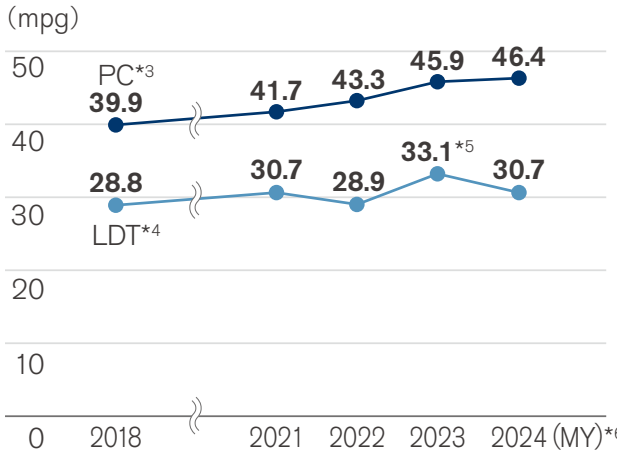
In fiscal year 2024, the company's average fuel economy in Japan was 21.3 km/L.
Strong sales of larger e-POWER vehicles lowered fuel efficiency, but the stable e-POWER ratio helped to maintain the overall level in line with the previous year.

CO_2 emission index from Nissan vehicles in Europe*7



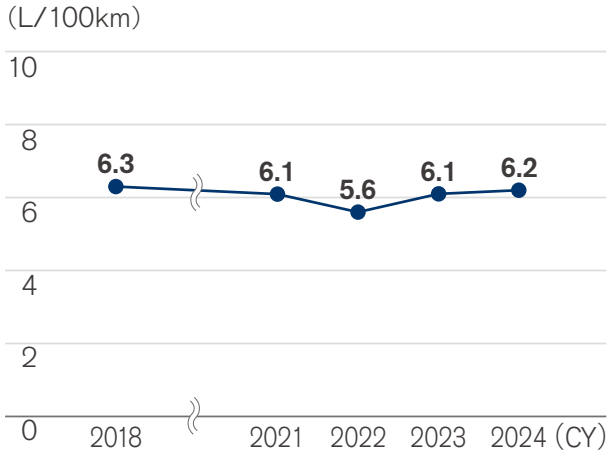
In 2023, the company's average CO_2 emissions were 119 g-CO_2/km. In 2024, although hybrid vehicle sales remained strong, the decline in the e-POWER ratio is expected to result in a slight increase in average CO_2 emissions compared with the previous fiscal year.*8

Corporate average fuel economy (CAFE) in the United States



In fiscal year 2024, the corporate average fuel economy (CAFE) of Nissan's passenger cars in the U.S.A. was 46.4 mpg and 30.7 mpg in the light-duty truck segment. In the passenger car segment, CAFE improved due to an increase in the share of small models, while in the light-duty truck segment, CAFE decreased due to an increase in the share of large models.

Corporate average fuel consumption in China



In 2024, the company's average fuel consumption for domestically produced vehicles in China was 6.2 L/100 km. Despite strong sales of new large SUVs, the increased ratio of electrified vehicles helped maintain overall fuel efficiency at a level comparable to the previous year.

*1 From fiscal year 2022 onward, includes vehicles that have been type-approved using the World-wide harmonized Light duty Test Cycle (WLTC) evaluation mode.
*2 Uses provisional values calculated by Nissan, including WLTC mode fuel economy values
*3 Passenger Car
*4 Light-Duty Truck
*5 Corrected due to an error in 2023 figures.
*6 MY: Model Year
*7 From fiscal year 2021 onward, includes vehicles that have been type-approved using the Worldwide harmonized Light vehicles Test Procedure (WLTP) evaluation mode.
*8 As official values for 2024 have not yet been disclosed, provisional values are shown.

Revenue, global sales volume and production volume data

(¥ billion)

	FY2023	FY2024
Revenue*1	126,857	126,332

(thousand units)

	FY2023	FY2024
Global Sales Volume*2	3,442	3,346
Japan	484	461
North America	1,262	1,303
Europe	361	351
Asia	961	841
Other	374	390

(thousand units)

	FY2023	FY2024
Global Production Volume*2	3,430	3,101
Japan	725	641
North America*3	1,235	1,178
Europe*4	325	276
Asia*5	1,020	895
Other*6	126	110

In Japan and Europe, where customer interest in electrified vehicles is high, the combined share of e-POWER, EVs, and hybrid vehicles*7 has remained at around 70%, consistent with the previous year.
We see this trend as a reflection of the growing role of our sustainable product lineup-centered on environmental value- as a core element of our business.

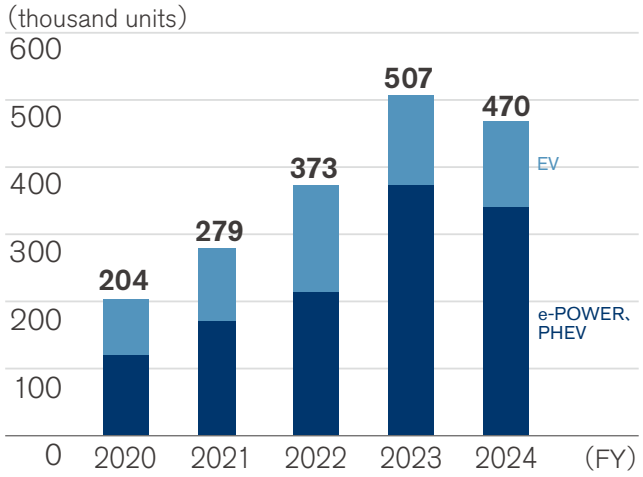
Powertrain type ratios (Shipment-based)

By region	Unit	Gasoline-powered vehicles	Diesel-powered vehicles	e-POWER vehicles	Electric vehicles	Hybrid vehicles
Japan	%	31	0	42	6	21
North America	%	96	0	1	3	0
Europe	%	24	4	25	8	38
Asia	%	88	4	3	3	1
Other	%	79	12	2	0	6
Global	%	75	3	10	4	8

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

Under Nissan Ambition 2030, we aim to expand our electrified vehicle lineup and increase the share of electrified vehicle sales.
In fiscal year 2024, however, the number of electrified vehicles sold declined compared with the previous year, due to production adjustments implemented in certain markets in response to a challenging competitive environment.

Sales volume of EV, e-POWER, PHEV*8



*1 From fiscal year 2024, Chinese joint ventures are treated using the equity method. Accordingly, sales figures for fiscal year 2023 have been revised.
*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 UK 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.
*8 PHEVs sold in China from fiscal year 2023.

