



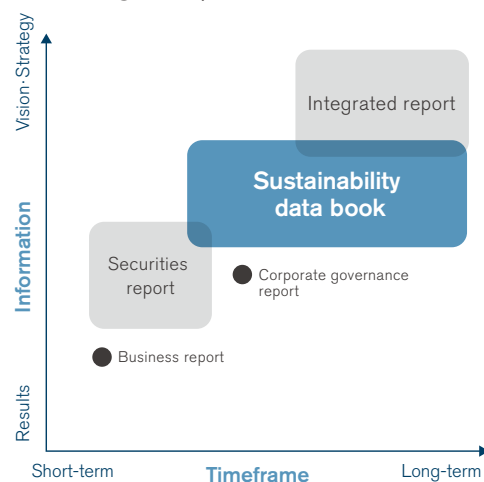
Sustainability data book 2026

NISSAN
MOTOR CORPORATION

Editorial policy

Nissan publishes a sustainability data book to share the performance data and other information on our sustainability initiatives, along with the underlying philosophy, to help stakeholders understand our social responsibilities and value we aim to provide. It also gives an overview of Nissan Green Program 2030 (NGP2030) — our fifth medium-term environmental action plan for 2030, and Nissan Social Program 2030 (NSP2030) — designed to comprehensively promote social initiatives — and share the achievements of our fiscal year 2025 activities.

Positioning of reports



Scope

Period covered: The report covers fiscal year 2025 (April 2025 to March 2026); content that describes efforts outside this period is indicated in the respective sections.

Organization: Nissan Motor Co., Ltd., its group companies in Japan and overseas.

Referenced reporting guidelines

- GRI Standards

Nissan has prepared this report in accordance with the GRI Standards for the period April 1, 2025 through March 31, 2026.

[GRI content index](#)

- Taskforce on Climate-related Financial Disclosures (TCFD) recommendations/ Taskforce on Nature-related Financial Disclosures (TNFD) recommendations

[TCFD/TNFD content index](#)

- Sustainability Accounting Standards Board (SASB) standards

[SASB content index](#)

Date of previous report

Sustainability data book 2025, issued July 31, 2025

Reporting cycle

Annually since 2004

Third-party assurance

For more information on the third-party assurance

>>> [P060](#)

Forward-looking statements

This sustainability data book contains forward-looking statements on Nissan's future plans and targets and related operating investment, product planning and production targets. There can be no assurance that these targets and plans will be achieved.

Achieving them will depend on many factors, including not only Nissan's activities and development but also the dynamics of the automobile industry worldwide, the global economy and changes in the global environment.

For further information

Nissan Motor Co., Ltd.

Sustainability Development Department

[Inquiry form](#)

Sustainability data book 2026

Publication date: July 31, 2026

Our related websites

[Nissan Motor Corporation Global Website](#)

[Sustainability](#)

[Investors](#)

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*Environmental data is included in the Environment section.

Viewing this report

This sustainability data book is an interactive PDF. You can easily access the information by clicking on the navigation tabs and buttons.

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NISSAN VISION

MOBILITY INTELLIGENCE
FOR EVERYDAY LIFE

Mobility Intelligence for Everyday Life

Since its founding, Nissan has long committed to enriching people's lives and strengthening communities through mobility. This spirit is embodied in our corporate purpose, "Enrich People's Lives". As global environmental and social challenges intensify, sustainability remains a fundamental driver of corporate purpose and long-term value creation. Society is undergoing a period of rapid transformation. Climate change, securing a stable energy supply, traffic safety, and unequal access to transportation require new and scalable mobility solutions. At the same time, customer expectations for mobility continue to rise, with increasing demand for technologies that are intuitive, practical, and seamlessly integrated into daily life.

In April 2026, Nissan introduced its long-term vision, "Mobility Intelligence for Everyday Life," defining a customer-centric strategic direction for the future. The vision that serves as a guide to realizing our purpose will advance mobility intelligence and electrification to meet varied customer needs and regional market conditions. It reflects a commitment to advancing mobility solutions that are safer, more intuitive, more accessible, designed around everyday use and deliver enhanced value and experience for our customers and society.

Mobility intelligence is positioned to transform mobility beyond transportation into a more connected and supportive experience. By combining its unique advanced vehicle control, data, and digital technologies, mobility can enhance the quality of time spent traveling while providing safe and secure mobility to a broader range of users and creating new value in the mobility experience.

Electrification remains a key pillar in addressing climate change and supporting the transition to a carbon neutral society. Through a range of electrified solutions tailored to diverse markets and infrastructure environments, environmental impacts can be reduced while supporting wider adoption of sustainable mobility.

The convergence of intelligence and electrification will enable vehicles to contribute to broader energy and data ecosystems. This integration can support renewable energy utilization, strengthen resilience across communities, and advance the development of more sustainable mobility systems for empowering people and communities.

Our efforts are measured by the experiences we create for customers and the value we bring to our communities. Trust isn't built in plans, but in how seamlessly Nissan becomes part of everyday life.

While we have a clear path ahead defined in our vision, its realization is supported by people, strategic partnerships, responsible practices across the value chain, and strong governance. Sustainability is embedded as a foundation of management, enabling mobility innovation that addresses societal challenges while creating long-term value for customers, communities, and future generations.

Executive message

Nissan's purpose has always been clear: to enrich people's lives by empowering mobility and communities. This commitment continues to guide our long-term vision of "Mobility Intelligence for Everyday Life." As expectations evolve, this purpose is not changing, but expanding, shaping our ambition to deliver mobility that is not only accessible and intelligent, but also sustainable, resilient, and responsible by design.

The environment in which we operate continues to evolve rapidly. The automotive industry is undergoing profound structural changes, driven by electrification, advances in vehicle intelligence, and shifting customer expectations. At the same time, geopolitical instability, supply chain disruptions, and rapidly evolving regulatory frameworks across markets are adding new layers of complexity and urgency. In this context, success requires disciplined execution, but also the ability to adapt quickly, manage risk, and build resilience while continuing to create long-term value.

Sustainability remains a fundamental part of this journey. It informs how we think about resilience, competitiveness and the opportunities ahead and is reflected in key frameworks such as Nissan Green Program 2030(NGP2030) and Nissan Social Program 2030(NSP2030), which help guide our priorities toward 2030, and serve as a foundation for the long-term vision.

Further, as stakeholder expectations for transparency in our business and its operations grow and disclosure requirements become more complex and dynamic, it is essential that we continue to evolve our sustainability governance, deepening executive leadership engagement and embedding sustainability more firmly into the way we lead and operate the business. In fiscal year 2025, we strengthened this foundation by integrating the Global Sustainability Steering Committee and the Global Environmental Management Committee into a unified Sustainability Committee, chaired by the CEO and composed of Executive Committee members. Under the supervision of the Board of Directors, this committee enables more comprehensive executive-level oversight of material topics such as climate change, circular economy, and human rights, ensuring that risks and opportunities are systematically assessed and managed across the business, and increasingly embedded into core strategy and execution.

While delivering the objectives of the Re:Nissan recovery plan by the end of fiscal year 2026 remains our immediate priority, we are also laying the foundations for the future through initiatives that support long-term resilience and sustainable value creation. As Chief of Strategy Acceleration, my focus is on ensuring that strategy, execution and sustainability work together to support Nissan's transformation and transform Nissan to a stronger, more resilient company that continues to create value for our stakeholders and proactively contribute to society.



Manabu Sakane
Chief of Strategy Acceleration
Nissan Motor Co., Ltd.

Sustainability at Nissan

Sustainability strategy

Sustainability at Nissan

The new long-term vision, “Mobility Intelligence for Everyday Life,” integrates mobility intelligence and electrification into everyday life, to meet the diverse needs of customers and markets.*1 Sustainability forms the foundation to realize the long-term vision and fulfill our corporate purpose. Nissan strives to promote sustainability initiatives. To reinforce our sustainability strategy, we have identified material issues that Nissan must address and formulated action plans toward 2030 for those issues from the environmental and social perspectives. Through two action plans—Nissan Green Program 2030 (NGP2030) and Nissan Social Program 2030 (NSP2030)—we clearly define our sustainability goals and strengthen our initiatives globally. Furthermore, we anticipate various environmental and social transitions arising from our business activities. We take potential social impacts into account and position the principle of a “just transition” as a core element of our sustainability approach.