Climate change (Corporate activities)

Energy input*1

(FY)

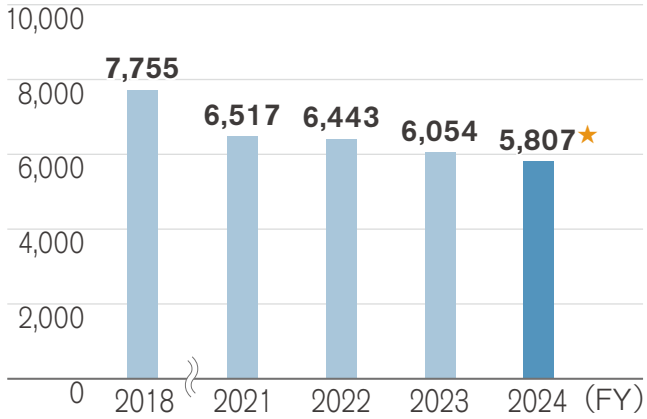
	Unit	2018	2021	2022	2023	2024
Total	MWh	7,755,180	6,516,552	6,442,705	6,053,630	5,807,255★
By region						
Japan	MWh	3,845,585	3,432,988	3,403,180	3,045,909	2,863,146
North America	MWh	2,397,746	1,935,449	1,971,446	2,074,570	2,069,954
Europe	MWh	862,042	557,173	545,092	511,387	474,668
Other	MWh	649,807	590,941	522,987	421,763	399,488
By energy source						
Primary						
Natural gas	MWh	2,882,123	2,374,726	2,396,027	2,049,589	1,934,282
LPG	MWh	199,882	147,084	129,607	109,199	102,694
Coke	MWh	179,226	112,162	111,013	105,823	93,636
Heating oil	MWh	127,258	71,632	57,919	53,602	45,176
Gasoline	MWh	153,630	90,081	94,372	55,898	55,043
Diesel	MWh	57,068	49,218	48,110	9,800	8,818
Heavy oil	MWh	19,101	11,967	10,954	28,837	4,938

(FY)

	Unit	2018	2021	2022	2023	2024
External						
Electricity (purchased)	MWh	4,008,519	3,558,048	3,484,661	3,484,666	3,419,207
Renewable energy*2	MWh	150,623	220,768	239,875	215,351	239,002
Chilled water	MWh	5,473	3,597	3,929	4,643	4,870
Steam	MWh	63,577	74,565	94,423	140,283	123,984
Renewable energy*3	MWh					7,605
Internal						
Electricity (in-house generation)	MWh	59,323	23,473	11,689	11,288	14,607
Renewable energy*4	MWh	59,323	23,473	11,689	11,288	14,607
Total renewable energy	MWh	209,946	244,242	251,563	226,639	261,214

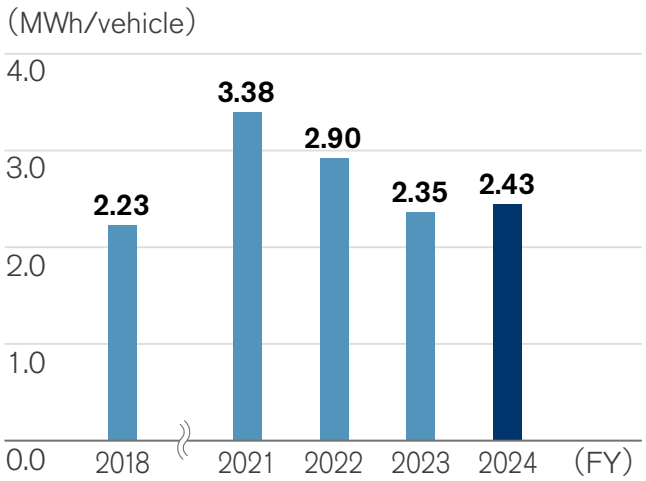
Trend in energy input*1

The total energy input of our global corporate activities during fiscal year 2024 was 5,807 thousand MWh ★, a 4% decrease from 6,054 thousand MWh in fiscal year 2023.



Energy per vehicle produced*5

In fiscal year 2024, energy per vehicle produced was 2.43 MWh, a reduction of 3% compared with fiscal year 2023. Data for the Japan region includes the manufacture of powertrains and other components for overseas assembly. Since the denominator is vehicles produced in the region, this tends to result in higher values for Japan.



(FY)

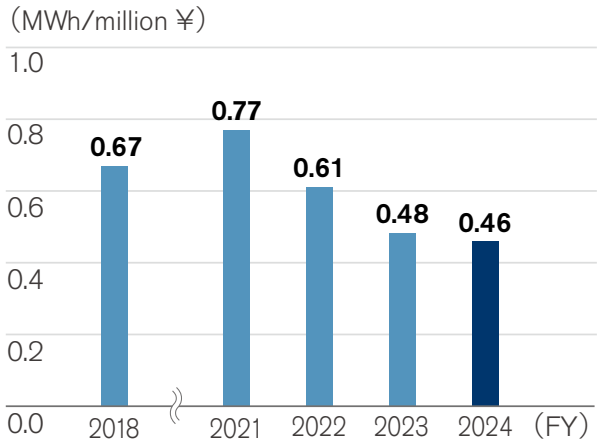
By region	Unit	2024
Japan	MWh/vehicle	4.46
North America	MWh/vehicle	1.78
Europe	MWh/vehicle	1.72
Other	MWh/vehicle	1.30

*1 Changed in line with revisions to fiscal year 2023 performance data.
*2 Volume of renewable energy in electricity purchased by Nissan.
*3 Amount of renewable energy purchased by Nissan for cooling water and steam.
*4 Volume of renewable energy generated by Nissan at its facilities and consumed for its own purposes.
*5 The boundary of data aggregation has been revised to align with the financial consolidated group.

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

Energy per revenue*1

In fiscal year 2024, global Nissan facilities saw an energy per revenue result of 0.46 MWh, a decrease of 4% from 2023. We are taking ongoing steps toward decoupling financial capital generation from energy use.



Scope 1 and 2 CO_2 emissions*1

In fiscal year 2024, the total of Scope 1 and 2 emissions*2 of our global corporate activities was 1,519 thousand tons ★ (Scope 1 emissions: 442 thousand tons ★; Scope 2 emissions: 1,077 thousand tons ★), a 12% decrease from 1,731 thousand tons in fiscal year 2023.

(FY)

	Unit	2018	2021	2022	2023	2024
Scope 1	kt-CO_2	725	588	585	477	442★
Scope 2	kt-CO_2	1,688	1,238	1,187	1,254	1,077★
Scope 1+2	kt-CO_2	2,413	1,825	1,772	1,731	1,519★
Japan	kt-CO_2	1,277	1,001	994	984	908
North America	kt-CO_2	687	483	502	501	401
Europe	kt-CO_2	131	89	81	86	73
Other	kt-CO_2	318	253	195	161	137

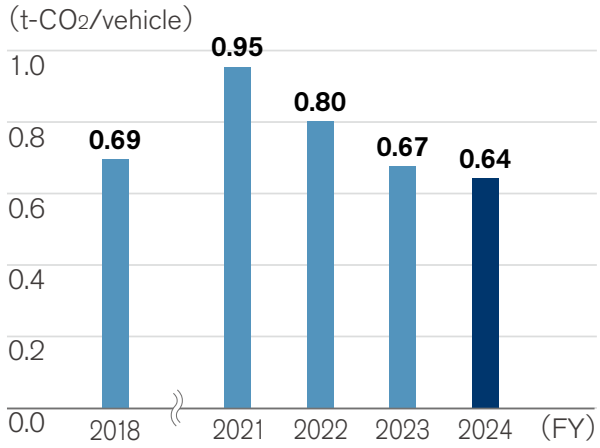
Greenhouse gas (GHG) emissions other than energy-derived CO_2*3