Identification of material issues

Nissan formulates sustainability strategies and promotes activities that account for stakeholder interests and the latest trends, such as technological innovation. When formulating these strategies in 2022, we identified key material issues that we need to address on a company-wide level based on an analysis of risks and opportunities.

We combined the consideration of both corporate activities and sustainability from the perspective of the impact of society and the environment on Nissan (financial impact), which has traditionally been of great interest to investors as well as how Nissan impacts - and benefits - society and the environment, and in doing so demonstrate the value that Nissan creates as well as its priorities.

By communicating its approach to stakeholders in a readily understandable manner, Nissan hopes to expand opportunities for collaboration in various ways and further strengthen its relationships of trust in the automotive sector as well as further afield in a bid to take its initiatives to the next level.

In fiscal year 2024, we updated some material issues including their positioning and description, considering the latest social trends and our business.

Materiality assessment process

Step 1: Clarifying societal and environmental issues

We assess global agendas by regularly analyzing market-trends, identifying expectations from society through dialogue with stakeholders that include investors, and studying the United Nations Climate Change Conference of Parties (COP), Sustainable Development Goals (SDGs), and risk reports published by the World Economic Forum (WEF).

Step 2: Assessing material issues facing Nissan and the automobile sector as a whole

We assess Nissan's material issues by analyzing risks and opportunities from a global perspective. This perspective incorporates both efforts to achieve the long-term vision and the role of the automobile sector.

Step 3: Prioritizing materiality

We organize priorities based on risks and opportunities into a matrix to identify the value Nissan creates and determine how to enhance initiatives going forward. Then, we conduct an expert review to reflect feedback provided.

Step 4: Reaching consensus among the Executive Committee and the Board of Directors

We report our materiality assessment — including background information and the reasons for our selections — to the Executive Committee and the Board of Directors to reach a consensus.

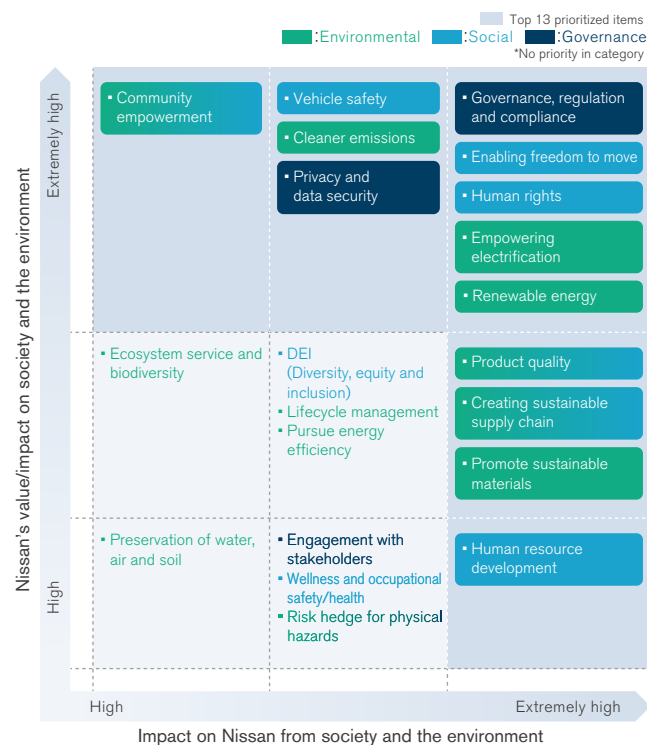
*1 Click here for more information on our vision. <https://www.nissan-global.com/EN/COMPANY/PLAN/VISION/>

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Nissan materiality matrix

Having assessed 21 material issues, the items at the top of the vertical axis indicate Nissan's greatest value and impact on society and the environment, while those in the right-hand column on the horizontal axis indicate the greatest impact on Nissan from society and the environment. Nissan has determined the 13 most important items.

Nissan is incorporating each identified into business activities to expand opportunities for collaboration and help promote robust efforts that embody our corporate purpose.



Materiality description

Materiality	Description	Nissan initiatives
Governance, regulation and compliance	We will conduct business operations with the utmost integrity through corporate governance that embodies high ethical standards, transparency and a solid foundation, guided by corporate purpose and the code of conduct. We will comply with applicable laws and regulations, acting consistently with respect and integrity towards people and society.	- Corporate governance (P104) - Compliance (P109)
Enabling freedom to move	Provide more people with new mobility technologies and services, such as driver assistance technologies and connected car systems, to create a safer, more personalized, and inclusive society in which everyone can move freely.	Safety (P066)
Human rights	Foster an organization where every employee shows the utmost respect to individual dignity and human rights. Nissan commits to act in accordance with internal ethical standards that refer to the United Nations Guiding Principles on Business and Human Rights. In particular, we will ensure action in the six focus areas* of respect for human rights. *Six focus areas: 1. employee labor conditions, 2. supplier labor conditions, 3. product safety and AI, 4. privacy and data security, 5. business partner labor conditions, 6. community and environmental impact (including impact on indigenous peoples)	- Human rights (P062) - Employee human rights (P083)
Empowering electrification	Accelerate our efforts toward carbon neutrality by expanding our line-up of electrified vehicles, offering advanced vehicles/battery technologies and supporting EV eco-system.	Value chain activity achievements-Products (P030)
Renewable energy	Through partnerships with various sectors and collaboration with governments and communities, we will promote the use of renewable and alternative energy sources to reduce CO ₂ emissions. With 4R* including Vehicle-to-everything (V2X), we continue to empower societies with safe energy management solutions. *4R: Battery reuse, refabricate, resell, recycle	Value chain activity achievements-Products (P030), Corporate activities (P041), Collaborations with relevant partners (P059)
Vehicle safety	Through advanced driver assistance technologies accessible to more customers, we wish to realize zero fatality by eliminating the number of deaths in traffic accidents involving Nissan vehicles.	Safety (P066)
Cleaner emissions	The goal is to achieve exhaust emissions as clean as ambient air and cleaner vehicle-related pollutants (including dust, microplastics, etc.)	Value chain activity achievements-Products (P030), Corporate activities (P041)
Privacy and data security	Committed to safeguarding data protection and privacy rights, protecting stakeholder personal data through appropriate security measures, and will be responsible for secure handling of data in consideration of new technologies and security risks.	Privacy and data security (P108)
Community empowerment	In addition to disaster recovery and humanitarian aid, the company will contribute to community development through its products, technologies, services, and expertise in social change.	- Value chain activity achievements-Products (P030) - Communities (P080)
Product quality	Provide reliable, comfortable, and user-friendly mobility by improving the design and product quality including chemical substance management and in-cabin air.	- Value chain activity achievements-Products (P030) - Quality (P068)
Creating sustainable supply chain	In collaboration with suppliers, implement appropriate responses to the environmental/ human rights issues in the supply chain and achieve responsible sourcing, based on the "Nissan supplier sustainability guidelines". This ensures a stable supply of vehicles and fulfill accountability as required by society and regulations.	- Value chain activity achievements-Collaborations with relevant partners (P059) - Responsible sourcing (P075)
Promote sustainable materials	Aiming for a circular economy, we pursue sustainable vehicle manufacturing by promoting repair/reuse/rebuild/recycle and using recyclable and ethical materials for sustainable resource use.	Value chain activity achievements-Corporate activities (P041)
Human resource development	Provide human resource development programs and foster a comfortable work environment to maximize the power of employees	Learning and development (P096)

Sustainability initiatives targeting 2030

Based on the identified material issues, we have been implementing the medium-term environmental action plan Nissan Green Program 2030 (NGP2030) and the social action plan Nissan Social Program 2030 (NSP2030) since fiscal year 2023. Under NGP2030 and NSP2030, we have set goals and indicators for 2030 in each of our activity areas and promote our initiatives globally. Through these initiatives, we aim to realize sustainable business and as well as to create safe and secure communities, contribute to the advancement of society, and help restore nature and ecosystems.