(FY)

By type	Unit	2018	2021	2022	2023	2024
CH_4 (methane)	t-CO_2e	4,846	5,088	5,054	5,705	4,810
N_2O (nitrous oxide)	t-CO_2e	1,425	1,244	1,071	1,801	2,094
HFCs (hydrofluorocarbons)	t-CO_2e	3,594	1,320	1,878	148	121
PFCs (perfluorocarbons)	t-CO_2e	0	0	0	0	0
SF_6 (sulfur hexafluoride)	t-CO_2e	43	43	43	128	117
NF_3 (nitrogen trifluoride)	t-CO_2e	2	1	0	0	0

Scope1 and 2 CO_2 emissions per vehicle produced*4

In fiscal year 2024, overall corporate emissions were 0.64 t-CO_2/vehicle produced.

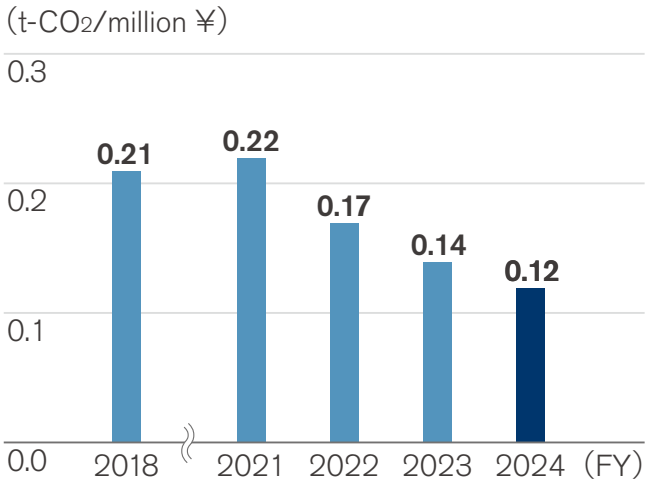


*1 Changed in line with revisions to fiscal year 2023 performance data.
*2 Click here for more information on calculation for CO_2 emissions. >>> P062
*3 GHG emissions from Nissan Motor Co., Ltd. manufacturing sites calculated based on the Act on Promotion of Global Warming Countermeasures.
*4 The boundary of data aggregation has been revised to align with the financial consolidated group.

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

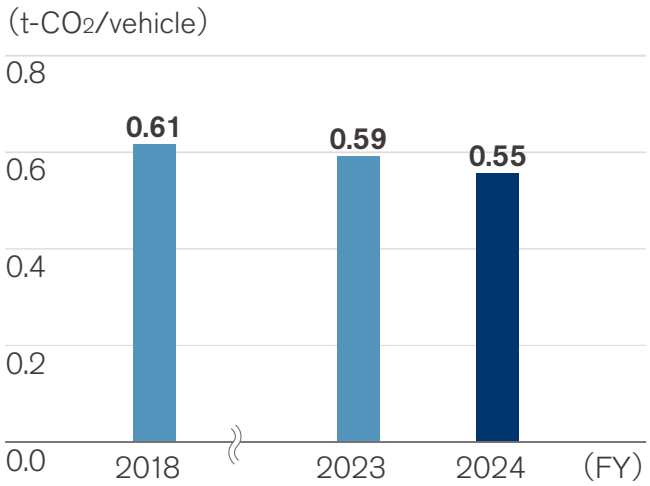
Scope1 and 2 CO_2 emissions per revenue*1

In fiscal year 2024, CO_2 emissions from our global operations were 0.12 ton per ¥1 million of revenue.



Manufacturing CO_2 emissions per vehicle produced*2*3

In fiscal year 2024, our manufacturing CO_2 emissions per vehicle produced were 0.55 tons, 10% less than fiscal year 2018.



*1 Changed in line with revisions to fiscal year 2023 performance data.
*2 CO_2 emissions per vehicle produced in the NGP management scope
*3 The boundary of data aggregation has been revised to align with the financial consolidated group.

Logistics volume

(FY)

	Unit	2018	2021	2022	2023	2024
Total*1*2	mil ton-km	34,973	23,052	25,938	32,893	31,116
Inbound*3	mil ton-km	10,278	7,572	8,720	11,166	11,159
Outbound*4	mil ton-km	24,695	15,480	17,218	21,727	19,957
Sea	%	60.8	61.9	69.9	69.6	70.5
Road	%	23.5	24.0	19.1	20.4	19.2
Rail	%	14.8	13.7	10.7	9.8	10.1
Air	%	0.9	0.4	0.3	0.2	0.2

In fiscal year 2024, global shipping decreased 5% compared with the previous fiscal year, to 31.1 billion tons-km.

CO_2 emissions from logistics

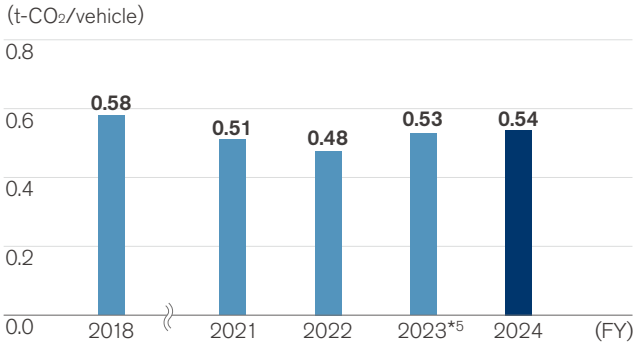
(FY)

	Unit	2018	2021	2022	2023*5	2024
Total*1*2	kt-CO_2	2,471	1,610	1,591	1,981	1,774
Inbound*3	kt-CO_2	891	410	408	552	505
Outbound*4	kt-CO_2	1,580	1,201	1,182	1,429	1,269
Sea	%	29.1	26.4	35.1	37.0	38.1
Road	%	59.8	66.5	58.3	57.3	56.1
Rail	%	3.8	3.9	3.4	3.1	3.4
Air	%	7.2	3.2	3.1	2.6	2.5

In fiscal year 2024, CO_2 emissions from logistics decreased 10% compared with the previous fiscal year, to 1,774k-tons.

CO_2 emissions from logistics (per vehicle produced)

In fiscal year 2024, CO_2 emissions were 0.54 tons per vehicle produced.



*1 Due to the change in global emission factors based on the GHG Protocol, changes have occurred in the figures since fiscal year 2018.
*2 CO_2 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 the transportation of complete vehicles and service parts, their transportation to dealerships, and the transportation of waste/scrap materials. The figures for transportation to dealerships and the transportation of waste/scrap materials have been added, commencing from the fiscal year 2022 actuals.
*5 Changed in line with revisions to fiscal year 2023 performance data.

Scope 3 emissions by category

We conducted a study based on standards such as the Corporate Value Chain (Scope 3) Accounting and Reporting Standard from the GHG Protocol and found that about 81% of our Scope 3 emissions were from the use of sold products.

(FY)

Category	Unit	2024
1. Purchased goods & services*1	kt-CO_2	23,365★
2. Capital goods	kt-CO_2	1,271
3. Fuel- and energy-related activities	kt-CO_2	225
4. Upstream transportation & distribution	kt-CO_2	1,643
5. Waste generated in operations	kt-CO_2	109
6. Business travel	kt-CO_2	178
7. Employee commuting	kt-CO_2	153
8. Upstream leased assets	kt-CO_2	-
9. Downstream transportation & distribution	kt-CO_2	607
10. Processing of sold products	kt-CO_2	6
11. Use of sold products*2	kt-CO_2	125,080★
12. End-of-life treatment of sold products	kt-CO_2	232
13. Downstream leased assets	kt-CO_2	497
14. Franchises	kt-CO_2	-
15. Investments	kt-CO_2	122
Total	kt-CO_2	153,489

*1 The calculation method has changed from the fiscal year 2024 result. Click here for the revised calculation method (CO_2 emissions from purchased goods & services). >>> P062
*2 The calculation method has changed from the fiscal year 2024 result. Click here for the revised calculation method (CO_2 emissions from the use of sold products). >>> P062

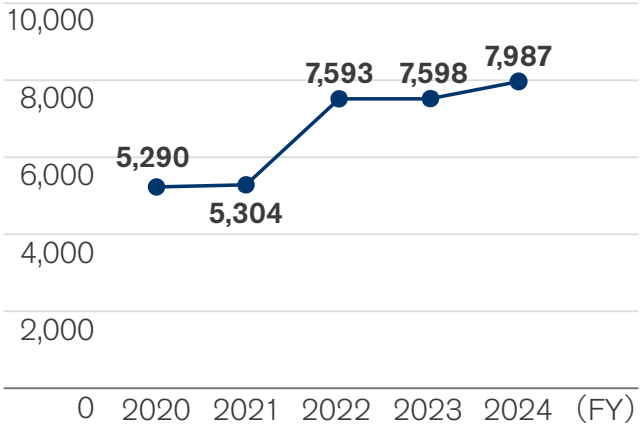
★ This figure is subject to assurance by KPMG AZSA Sustainability Co., Ltd. For details, please see here. >>> P061

Resource dependency: Achievements in reuse

Proper use of regulated chemical substances

Nissan continually reviews its standard for the assessment of hazards and risks related to chemical substances, 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 year 2024 rose to 7,987. These steps are thought to be necessary for future efforts in the repair, reuse, remanufacture, and recycle loop for resources.*1

Number of defined chemical substances



Recycled plastic usage in vehicles

We are making efforts to expand the use of recycled plastic in our vehicles and developing technologies for this. Recycled plastic use in fiscal year 2024 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 end-of-life vehicles (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 year 2024.

Material ratio

In 2024, ferrous metals accounted for 60% of the materials used in our automobiles by weight. Nonferrous metals made up another 11% and resins 19%, with miscellaneous materials making up the final 11%. To 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 at Japanese dealerships in fiscal year 2024 was 78,000, a 6% decline in the collection rate from fiscal year 2023.

*1 Click here for more information on chemical substance governance. >>> P018

Resource dependency (Facility waste)

Waste*1

The volume of regular waste*2 generated from global corporate activities in fiscal year 2024 amounted to 150,642 tons, and waste generated from production sites in fiscal year 2024 was 145,678 tons (Non-regular waste*3 from production sites: 10,226 tons).

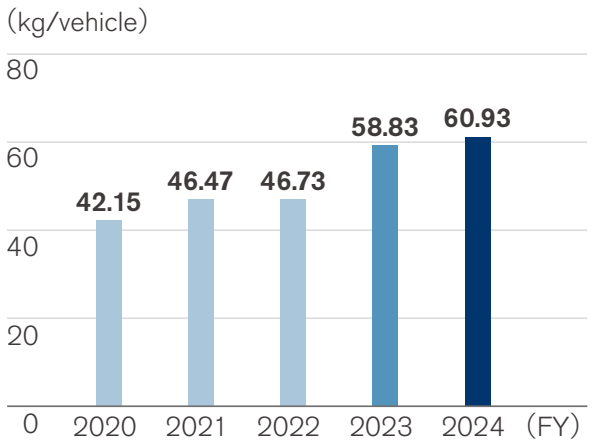
Regular waste generated from corporate activities*4

(FY)

	Unit	2020	2021	2022	2023	2024
Total	ton	153,160	158,199	157,982	155,857	150,642
By region						
Japan	ton	48,921	52,386	51,069	57,646	54,910
North America	ton	48,043	51,062	52,007	50,814	50,856
Europe	ton	31,868	33,895	36,577	44,551	43,142
Other	ton	24,328	20,857	18,329	2,846	1,734
By treatment method						
Recycling	ton	133,168	139,599	139,225	146,332	142,013
Incineration waste	ton	13,453	11,392	10,223	1,997	1,352
Landfill waste	ton	6,539	7,208	8,688	7,528	7,277

Waste per vehicle produced*1

In fiscal year 2024, regular waste per vehicle produced*5 was 60.93 kg.

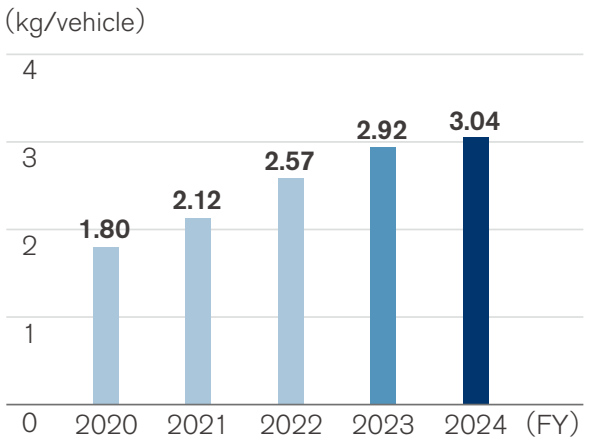


(FY)

By region	Unit	2023	2024
Japan	kg/vehicle	76.53	82.62
North America	kg/vehicle	40.80	41.53
Europe	kg/vehicle	134.72	154.15
Other	kg/vehicle	9.00	5.55

Landfill waste per vehicle produced*1

In fiscal year 2024, the volume of regular landfill waste per vehicle produced was 3.04 kg.



Responding to the Plastic Resource Circulation Act*6

The amount of industrial waste generated from plastic products in Japan during fiscal year 2024 was 6,092 tons.