· NGP2030

Since 2002, we have been formulating medium-term environmental action plans in the form of NGPs to realize our environmental philosophy of “a symbiosis of people, vehicles, and nature.” The objective of NGP2030 is to ensure our living society is sustainable and in harmony with nature. More specifically, we will focus on minimizing our environmental footprint and deploying environmental measures that maximize our opportunities - for example, by accelerating the 1.5°C scenario and transitioning to a circular economy. We have identified climate change, resource dependency, air quality and water to be the most significant issues, and we are also working to strengthen traceability as the foundation of our activities. In addressing climate change, we have set a goal for achieving carbon neutrality across the Company’s operations and entire life cycle of our vehicles by 2050 and are advancing initiatives to achieve this goal through the electrification of vehicles and innovation in our business activities. Moreover, we will embrace the idea of a just transition, working to understand the impacts associated with the shift to decarbonization and advancing our initiatives in a manner that minimizes adverse impacts, as we aim to realize a carbon neutral society.

NGP2030

Activities			NGP2030 Objectives	Related materiality issues	SDGs areas where Nissan mainly adds value	
Climate change	Reduce CO2 emissions （Base year 2018）	Lifecycle	-30% (Global)	· Empowering electrification · Renewable energy · Creating sustainable supply chain · Community empowerment · Promote sustainable materials · Pursue energy efficiency · Lifecycle management · Risk hedge of physical hazards · Ecosystem service and biodiversity	    	
		Product	-32.5% (Global) -50% (Major regions: Japan, U.S.A., Europe)* ¹			
		Manufacturing	-52% (Global)			
		Supplier	Promote CO2 reduction			
		Logistics (t-CO2/vehicle)				
		R&D Facility (t-CO2/development cost)				
		Office (t-CO2/floor area)				
		Dealer (t-CO2/floor area)				
Resource dependency	Material	Expand sustainable material (weight basis)	40% (Major regions: Japan, U.S.A., Europe)	· Empowering electrification · Renewable energy · Promote sustainable materials · Creating sustainable supply chain · Community empowerment · Ecosystem service and biodiversity	    	
		Manage waste / Landfill	Maintain low levels			
	Vehicle	Expand energy management function	Equipped rate to EV: 100% (Major regions: Japan, U.S.A., Europe)			
Air quality and water	Water	Enhance water risk management at manufacturing sites	Zero high-risk sites	· Product quality · Creating sustainable supply chain · Promote sustainable materials · Cleaner emissions · Ecosystem service and biodiversity · Preservation of water, air and soil · Risk hedge for physical hazards	     	
		Reduce water usage at manufacturing sites				
		Manage wastewater quality at manufacturing sites				
	Air quality	Enhance management of vehicle emission including non-tailpipe	Technology development and adoption			
		Manage VOC at manufacturing sites	Continue current activities (Paint shop)			
		Manage air quality in-cabin	Comply with Nissan standard on in-cabin VOC			
Foundation	Secure responsible sourcing		Secure supply chain risk management	· Governance, regulation and compliance · Creating sustainable supply chain · Engagement with stakeholders	     	
	Secure and integrate value-chain information (traceability)		· Build and operate carbon footprint etc. management system for corporate activities and parts production · Secure supply-chain data reliability			
	Enhance environment governance					

*1 Including the Company and its consolidated subsidiaries

NSP2030

Nissan aims to become a people-centric company. We promote social initiatives and seek to create value for society. Our goal is to enhance corporate value and create social value by fulfilling our responsibilities as a corporation, pursuing what makes Nissan unique, and growing together with society. We believe that people are the most important element in our business and its processes. In NSP2030 we have identified nine key areas - including four related to employees - and established goals for 2030. We will also continue to carry out, and strengthen initiatives concerning the human rights of our employees, our partners, suppliers and customers as well as the greater community and various other stakeholders.

These social initiatives are pursued with consideration for potential social impacts arising from business transitions and are guided by the principle of a just transition.

NSP2030

Focus areas		2030 goals	Related materiality issues	SDG areas where Nissan mainly adds value
Human rights	Safety	Invest in new technologies, such as autonomous driving and connected car systems, to create safer, more efficient, and more personalized mobility solutions	- Vehicle safety - Enabling freedom to move	 
	Quality	Achieve top-level quality*1, defect aim zero and no compliance issue	Product quality	   
	Intellectual property	Contribute to solving social issues by promoting IP activities with others to foster innovation (IP ecosystem)	- Vehicle safety - Enabling freedom to move - Product quality	     
	Responsible sourcing	Establish a framework to promote respecting human rights in the supply chain to aim for "No human rights violation"	Creating sustainable supply chain	      
	Communities	Contribute to solving social issues through "Nissan-ness" as well as to empowering youth and children in communities	Community empowerment	  
	Power of employees	Make Nissan a great place to work in which all employees feel empowered, supported, and can be their authentic selves, in order for them to realize their full potential		
	Employee human rights	Respect human rights to realize "People centric"	Human rights	   
	Diversity, equity & inclusion	Realize an inclusive and exciting Nissan that values uniqueness	DEI (diversity, equity and inclusion)	  
	Learning & development	Develop a highly skilled and motivated workforce	Human resource development	   
	Health & safety	- Increase people who work safely, securely and in good health - Realize a company that can work lively	Wellness and occupational safety / health	 

*1 Top three in each market in product and sales & service quality

Sustainable finance

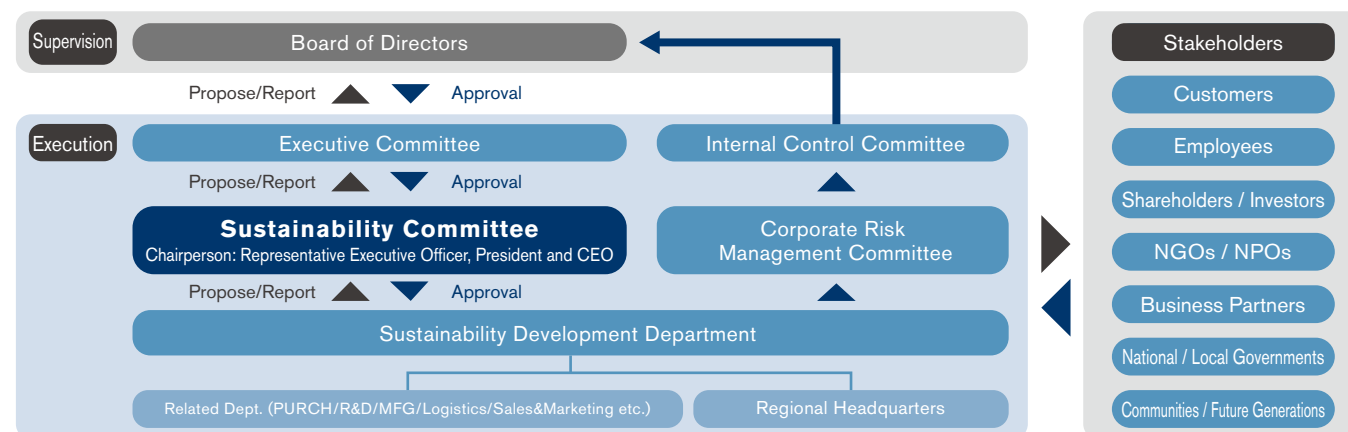
To further reinforce its sustainability initiatives, Nissan raises funds in accordance with the Nissan Sustainable Finance Framework.*¹ Funds raised through the framework have been allocated for a wide range of initiatives. These include the development and production of electrified vehicles and batteries as well as technology development and infrastructure development for the creation of EV ecosystems and smart cities and the development of safer and more sustainable mobility. Through its promotion of sustainability, Nissan will continue to provide outstanding value to its stakeholders and contribute to the advancement of a sustainable society.*²

Governance to promote sustainability

Under the supervision of the Board of Directors, setting goals for the sustainability strategy and monitoring progress are deliberated by the Sustainability Committee, chaired by the Representative Executive Officer, President and CEO, on a semiannual basis.*³ Matters deliberated by the Sustainability Committee are submitted to the Executive

Committee, and the Chair of the Executive Committee makes the final decision. Depending on the nature and significance of the agenda item, however, the Executive Committee may delegate authority to the Sustainability Committee; in such cases, the Chair of the Sustainability Committee may make the final decision. These matters are reported regularly to the Board of Directors.