Plastic-related targets	FY2024 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 From fiscal year 2023 performance data, the scope of calculations is aligned with the consolidated financial group. Performance data from up to and including fiscal year 2022 includes non-consolidated companies.
*2 Regular waste generated from production, maintenance, and issue resolution activities, etc.
*3 Waste generated irregularly from activities such as installing new processes, relocating equipment, and dismantling facilities.
*4 Regular waste generated from production and office sites, excluding*3.
*5 Amount of regular waste generated at production sites.
*6 Plastic Resource Circulation Act: Law for plastic waste

Water resource management

Water intake for corporate activities*1

In fiscal year 2024, water intake for our global corporate activities was 16,873 thousand m³, the same level as 17,794 thousand m³ in fiscal year 2023.
In fiscal year 2024, water intake from global production sites was 15,761 thousand m³, the same level as 16,620 thousand m³ in fiscal year 2023.

(FY)

By region	Unit	2020	2021	2022	2023	2024
Total	thousand m³	21,159	20,090	20,208	17,794	16,873
Japan	thousand m³	10,797	10,317	10,472	10,724	10,086
North America	thousand m³	3,888	4,047	4,235	4,409	4,321
Europe	thousand m³	1,373	1,404	1,270	1,380	1,402
Other	thousand m³	5,101	4,322	4,231	1,281	1,064

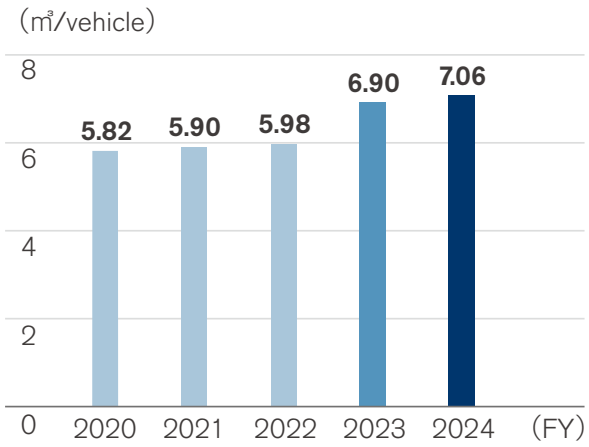
Water withdrawal by source

(FY)

	Unit	2024
Total	thousand m³	16,873
Surface water	thousand m³	1,117
Groundwater	thousand m³	6,118
Third-party water	thousand m³	9,638

Water input for corporate activities (per vehicle produced)*1

In fiscal year 2024, water input for corporate activities (per vehicle produced) was 7.06 m³/vehicle, the same level as 6.90 m³/vehicle in fiscal year 2023.



(FY)

By region	Unit	2023	2024
Japan	m³/vehicle	14.80	15.73
North America	m³/vehicle	3.64	3.71
Europe	m³/vehicle	4.24	5.07
Other	m³/vehicle	4.08	3.45

Water discharge from corporate activities*1

The total amount of water discharged in global corporate activities in fiscal year 2024 was 12,831 thousand m³, the same level as 13,405 thousand m³ in fiscal year 2023.

(FY)

By region	Unit	2020	2021	2022	2023	2024
Total	thousand m³	13,624	13,620	13,319	13,405	12,831
Japan	thousand m³	8,474	8,771	8,902	9,448	9,133
North America	thousand m³	2,351	2,565	2,610	2,837	2,669
Europe	thousand m³	1,094	707	596	724	706
Other	thousand m³	1,705	1,577	1,210	396	324

Water quality

Chemical oxygen demand (COD*2)	kg	18,017	19,941	24,884	24,811	22,536

Water discharge by destination

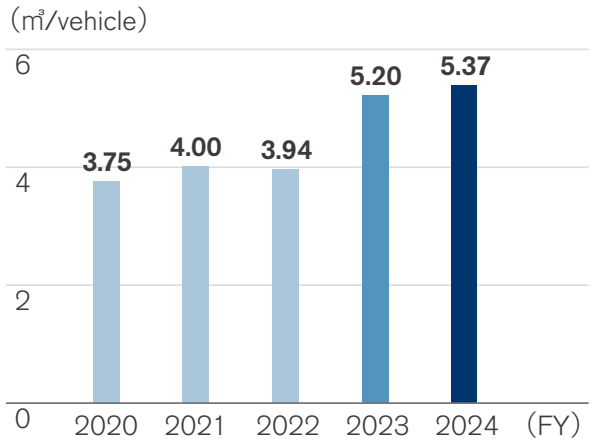
(FY)

	Unit	2024
Total	thousand m³	12,831
Surface water	thousand m³	8,144
Underground seepage	thousand m³	0
Third-party water	thousand m³	4,133
Seawater	thousand m³	554

*1 From fiscal year 2023 performance data, the scope of calculations is aligned with the consolidated financial group. Performance data up to and including fiscal year 2022 includes non-consolidated companies.
*2 Four sites of Nissan Motor and Nissan Motor Kyushu

Water discharge from corporate activities (per vehicle produced)*1

In fiscal year 2024, water discharge per vehicle produced was 5.37 m³, the same level as 5.20 m³ in fiscal year 2023.



(FY)

By region	Unit	2023	2024
Japan	m³/vehicle	13.03	14.24
North America	m³/vehicle	2.34	2.29
Europe	m³/vehicle	2.22	2.56
Other	m³/vehicle	1.26	1.05

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*1*2

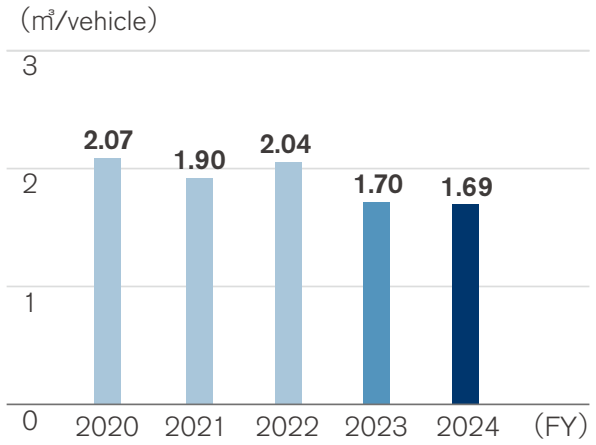
The total amount of water consumed in global corporate activities in fiscal year 2024 was 4,042 thousand m³, a decrease from 4,390 thousand m³ in fiscal year 2023.

(FY)

By region	Unit	2020	2021	2022	2023	2024
Total	thousand m³	7,535	6,470	6,889	4,390	4,042
Japan	thousand m³	2,323	1,546	1,570	1,277	953
North America	thousand m³	1,537	1,481	1,625	1,572	1,653
Europe	thousand m³	279	697	674	656	696
Other	thousand m³	3,396	2,745	3,021	885	740

Water consumption in corporate activities (per vehicle produced)*1

In fiscal year 2024, water discharge per vehicle produced was 1.69 m³, which is the same level as 1.70 m³*1 in fiscal year 2023.



(FY)

By region	Unit	2023	2024
Japan	m³/vehicle	1.76	1.49
North America	m³/vehicle	1.30	1.42
Europe	m³/vehicle	2.02	2.52
Other	m³/vehicle	2.82	2.40

*1 From fiscal year 2023 performance data, the scope of calculations is aligned with the consolidated financial group. Performance data up to and including fiscal year 2022 includes non-consolidated companies.
*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 year 2024, NOx and SOx emissions from Nissan manufacturing facilities*1 were 360 tons and 1 ton, respectively.

(FY)

	Unit	2020	2021	2022	2023	2024
NOx	ton	364	373	340	495	360
SOx	ton	10	7	2	2	1

Volatile organic compounds (VOCs)*2

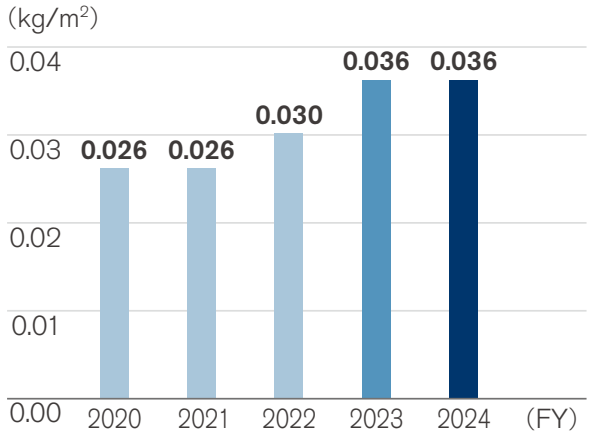
In fiscal year 2024, total VOC emissions amounted to 10,404 tons, a decrease from fiscal year 2023. We continue to engage in activities that include switching to water-based paints and materials with low VOC content.

(FY)

By region	Unit	2020	2021	2022	2023	2024
Total	ton	10,451	10,653	11,104	11,018	10,404
Japan	ton	3,176	3,031	3,987	4,791	4,397
North America	ton	3,097	3,112	3,156	3,294	3,480
Europe	ton	839	519	877	1,023	749
Other	ton	3,339	3,991	3,084	1,910	1,778

VOC emissions per painted area*2

In fiscal year 2024, VOC emissions per painted area were 0.036 kg.



(FY)

By region	Unit	2023	2024
Total	kg/m2	0.036	0.036
Japan	kg/m2	0.052	0.054
North America	kg/m2	0.021	0.024
Europe	kg/m2	0.029	0.024
Other	kg/m2	0.066	0.060

Released substances designated by PRTR Law (Japan)*3

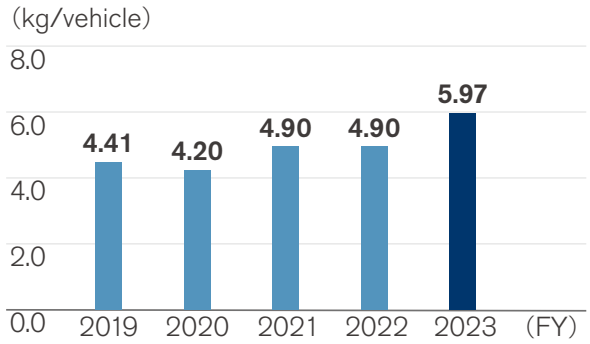
In fiscal year 2023, released substances designated by Pollutant Release and Transfer Register (PRTR) Law in Japan were 4,326 tons, an increase from 2,924 tons in fiscal year 2022 due to factors including an increase in newly designated chemical substances resulting from legal revisions.

(FY)

By region	Unit	2019	2020	2021	2022	2023
Japan site total	ton	3,339	2,173	2,183	2,924	4,326
Oppama	ton	1,022	697	881	959	1,055
Tochigi	ton	467	394	323	567	1,077
Kyushu	ton	1,391	1,042	942	1,369	2,151
Yokohama	ton	21	9	4	8	15
Iwaki	ton	62	6	4	4	7
NTC	ton	351	3	3	3	3
Zama Operation Center	ton	26	22	26	14	18

PRTR emissions per vehicle produced (Japan)

In fiscal year 2023, PRTR emissions per vehicle produced were 5.97 kg, an increase compared with fiscal year 2022.



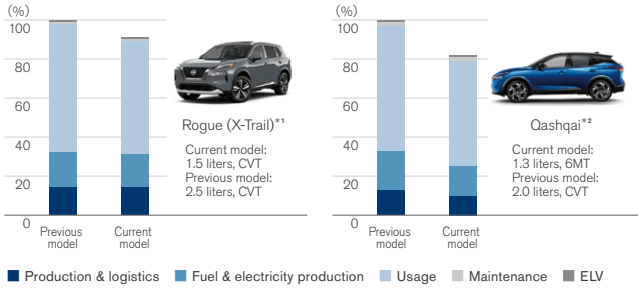
*1 Only consolidated sites in Japan
*2 From fiscal year 2023 performance data, the scope of calculations is aligned with the consolidated financial group. Performance data up to and including fiscal year 2022 includes non-consolidated companies.
*3 The table shows chemical substance emissions calculated based on the Japanese government PRTR guidelines. PRTR emissions show total volume excluding substances adhering 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 models. 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_2 equivalent emissions have been reduced compared with the previous models by improving powertrain efficiency and reducing vehicle weight.*1

Life cycle CO_2 equivalent emissions

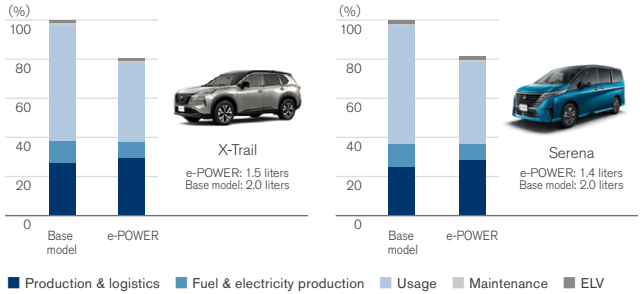


*1 Production in the U.S., 120,000 miles driven in the U.S. (basis for comparison).
*2 Production in EU, 150,000 km driven in EU (basis for comparison).

LCA of e-POWER models

Nissan introduced its new e-POWER powertrain in 2016, marking another significant milestone in the electrification strategy with life cycle emission improvements. Compared with their gasoline-powered counterpart models, the X-Trail e-POWER and Serena e-POWER have both achieved an approximately 20% reductions in CO_2 equivalent emissions.

Life cycle CO_2 equivalent emissions

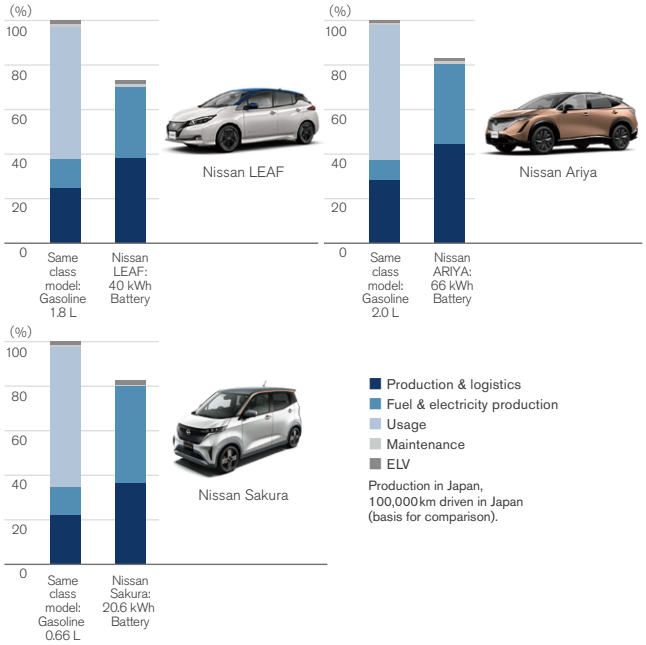


Production in Japan, 100,000 km driven in Japan (basis for comparison).