Decision-making process related to sustainability



Organization	Chairperson	Attendees	Role
Executive Committee	Representative Executive Officer, President and CEO	8 Executive Committee members (4 of whom also serve as executive officers)	After discussion, the chairperson makes the final decision on major company matters, including policies, strategies, goals, and investments related to environmental and social issues.* ⁴
Sustainability Committee	Representative Executive Officer, President and CEO	8 Executive Committee members (4 of whom also serve as executive officers) 1 Chief of Strategy Acceleration (responsible for sustainability) 3 Management Committee chairpersons	Discuss matters such as policies, strategies, goals, and investments related to environmental and social issues. The chairperson may make final decisions, where authority is delegated.

*¹ Nissan has obtained a second party opinion from Moody's Ratings, an independent organization, stating that Nissan's framework is in alignment with the Green Bond Principle 2021, Social Bond Principle 2023, Sustainability Bond Guideline 2021, Green Loan Principle 2021 and Social Loan Principle 2023.

*² Click here for more information on the Nissan Sustainable Finance Framework and second party opinion. https://www.nissan-global.com/EN/IR/STOCK/SUSTAINABLE_FINANCE/

*³ Click here for more information on the Sustainability Committee. >>> P014 >>> P061

*⁴ Issues related to nature, including climate change, resource dependence, air quality, water and biodiversity; and social issues, including human rights and supply chains; etc.

Executives' roles on sustainability and its performance assessment

Since fiscal year 2021, the company has incorporated the performance indicators for sustainability in performance-based cash incentives that form a part of the long-term incentive program to increase its mid- to long-term corporate and social value.*1*2

In fiscal year 2024, those performance indicators and evaluation weights were reviewed and updated to further strengthen the initiatives.

· Environment:

A CO₂ performance score covering the entire value chain based on emission reductions*3 across seven areas of NGP activities (evaluation weight 10%)

· Social:

Global employee survey scores related to DEI (evaluation weight 10%)

Participation in the United Nations Global Compact

Since January 2004, Nissan has participated in the UN Global Compact and has been enhancing its sustainability activities in accordance with its 10 universal principles on human rights, labor, the environment, and anti-corruption.*4

WE SUPPORT



Stakeholder engagement

Dialogue with stakeholders

Nissan defines stakeholders as those individuals and organizations that influence or are influenced by the company's business. For Nissan, it is of the utmost importance to engage in dialogue with stakeholders, build trustworthy relationships, and align its corporate activities with societal needs. Through such dialogue, the company seeks to identify opportunities and risks in their early stages. These interactions take place at its global headquarters and other facilities in Japan and globally. Nissan established this structure to ensure feedback reaches the company.

Nissan's approach to shareholder and investor engagement

Nissan, including its Chief Financial Officer (CFO), conducts constructive dialogues with shareholders and investors. To build trustworthy relationships, the company communicates its long-term vision, innovations applied to enhance competitiveness and the latest market trends in a timely manner. Questions and feedback from shareholders and investors are reported to the executive management and reflected in the company's decision-making. To mitigate the risk of insider trading, the company refrains from communicating with investors during the period beginning on the quarter-end date and ending at the time of the earnings results announcement.

Communication with shareholders and investors

In addition to disclosing up-to-date information on its IR website in a timely manner, each year Nissan holds events to present its business activities to investors and analysts, focusing on themes most relevant to them and making available its divisional and regional managers to provide the required information.*5 The company will continue to disclose information to its stakeholders and investors to further enhance their understanding of Nissan.

Other major communication achievements for fiscal year 2025 are as follows.

Communication with shareholders and investors in fiscal year 2025

June 2025	Roundtable discussion with independent outside directors
June 2025	126th Ordinary General Meeting of Shareholders
September 2025	CEO and CFO roundtable for institutional investors
October 2025	Test-drive event for next-generation ProPILOT Assist prototype
March 2026	Test-drive event for investors and analysts

*1 Please refer to the 2025 Securities Report (P075-082) for details of the performance indicators for the performance-based incentive compensation program. https://www.nissan-global.com/EN/IR/FINANCIAL_RESULTS/ASSETS/FR/2025/PDF/fr2025.pdf#page=77

*2 Click here for more information on the Compensation Committee. [>>> P106](#)

*3 Click here for more information on CO₂ emission reductions in the seven areas of NGP activities. [>>> P007](#)

*4 Click here for more information on the UN Global Compact. <https://unglobalcompact.org/>

*5 Click here for more IR information. <https://www.nissan-global.com/EN/IR/>

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Our Vision Executive message **Sustainability at Nissan**

Stakeholders	Stakeholder engagement	Stakeholder interests, main topics	Major initiatives for FY2025
Customers	Customer service interaction, contact through dealers, websites, showrooms, events, customer surveys, media (TV, magazines, social media, etc.), owners meetings, vehicle maintenance, mailing service	- Product and service quality - Customer support	- Customer call center response (receives about 180,000 calls in Japan) (P069) - Quick VOC (P072)
Employees	Direct contact (including whistleblowing system), intranet, internal events, interviews, surveys	- Company performance and issues - Workplace diversity - Workplace environment - Career, training	- Dialogue sessions between executives and employees - EC members and general managers meeting - Whistleblower System SpeakUp(2,475 reports) (P112) - Event showcasing the latest vehicles and technologies for employees - DEI Fireside Chat (P087) - Performance review - Global employee survey (P082) - Dialogue on human rights with labor unions*1
Suppliers and dealers	Suppliers conferences, dealer conventions, business meetings, direct contact, briefings, events, corporate guidelines, websites	- Fair trade - Nissan's sustainability policies, medium-term business plan, and purchasing policies	- Environmental activity briefing sessions (P057) - Nissan Partners Conference (including Purchasing policy briefing sessions) (P078) - Nissan Global Innovation and Quality Award (P078) - Operation of human rights hotline (P076) - Nissan Green Shop (Japan) (P015) - Revision of Nissan Supplier Sustainability Guidelines, Nissan Green Purchasing Guidelines and requests for action (P057), (P075)
Shareholders and investors	Direct contact with IR team, shareholders meetings, financial results briefings, IR events, IR meetings, websites, mailing service	Strategies, performance, and sustainability initiatives to enhance corporate value	- Shareholder and investor engagement (P010) - One on one meeting with investment institutions and others
Governments, industrial associations, business partners, and international organizations	Direct contact, joint research studies, initiatives with industry organizations, roundtables, opinion-exchanges and other events	- Legal compliance - Cooperation with demonstration experiments and other public measures - Promote joint program	- Electrify Japan: Blue Switch Program activities (P081) - Contribution to community development in Fukushima Hamadori (P081) - Demonstration tests of automated driving in Yokohama and Kobe (P081) - V2G technology demonstration project carried out at the University of Nottingham (P035) - Traffic Safety Future Creation Lab (P067) - Participation in UNDP business and human rights project*1 - Collaboration with governments regarding environment such as GX League (P059)
NGOs and NPOs	Direct contact, meetings for exchanging opinions, management of programs, events	Cooperation and support for the resolution of societal issues	- Implementation of improvement activities related to the human rights assessments with BSR*1 - Participation as a support member in four NPOs / NGOs to exchange information
Local communities and future generations	Direct contact with business facilities, local events, plant visits, philanthropic activities, conferences, traffic safety awareness campaigns, assistance via foundations, educational programs, websites	- Local community contributions - Corporate philosophy - Nissan's sustainability initiatives	- Omoiyari Light Promotion activities (urging drivers to turn on headlights) (P067) - Providing learning opportunities by global Nissan employees (P081) - Awarding of the Rikajo (science education grant) development prize (The Nissan Global Foundation)

External assessment

Nissan's initiatives on sustainability have earned high praise from external evaluation agencies.

· CDP

Nissan has earned a place on prestigious A List in two categories, climate change and water security from CDP, a global environmental NGO for two consecutive years. In the climate change category, Nissan has achieved "Leadership Level" (either A or A-) for 13 consecutive years since 2013, and in the water security category Nissan has been A-listed for seven consecutive years.*2

· EcoVadis

In an assessment conducted by EcoVadis, an international sustainability rating agency, Nissan earned a score of 68 as of July 2026, which places us in the top 27% of the companies surveyed.*3

We also continue to be included as a constituent stock in the following indexes, recognized globally for their credibility.

· FTSE

Nissan has been a constituent of the FTSE4Good Index Series and constituent of the FTSE JPX Blossom Japan Index for 10 consecutive years. Nissan has also continued to be a constituent of the FTSE JPX Blossom Japan Sector Relative Index since its creation in 2022.*4*5

For details regarding external evaluations, please refer to the following.