LCA of EV models

The Nissan LEAF reduces its life cycle CO_2 equivalent emissions by approximately 30% compared to conventional vehicles of the same class in Japan. Launched in 2022, the Nissan Ariya and Nissan Sakura 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 life cycle CO_2 emissions by approximately 20%.

Life cycle CO_2 equivalent emissions

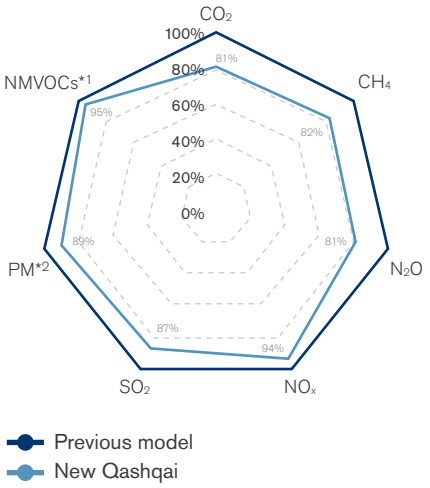


*1 Click here for further details regarding Nissan's LCA https://www.nissan-global.com/EN/SUSTAINABILITY/ENVIRONMENT/GREENPROGRAM/FOUNDATION/LCA/

Life cycle improvements beyond climate change

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

New Qashqai life cycle assessment (LCA)



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

Material balance

Input

(FY)

	Unit	2023	2024
Raw materials*3	ton	3,039,866	2,820,044
Energy	MWh	6,053,220*4	5,807,255
Renewable energy	MWh	226,639*4	261,216
Water withdrawal*3	thousand m³	17,794	16,873

Output

(FY)

	Unit	2023	2024
Vehicles produced			
Global production volume*3	thousands of vehicles	2,577	2,391
CO_2 emissions	kt-CO_2	1,731*4	1,519
Water discharge*3	thousand m³	13,405	12,831
Emissions			
NOx	ton	495	360
SOx	ton	2	1
VOCs*3	ton	11,018	10,404
Waste*3			
Recycling	ton	146,332	142,013
Incineration waste	ton	1,997	1,352
Landfill waste	ton	7,528	7,277

Environmental conservation cost*5

(FY)

		2023		2024	
	Unit	Investment	Cost	Investment	Cost
Total	mil ¥	15,557	165,353	15,887	160,937
Business area	mil ¥	1,908	2,207	751	2,145
Upstream/ downstream	mil ¥	0	406	0	384
Management	mil ¥	0	13,324	0	12,094
R&D	mil ¥	13,649	149,238	15,136	145,888
Social activities	mil ¥	0	48	0	108
Damage repairs	mil ¥	0	130	0	318

Economic impact

(FY)

	Unit	2023	2024
Total	mil ¥	13,996	9,983
Cost reduction	mil ¥	3,293	237
Profit	mil ¥	10,703	9,746

*1 NMVOCs: Non-Methane Volatile Organic Compounds
*2 PM: Particulate Matter
*3 From fiscal year 2023 performance data, the scope of calculations is aligned with the consolidated financial group. Performance data up to and including fiscal year 2022 includes non-consolidated companies.
*4 Changed in line with revisions to fiscal year 2023 performance data.
*5 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	2022	2023	2024
Consolidated number of employees*1		People	131,719 (15,397)	133,580 (16,549)	132,790 (16,031)
	Japan	People	60,423 (14,550)	60,468 (15,248)	60,902 (15,065)
	North America	People	37,745 (182)	40,262 (310)	40,242 (234)
	Europe	People	10,037 (274)	9,999 (693)	9,771 (478)
	Asia	People	17,649 (57)	16,958 (48)	16,210 (40)
	Other regions	People	5,865 (334)	5,893 (250)	5,665 (214)
Number of new hires of indirect employees*2		People	8,067	6,969	2,558
	Japan*3	People	1,464	1,765	1,471
	North America	People	4,995	3,989	564
	Europe	People	638	550	145
	Asia	People	204	360	249
	Other regions	People	766	415	129
Employee turnover rate*2		%	5.3	4.0	3.7
	Japan*3	%	2.6	2.9	2.8
	North America	%	6.9	3.4	3.1
	Europe	%	7.3	4.5	4.3
	Asia	%	3.9	10.2	8.0
	Other regions	%	5.6	8.0	6.5
Ratio of women managers		%	15.5	15.9	16.2
GES*4 (engagement)	Score		69	71	69
	Response rate	%	90	91	89
Serious accident count (GUR)*5			44	22	31
Occupational accident frequency rate (FR1)			0.91	0.85	0.92

		Unit	2022	2023	2024
Nissan Motor Co., Ltd.					
Number of employees		People	23,525	24,034	24,413
	Men	People	20,174	20,510	20,839
	Women	People	3,351	3,524	3,574
Average age		Age	41.7	41.2	41.0
	Men	Age	41.8	41.3	41.0
	Women	Age	40.9	40.7	40.8
Average length of service		Years	16.4	15.0	14.7
	Men	Years	17.1	15.6	15.2
	Women	Years	12.3	11.2	11.3
Number of new hires		People	1,527	1,765	1,819
	Men	People	1,316	1,465	1,553
	Women	People	211	300	266
Employee turnover rate*6		%	6.2	6.2	5.0
	Voluntary Resignation	%	2.7	2.4	2.8
Disabled employment ratio		%	2.5	2.5	2.6
Number of unionized employees*7		People	26,434	26,531	26,701
Average annual salary*8		Yen	8,509,353	8,771,496	8,956,336
Men and women employees average pay difference*9	All employees	%	81.9	82.5	83.8
	Regular employees	%	78.0	79.0	81.0
	Non-Regular employees	%	88.1	81.6	81.0

		Unit	2022	2023	2024
Ratio of employees subject to personnel evaluation		%	100	100	100
Days of paid holiday taken		Days	19.7	19.0	18.8
Taken paid holiday ratio		%	96	97	94
Average overtime		Hours/ month	25.6	25.4	20.3
Number of employees taking childcare leave		People	373	412	696
	Men	People	246	302	515
	Women	People	127	110	181
Ratio of men employees taking childcare leave*10		%	42.3	51.4	65.5
Ratio of employees those who return from childcare leave		%	94.2	96.9	97.7
	Men	%	94.3	95.5	96.9
	Women	%	94.1	99.3	100
Number of employees taking nursing care leave		People	13	25	19
	Men	People	11	20	13
	Women	People	2	5	6
Number of Women managers		People	330	346	374
	Ratio	%	10.4	10.7	11.5
Of which, equivalent to GM		People	92	99	114
	Ratio	%	8.6	9.0	10.2
Non-Japanese indirect employee ratio		%	5.8	6.4	6.8
Non-Japanese manager ratio		%	5.8	6.2	6.3