[🔗 Global engagement and external recognition](#)

*1 Click here for more information on initiatives related to human rights stakeholder engagement. <https://www.nissan-global.com/EN/SUSTAINABILITY/SOCIAL/HUMANRIGHTS/INITIATIVES/>

*2 Click here for the press release. <https://global.nissannews.com/en/releases/251212-02-e>

*3 Click here for more information on EcoVadis. <https://ecovadis.com/>

*4 Click here for more information on the FTSE4Good Index Series. <https://www.ftserussell.com/products/indices/ftse4good>

*5 Click here for more information on the FTSE JPX Blossom Japan Index and FTSE JPX Blossom Japan Sector Relative Index. <https://www.ftserussell.com/products/indices/blossom-japan>

*Nissan makes financial contributions in line with laws, regulations and the Nissan Global Code of Conduct. (Contribution in FY2025: 12 million yen to The People's Political Association, Japan) Click here for more information on the Nissan Global Code of Conduct. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/NISSAN_GCC_E.pdf

Environmental principles

Environmental principles and policies

We provide customers with innovative products and services by promoting the effective use of energy and resources as well as by promoting diversity and resource circularity. These are just some of the ways in which Nissan is striving to achieve its environmental philosophy: "A symbiosis of people, vehicles, and nature".

To achieve our environmental principles, we have clearly defined our ultimate goal: "To manage the environmental impact caused by our operations and products to a level that can be absorbed by nature and pass on rich natural capital to future generations" and set what we want to be: "A sincere eco-innovator." This means endeavoring to leave as small an ecological footprint as possible for the Earth's future. Beyond deepening our awareness of the environment, we strive to conduct all business activities with consideration and kindness for people, society, nature and the Earth, as a means of contributing to the development of a better society.

Nissan's environmental philosophy: A symbiosis of people, vehicles, and nature

Nissan aims to enrich people's lives through the power of cars and technology. To achieve this requires a symbiosis of people, vehicles, and nature. We believe a richer life will be created both through fulfilling driving experiences and the coexistence and harmony of all these elements. At the core, kindness toward others is essential.

We have adhered to this environmental philosophy since the 1990s, and while deepening our understanding of the environment, we conduct all of our operations, including production and sales, with consideration for people, society, nature and the Earth, as a means of contributing to the building of a better society.

What we want to be: A Sincere Eco-Innovator

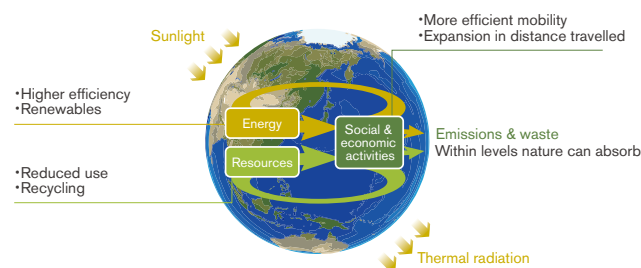
Environmental issues cannot be resolved overnight; they are challenges that society and businesses must address together over the long term. This is why we at Nissan view sincerity—our commitment to addressing environmental challenges with integrity in all our business activities—as a solid foundation for supporting a sustainable future and society.

At the same time, we continue to take on challenges as an eco-innovator (environment x innovation), creating technologies and new experiences that enhance environmental value, while working with partners and communities to expand that value. Driven by our founding DNA, "daring to do what others don't," we will continue to pioneer innovations that transcend conventional boundaries and forge a sustainable future for mobility. It is precisely this commitment to moving forward under the principles of sincerity and eco-innovator (environment x innovation) that drives our aspiration to become "A sincere eco-innovator."

Ultimate goal

Now that human activities have exceeded planetary boundaries, it is crucial to adopt a perspective that restores balance between economic growth and ecosystem stability. Economic activity exists within the larger cycle of our finite planet; thus, we view the resources available for economic activity as limited.

Based on this understanding and drawing on Herman Daly's "Three Principles of Sustainability," we have set as our ultimate goal the conservation of abundant natural assets for future generations. We aim to achieve this by minimizing our dependence on and impact on the environment throughout all our business activities and across the entire life cycle of our vehicles, to levels nature can absorb.



* Based on Beyond Growth: The Economics of Sustainable Development, by Herman E. Daly

Understanding of environmental issues

Environmental and social issues have long been serious, but in recent years their severity and complexity have increased significantly. Society is facing various challenges, including poverty and hunger, energy issues, climate change, natural resource security, information security, and conflicts that threaten peace. These issues are also being discussed at the World Economic Forum (WEF), as society and the environment are at major turning points. Given these circumstances, Nissan recognizes that it is more important than ever to provide safe, secure, and sustainable mobility to everyone while continuing to deliver value to society. Climate change in particular is viewed as a factor contributing to large natural disasters that occur frequently around the world each year, and the need to reduce the impact of climate change is more urgent than ever before. In light of these social trends, Nissan has been promoting activities since 2002 under the Nissan Green Program (NGP) medium-term environmental action plan, based on the environmental philosophy we have maintained since the 1990s. While maintaining a long-term vision, we have identified material issues and challenges to address in response to evolving social issues. As shown in the figure on the right, the journey of refining the NGP over five generations reflects Nissan's sincere commitment to addressing the most critical challenges of each era. In the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report released from 2021 to 2023, it was emphasized once again that there is no doubt that climate change is caused by human activities, and that urgent and enhanced measures are needed without delay to limit the global average temperature rise to 1.5°C.

Furthermore, at the 28th Conference of the Parties (COP28) of the United Nations Framework Convention on Climate Change (UNFCCC) held in December 2023, ambitious targets were proposed to address climate and biodiversity issues. These targets included concrete action plans aimed at halting the loss of nature, reversing current conditions, and promoting the rapid phase-out of fossil fuels by 2030 to achieve the global goal of resolving climate and biodiversity issues. At COP29 held in 2024, agreement was reached on the full implementation of Article 6 of the Paris Agreement, which enables international cooperation on emissions reductions as well as carbon removal and absorption measures.

At the 15th meeting of the Conference of the Parties to the Convention on Biological Diversity (COP15) held in December 2022, the Kunming-Montreal Global Biodiversity Framework, which sets out international targets for biodiversity conservation, was adopted. At the subsequent COP16, a framework for monitoring its implementation was discussed. Nissan views these international frameworks as guidelines for transforming its own direction.

The automotive industry consumes numerous resources, including steel and aluminum, in manufacturing processes. Moreover, with the recent expansion in electrification, the utilization of scarce and unevenly distributed valuable resources such as lithium and nickel is also on the rise. Because the automotive industry depends on and impacts the global environment throughout the entire value chain, Nissan has positioned all of its sustainability initiatives—including addressing climate change and energy issues, preserving air quality and other natural capital, using mineral resources efficiently, managing chemical substances, and addressing resource depletion—as essential activities for maintaining the Earth as a finite system. We will promote

the transformation of our business structure to reduce dependence on hydrocarbon fuels and take the necessary steps to ensure a healthy natural environment for future generations.

In this report, we will explain the specific details of these activities.



Environmental governance and risk management

Governance

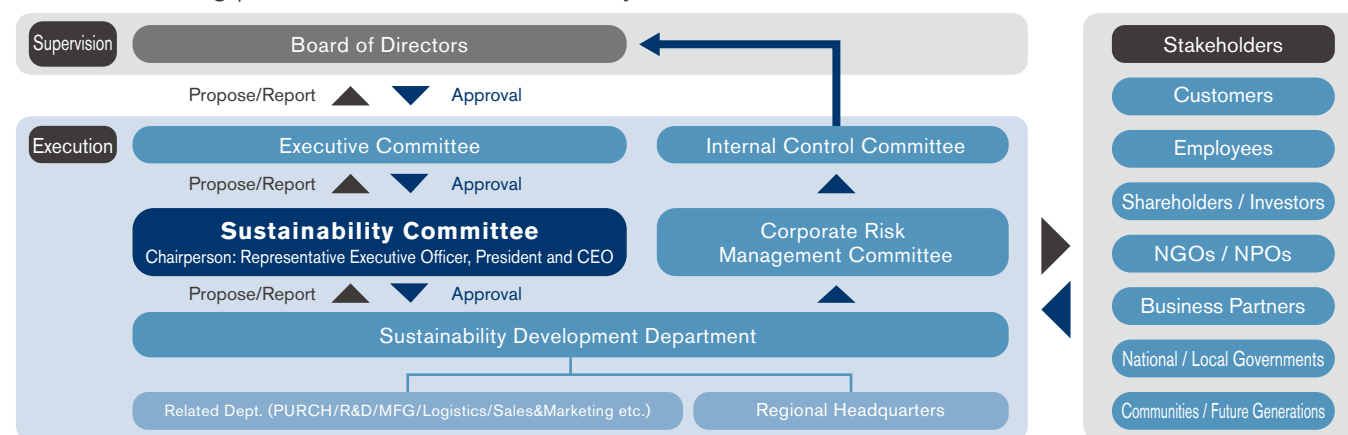
Under the supervision of the Board of Directors, the Sustainability Committee, chaired by the Representative Executive Officer, President and CEO, deliberates on important company matters related to environmental issues, including policies, strategies, targets, and investments, twice a year at the management level. Specifically, the Committee identifies the latest risks and opportunities and determines corresponding response policies, monitors the progress of the midterm environmental action plan, the Nissan Green Program (NGP), and reviews and updates initiatives to achieve the NGP targets. Matters deliberated by the Sustainability Committee are submitted to the Executive Committee. Based on deliberations at the Executive Committee, the Chair makes the final decision. Depending on the details and importance of agenda, the Sustainability Committee chairperson may also make final decisions under delegation of authority from the Executive Committee. These matters are regularly reported to the Board of Directors.

Committee together with specific action plans. Furthermore, as part of site-level risk management, we have obtained ISO 14001 certification at major global sites, and items with significant impact are incorporated into NGP activities. In addition, climate change is discussed by the Corporate Risk Management Committee, and regular reports are submitted to the Board of Directors through the Internal Control

Committee.

We communicate our monitoring status regarding environmental risks and opportunities to a wide range of stakeholders through our annual Sustainability Data Book and responses to inquiries from environmental rating agencies.

Decision-making process related to sustainability



Risk management

Environmental risks are becoming increasingly diverse due to changes in the business environment, including technological advancements, regulatory developments, and market dynamics. Nissan pursues collaborations in each region and functional department and engages in dialogues with various stakeholders to identify these risks. Based on insights gained from these collaborations and trends in the global agenda, we evaluate and monitor risks from the perspectives of "progress of countermeasures" and "degree of impact." These risks are managed and reported to the Sustainability

Organization	Chairperson	Attendees	Role
Executive Committee	Representative Executive Officer, President and CEO	8 Executive Committee members (4 of whom also serve as executive officers)	Following discussion, the chairperson makes the final decision on important company matters, such as policies, strategies, goals, and investments related to the environment and social issues*1.
Sustainability Committee	Representative Executive Officer, President and CEO	8 Executive Committee members (4 of whom also serve as executive officers) 1 Chief of Strategy Acceleration (responsible for sustainability) 3 Management Committee chairpersons	Discussion of matters such as policies, strategies, goals, and investments related to the environment and social issues. (In some cases, the chairperson makes the final decision based on delegated authority.)

*1 Issues related to nature, including climate change, resource dependence, air quality, water and biodiversity; and social issues, including human rights and supply chains; etc.

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Enhancing environmental management based on ISO 14001

Nissan has obtained ISO 14001 certification at its major manufacturing plants and other non-manufacturing sites around the world.

In Japan, product development processes and all major sites including Global Headquarters, research and development, production, and logistics, have also obtained ISO 14001 certification. The assigned environmental management officer, who also serves as a manufacturing department executive officer, coordinates company-wide goals and shares the goals with the employees through local offices. Local offices are responsible for the activities at each facility and division and for coordinating the proposals submitted by employees. Furthermore, the company-wide ISO secretariat holds meetings with regional secretariats at least once a month to review progress toward goals, share best practices, improve management systems, formulate plans for next fiscal year, and gather feedback from facilities and divisions. The items discussed are reported to the environmental management officer twice a year (once at the management review conference) to enhance overall management. We also periodically conduct third-party audits to confirm that management is functioning appropriately. Furthermore, we conduct internal audits of areas covered by third-party audits and all other environmental activities, prioritizing compliance with regulatory reporting requirements and identifying and assessing risks.

Working with consolidated production companies

We encourage our consolidated production companies in a variety of markets to acquire ISO 14001 certification and to undertake other environmental initiatives based on their respective policies.

Working with dealerships

We believe that environmentally responsible practices at our dealerships is essential to earning customer’s trust and

recognition.

Our dealerships in Japan have introduced an original approach to environmental management based on ISO 14001 certification called the “Nissan Green Shop” certification system. This program is managed through internal audits conducted by the dealerships every six months. This program also includes annual reviews and certification renewal audits conducted every three years by Nissan Motor Co., Ltd. (NML). As of the end of March 2026 the system has certified approximately 2,550 dealerships across 146 dealer groups, including parts dealers, as Nissan Green Shops.

Certified dealers introduce and actively share their environmental initiatives with customers.

Raising environmental awareness among employees

Nissan’s environmental activities are supported by the environmental knowledge, awareness, and competence of each employee. As part of our ISO 14001 activities, we provide Nissan employees and the employees of partner companies working in our offices and plants with education aimed at reducing CO2 emissions, energy and water consumption, and waste with the aim of achieving carbon neutrality based on the NGP2030. We also provide training to prevent environmental accidents.

Furthermore, at major production plants with ISO14001 certification, we conduct quantitative evaluations of all employees in addition to providing education and training to continuously improve our competence for reducing environmental risks.

In Japan, we provide orientation for new employees and compliance training for new supervisors and executives to promote an understanding of NGP2030 and the environmental issues related to the automotive industry. We also promote employee understanding by disseminating various environmental information through an in-house portal site.

Outside Japan, we share information through our in-house

portal site as well as videos, events, and other locally appropriate tools. These efforts aim to raise awareness and share information with all our employees.

Compliance with environmental laws and regulations at Nissan production facilities

In fiscal year 2025, there were no significant violations of environmental laws or regulatory sanctions across our environmental management system activities. However, exceedances of wastewater discharge standards occurred at certain facilities. Measures toward correction were implemented, such as equipment installation and coordination with the relevant authorities, as appropriate to each case. We will continue our efforts to ensure compliance with environmental laws and regulations.

Strategic approach to environmental issues

To solidly contribute to resolving global environmental issues, Nissan engages in dialogues with environmental experts, investors, NGOs, NPOs, and other organizations globally, analyzing potential opportunities and risks.

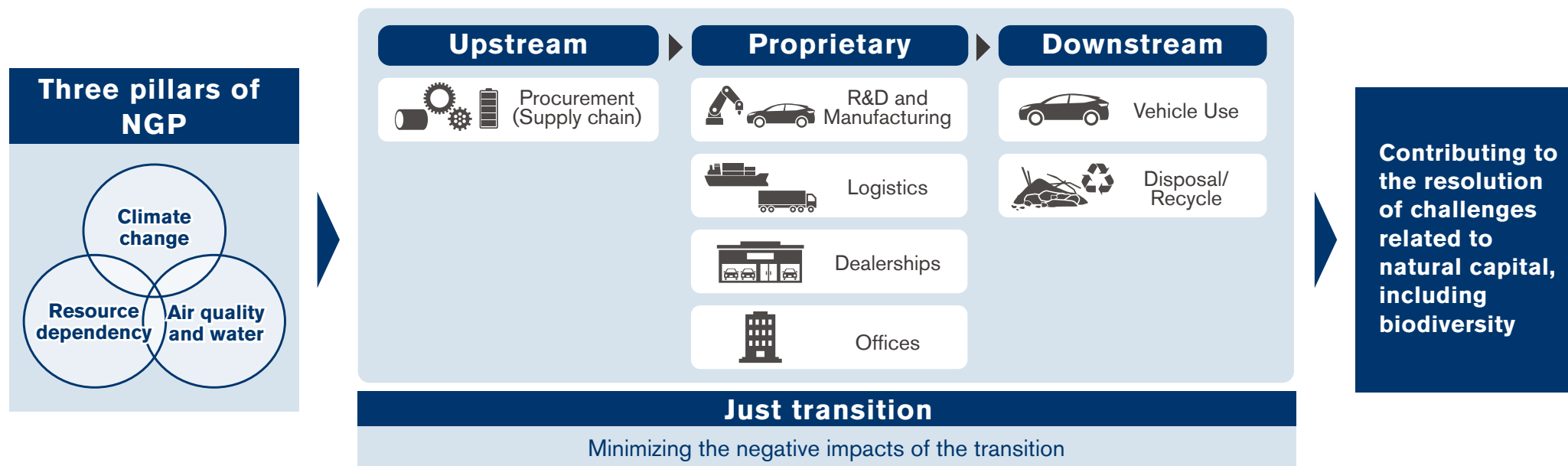
As a global automotive manufacturer, we consider not only corporate activities but also those upstream and downstream as part of our corporate responsibility. Our scope of analysis covers the entire value chain.