*1 Numbers in brackets denote part-time employees not included in the consolidated
*2 These figures are calculated for only indirect employees
*3 Total of Nissan Motor Co., Ltd. and Nissan Motor Kyushu Co., Ltd.
*4 GES: Global Employee Survey. A maximum score of 100 points, average score of 88 domestic and overseas companies that participated in the employee awareness survey.
*5 Applies to all workers (including employees of partner companies and other companies and visitors, regardless of employment status or affiliation) on our sites (Nissan Motor Co., Ltd., Nissan Motor Kyushu Co., Ltd., and overseas production sites).
*6 Employee turnover rate includes retirement.
*7 Number of unionized employees includes full-time employees, Senior Partners (reemployment after retiring). Number of unionized employees includes those of Nissan Motor Kyushu.
*8 Average annual salary for employees includes bonuses and overtime pay.
*9 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.
*10 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.

Employee data (continued)

		Unit	2022	2023	2024
Training session	Annual number of participants	People	519,905	514,187	549,382
	Total hours of training	Hours	392,294	358,597	405,861
	Average hours per employee	Hours	16.5	14.9	16.8
	Participant satisfaction (out of 5)	Score	Above 4.2	Above 4.2	Above 4.2
	Investment per employee	Yen	75,000	76,000	63,000

Executives

		Unit	FY2022	FY2023	As of July 1st, 2025
Non-Japanese executive ratio of the officers defined by the Companies Act		%	46.7	40.0	50.0
Woman ratio of the officers defined by the Companies Act		%	23.1	26.7	28.6
Number of women Board of Directors		People	2	3	4
	Ratio	%	16.7	25.0	33.3
Of which, internal		People	0	0	1
	Ratio	%	0	0	25.0
Of which, external		People	2	3	3
	Ratio	%	28.6	37.5	37.5

Labor 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 26,701 including those of Nissan Motor Kyushu as of March 31, 2025. 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.

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	2024	Gold Award in PRIDE Index (eighth 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	Platinum Kurumin Mark	Kanagawa Labor Bureau, MHLW
		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 North America	2025	Platinum Sponsorship Award	NAACP – Murfreesboro Branch
		2025	Diamond Sponsorship Award	African-American Society of Williamson County
		2024	All-Time Top Corporation	Women's Business Enterprise National Council (WBENC)(U.S.)
		2024	Corporate Sponsor of the Year	100 Black Men of Dallas
		2024	All Stars Business Partner	Metropolitan Nashville Public Schools – Academies of Nashville
	Nissan Canada Inc.	2024	Great Place to Work Canada (sixth consecutive year)	Great Place to Work
		2024	Canada's Most Admired Corporate Cultures™	Waterstone Human Capital
		2024	Excellence Awardee for Diversity & Inclusion	Human Resources Director Canada
	Nissan Mexicana, S.A. De C. V., NR Finance Mexico	2025	Best Places to Work LGBTQ+ Mexico (Fifth consecutive year for NR Finance Mexico, fourth consecutive year for Nissan Mexicana, S.A. De C. V.)	Human Rights Campaign Equidad MX
		2024	Top Company for Women (third consecutive year)/Super Company (fourth consecutive year)	Top Companies – Expansion
	all Nissan South America countries, Argentina, Chile, Brazil and Peru	2024	Great Place to Work for Argentina, Chile, Brazil and Peru (third consecutive year)	Great Place to Work
		2024	Best place to Work LGBTQIAP+ (first year) for Nissan Argentina, Chile and Brazil	Human Rights Campaign
		2024	Racial Equality (second consecutive year) for Nissan Brazil	Instituto de Identidades do Brasil
		2024	Most inclusive companies for automotive (second consecutive year) for Nissan Brazil	Automotive Business
AMIEO Africa/Middle East/India/ Europe /Oceania	Nissan Motor (GB) Ltd.	2024	Outstanding Corporate Social Responsibility Award	Metro
		2024	Pride 365 Certified (fourth consecutive year)	InterPride(UK)
	Nissan Australia & New Zealand	2024	Great Place to Work	Great Place to Work
ASEAN	Nissan Philippines, Inc.	2024	Best Employer Brand 2024	Employer Brand Institute of India

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

Safety

Major external safety ratings (Based on fiscal year 2024 assessments)

Regions	External Assessments	Rating	Models	Ratio*1
U.S.	NCAP*2	5 ★ Overall Rating (2024 model year)	Nissan LEAF, Nissan LEAF Plus, Murano, Altima, Sentra, Versa, Rogue, Nissan ARIYA, Pathfinder, INFINITI QX50, QX60	11/16
		4 ★ Overall Rating (2024 model year)	TITAN (Crew Cab), Frontier (Crew Cab), Kicks, Armada, INFINITI QX80	5/16
	IIHS*3	2025 Top Safety Pick+	Pathfinder, Armada, Murano, INFINITI QX80	4/15
		2025 Top Safety Pick	INFINITI QX60	1/15
Latin America	Latin NCAP	5 ★	Kicks	1/1

Product safety and quality

Recalls in FY2024*4

Country/Region	Number of recalls	Recalled vehicles (1,000 units)
Japan	13	386
North America	20	639
Europe	14	130
Other	13	100
Global	42 *4	1,256

Contributing to local communities

Social contribution achievements in FY2024

Cumulative number of employees participating in global social contribution activities: Approximately 66,000
Cumulative number of beneficiaries from global social contribution activities: Over 1 million
Global social contributions: 2.34 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 FY2024 global social contributions

	Amount (¥ million)	% of total
Philanthropic activities	659	28.2
Monetary donations	1,101	47.1
In-kind donations (cash equivalent)	205	8.8
Sponsorships, etc.	373	15.9
Total	2,338	100

*1 Number of vehicles that received rating/Number of vehicles evaluated
*2 NCAP: U.S. National Highway Traffic Safety Administration's New Car Assessment Program
*3 IIHS: U.S. Insurance Institute for Highway Safety
*4 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 fiscal year 2024 (April 2024 through March 2025)

Board of Directors	Number of times Board of Directors meetings were convened	21
	Average attendance ratio per meeting	97.2%

Committee	Nomination Committee	Number of times Nomination Committee meetings were convened	9
		Average attendance ratio per meeting	98%
	Compensation Committee	Number of times Compensation Committee meetings were convened	13
		Average attendance ratio per meeting	98%
	Audit Committee	Number of times Audit Committee meetings were convened	12
		Average attendance ratio per meeting	100%

Overview of corporate governance (as of July 1st, 2025)

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	8
Number of female directors	4
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	5
Number of independent outside directors	5
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	2