We have confirmed the appropriateness of this scope by comparing it with the ENCORE^{*1} industry-specific guidelines on dependencies and impacts. Based on this analysis, we identified materialities^{*2} that we should address and have identified Climate change, Resource dependency, Air quality and Water as important areas to focus on as Nissan's mid-to long-term environmental strategy. We then formulated a concrete medium-term environmental action plan, Nissan Green Program 2030 (NGP2030)^{*3}, to target these key areas through fiscal year 2030.

Recognizing that the key areas identified are interconnected, and by addressing them comprehensively, Nissan will also contribute to mitigating the challenges of nature-related issues, including biodiversity.

Furthermore, as we advance decarbonization, include diverse electrification approaches, toward the realization of carbon neutrality, we assess the impacts arising from this transition and, based on the concept of a "Just transition", strive to minimize negative impacts across the entire value chain.

NGP and Nissan Value Chain



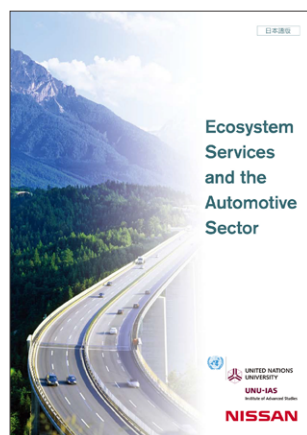
*1 Click here for more information on ENCORE. <https://www.encorenature.org/en>

*2 Click here for more information on sustainability materiality, including the environment. >>> P005

*3 Click here for more information on Nissan's medium-term environmental action plan (NGP2030). >>> P021

Initiatives for nature-related issues

The Millennium Ecosystem Assessment conducted between 2001 and 2005 pointed out that the world's ecosystems have declined more rapidly and extensively over the past 50 years than at any other time in human history. In response, Nissan evaluated its impacts and dependencies on nature across its value chain, from resource mining to vehicle production and operation, since early on. Together with the United Nations University, Nissan utilized the Corporate Ecosystem Services Review*¹ methodology in conducting research to ascertain the impact and dependency that its own corporate activities have on ecosystems, and identified three key priority areas: energy, material resources, and water resources. The findings of this research were published in the report, Ecosystem Services and the Automotive Sector (ESAS)*², and incorporated into specific actions as Nissan Green Program (NGP) policies and strategies.



Additionally, at COP15 held in 2021 and 2022, a clear direction was set for a nature-positive approach which is to halt, reverse, and restore biodiversity loss by 2030. Furthermore, the Kunming-Montreal Global Biodiversity Framework (GBF) requires companies to assess and disclose risks, impacts and dependencies, related to biodiversity, and to take measures to provide the information necessary for sustainable consumption.

Nissan endorses these principles and has reassessed dependencies and impacts on nature, as well as the associated opportunities and risks, within its business activities based on the LEAP approach*³ recommended by the TNFD. We have also registered as a TNFD Adapter and have been disclosing information in accordance with some recommendations starting with the fiscal year 2025 Securities report.

In addition, Nissan endorses and participates in the Keidanren Initiative for Biodiversity Conservation and Kitakyushu Nature Positive Network activities.

Nissan was also selected as one of two Japanese companies among the initial 40 companies targeted by Spring*⁴, an international initiative addressing nature-related issues. Going forward, we will continue striving to build relationships of trust through constructive dialogues, and we will incorporate the feedback received into our activities as well as communicate our initiatives.



*¹ Developed by the World Resources Institute (WRI) in cooperation with the World Business Council for Sustainable Development (WBCSD) and the Meridian Institute based on the UN Millennium Ecosystem Assessment (MA).

*² Click here for more information on "Ecosystem Services and the Automotive Sector". https://www.nissan-global.com/EN/DOCUMENT/PDF/ENVIRONMENT/SOCIAL/ecosystem_services_and_the_automotive_sector.pdf

*³ An integrated approach for assessing nature-related issues, including the process, connection, impact, dependence, risk, and opportunities related to nature, as recommended by TNFD. After scoping, the approach consists of four steps: Locate, Evaluate, Assess, and Prepare.

*⁴ An international initiative that addresses nature-related issues through investor engagement with companies under the UN Principles for Responsible Investment (PRI).

Climate change scenario analysis to strengthen strategies for 2050 society

In 2015, the 21st Conference of the Parties (COP21) to the United Nations Framework Convention on Climate Change (UNFCCC) adopted a framework (the Paris Agreement) aimed at limiting global temperature increase to “well below” 2°C.

COP26 in 2021 announced its resolution “to continue efforts to limit temperature rise to 1.5°C” to emphasize 1.5°C restriction, while adding the “reduction of global carbon dioxide emissions to virtually zero by mid-century.” Similar to the Paris Agreement, the Sustainable Development Goals (SDGs) adopted by the United Nations in 2015 also called for concrete measures to address climate change.

Nissan’s efforts toward the environment have achieved continuous results by consistently reaching milestones based on the long-term vision established for each priority area of NGP. However, compared with 2006, when we formulated the NGP long-term vision based on the 2°C scenario from the Intergovernmental Panel on Climate Change (IPCC) report, the risks of extreme weather due to climate change is increasing, and we believe it is necessary to enhance our strategy and make it more resilient.

The scenario analysis conducted for the purpose of strategic enhancements assume societies based on the 4°C and 2°C scenarios presented in the International Energy Agency (IEA) time horizon up to 2050 and the 1.5°C scenario in the IPCC special report. Furthermore, in consideration of factors including changes in customer and market acceptance, tightening automobile regulations and the transition toward clean energy, Nissan’s business activities, products and services were examined in terms of strategic resilience to climate change opportunities and risks in the following four steps.

Steps for review

- 1 Evaluate past materiality, investigate risk factors with a decisive impact on the automotive sector due to climate change in documented studies and define main drivers in categories, such as population, economy, geopolitics, climate change policy and technology.
- 2 Categorizing main drivers into physical risks and transition risks, then considering the trade-off relationships of each, we examined the rise in the Earth’s average temperature in three scenarios of 1.5°C, 2°C, and 4°C, and confirmed the range of risks for the 1.5°C and 4°C scenarios based on a 2°C reference scenario.
- 3 Based on the degree to which the automobile sector was impacted and the timeline, items with a more substantial impact were screened from the main drivers.
- 4 Changes, conditions, and effects were adjusted in each scenario to provide guidance based on qualitative evaluation of the elements necessary for enhancing strategies.

As shown on the next page, Nissan operates as a global automotive company, with production facilities and product offerings in over 160 markets worldwide. Therefore, we have considered scenarios where infrastructure, regulations and actual usage vary across markets. As a result of verifying these assumptions, we have recognized that Nissan’s electrification and other initiatives have the potential to create opportunities for effective capabilities under all scenarios (1.5° C/2° C/4° C). This demonstrates the company’s resilience and is likely to create further opportunities. Therefore, we will accelerate our efforts to implement these technologies.

In particular, activities integrated with the supply chain are essential for responding to risks.

If climate change countermeasures are delayed across society as a whole, possible risks include increased policy and legal regulations for a decarbonized society, increases

in R&D efforts, transition risks due to changes in market demand and corporate reputation, and physical risks such as an increase in extreme weather and rising sea levels. Each of these risks may lead to cost increases and declines in vehicle sales that could significantly impact our financial situation. To mitigate these risks as much as possible and create future opportunities, Nissan will accelerate the implementation of strategies that enhance resilience by translating insights gained from scenario analysis into concrete actions. In addition, the expansion of zero-emission vehicles is not only a major step toward the shift to a carbon-free society as an automobile sector, but also a technology that contributes to the resilience of society in power management and disaster preparedness and mitigation. Nissan believes this will create value for society and business. We believe it is important to clearly and accurately communicate these impacts and the strategies considered to investors and other stakeholders. Nissan supports the TCFD’s recommendations and will strive to disclose information in line with its recommended framework.*1

*1 Click here for more information on the table comparing the TCFD recommendations with the disclosures in this Data Book. <https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/SR/2026/TCFD/>

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Envisioned climate change scenarios and assessment of opportunities and risks

Scenario	Area of impact	Category	Business activity opportunities and risks related to climate change	Time frame*1	Financial impact*2	Value chain segments affected	NGP2030 activities	Details of initiatives
1.5°C	Policies and regulations	Transition risks	Complying with a further tightening of vehicle fuel efficiency and exhaust gas regulations may have an impact on the development of electric powertrain technologies and production costs and may influence production costs	Medium to long term	High	R&D Manufacturing Vehicle use	Climate change Air quality	Establishing a sustainable society using electrified vehicles (P030~) Addressing emissions (P037) Air quality related achievement (P053)
		Transition risks	Increased energy costs due to expansion of carbon taxes, expand investment in energy-saving equipment as policy	Medium to long term	High	R&D Manufacturing Logistics Sales Offices	Climate change	Carbon neutrality roadmap at production plants (P041) Nissan Intelligent Factory (P042)
	Technological changes	Transition risks	Cost effects of utilizing next-generation vehicle technologies such as in-vehicle batteries and other EV-related technologies as well as expanding autonomous driving technologies	Medium to long term	High	R&D Manufacturing	Climate change	Next-generation batteries (P031) ProPILOT Assist - advanced driver assistance technology (P066~)
		Transition risks	Increased demand for rare earth metals used for in-vehicle battery materials will affect supply chains and cause an increase in stabilization costs	Medium to long term	Medium	Procurement	Resource dependency: Expand sustainable materials Business foundation: Responsible sourcing	Reuse of rare earth metals (P050~) End-of-life vehicle recycling (P051) Secure responsible sourcing (P027)
	Market changes	Transition risks	Changes in consumer awareness leads to reduced new vehicle sales due to the selection of public transportation and bicycles and the transition to mobility services	Medium to long term	Low	R&D Manufacturing Vehicle use	Climate change Resource dependency: Expansion of energy management functions	Proof-of-concept experiment for community development using new mobility (P081)
		Opportunities	Expand the provision of power management opportunities with Vehicle to Everything (V2X), an EV energy charging/discharging technology, and redefine the value of EV, especially with Vehicle to Grid (V2G)	Medium to long term	Low to Medium	R&D Manufacturing Vehicle use	Climate change Resource dependency: Expansion of energy management functions	Energy ecosystem utilizing EVs (P034) Introduction of Vehicle to Grid (V2G) technology in the U.K. (P035)
4°C	Extreme weather	Physical risks	The impact on the supply chain and the operation of production bases due to extreme weather such as heavy rain and drought will increase property insurance costs and air-conditioning energy costs	Short to long term	High	Procurement Production	Climate change Water	Approach to risk management (P107) Water-related achievements (P053)
		Opportunities	The need for securing emergency power sources using EV batteries is increasing as a disaster preparedness and mitigation measure	Short to long term	Low to Medium	Development Vehicle use	Resource dependency: Expansion of energy management functions	Commercial vehicle electrification (P032) Blue Switch Program (P081)

Envisioned climate change scenarios

The envisioned scenarios were based on the IEA's NZE*3 scenario report, the IPCC's representative concentration pathways (RCP), and shared socio-economic pathways (SSP).

· 1.5°C scenario (1.5 DS): Ambitious mitigation measures are indispensable, but in the long term, a transition to a sustainable society is necessary.

References: IEA NZE scenario, IPCC Special Report 1.5

· 4°C scenario (4 DS): Climate change impacts become severe and widespread, forcing adaptation measures, and abrupt mitigation measures are required as impacts become apparent.

Reference: IPCC RCP 8.5, IPCC SSP 3

*1 Occurrence time frames: Short term (within five years), medium term (until 2030), and long term (2050 or beyond)

*2 Degree of impact on the Company's revenues and expenses

*3 NZE: Net-Zero Emissions

Financial impact assessment of carbon tax effects

In fiscal year 2025, we conducted a financial impact reassessment, based on the scenario analysis that we had already disclosed.

Below are the results of our assessment of the impact of carbon taxes.

Background to financial impact assessment scenario selection

Pricing for CO₂ emissions is progressing, and an increasing number of countries and regions are introducing carbon taxes. Although the level of taxation and the industries subject to the tax vary by country and region, this analysis will focus on the financial impact of the carbon taxes due to their significant impact on companies.

Evaluation of calculation methods and estimated taxes, assumptions

In our calculations, we referred to the IEA report and other reports on carbon taxes as the basis for our carbon tax projection.

The carbon tax on GHG emissions in 2030 was calculated by comparing cases where:

- 1) Corporate activities as of fiscal year 2018 have been continued, and
- 2) The Nissan Green Program promotes environmental activities and the impact of annual carbon tax could be curbed

Impact on business outlook

We estimated that the carbon tax impact of Scope 1 and 2 could be kept to approximately 25 billion JPY if the environmental issues addressed in the Nissan Green Program were implemented, compared with the case where

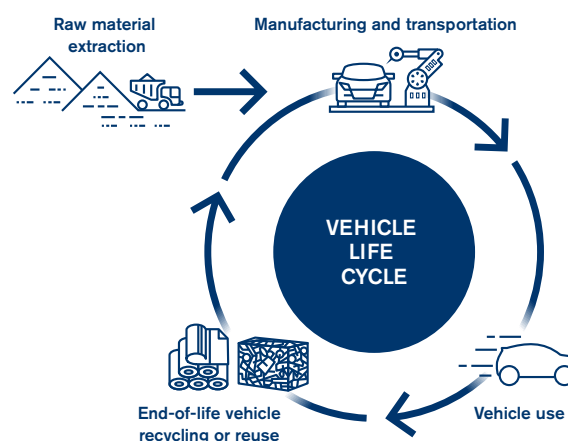
GHG emissions were not reduced.

Life cycle assessments to reduce environmental impact

Nissan clarifies potential risks by conducting life cycle assessments (LCA)*¹ to quantitatively assess environmental impact across the entire life cycle, including vehicle use, raw material extraction, manufacturing, transport, and reuse or end-of-life vehicle recycling.

Our LCA methods conform to international standards (ISO 14040 and ISO 14044), and in 2010, we obtained certification from the Japan Environmental Management Association for Industry. From 2013, we were certified by the third-party organization TÜV Rheinland in Germany. At present, we conduct assessments using methods that comply with international standards and are also consistent with industry standards.

Assessments are focused on globally high-volume models worldwide and the magnitude of their environmental impact,



and coverage on a unit basis has reached approximately 80% of global models and approximately 90% in Europe. Through the continuous implementation of LCA, we will enable visualization and drive reductions in environmental impacts throughout the vehicle life cycle.

Life cycle CO₂ reduction on Nissan Ariya

We are intensifying our efforts to minimize CO₂ emissions from Nissan Ariya across all stage of its life cycle.

In the production stage, we continue our efforts to improve material yields and increase the use of recycled materials. At Tochigi plant, where the Nissan Intelligent Factory*² has been adopted, efforts are underway to enhance production efficiency during vehicle assembly, improve plant energy efficiency, electrify equipment, and utilize renewable energy sources.

During vehicle usage, we are working to improve energy efficiency through measures such as improving efficiency of electric powertrains, reducing accessory power consumption, and advancing battery technology. In addition, the use of renewable energy during vehicle operation can further reduce life-cycle environmental impacts. At the vehicle's end-of-life, we are promoting the decarbonization of society by repurposing automotive batteries for various energy storage applications and distributed power generation*³.

*¹ Click here for more information on the results from life cycle assessments. >>> P033 <https://www.nissan-global.com/EN/SUSTAINABILITY/ENVIRONMENT/GREENPROGRAM/FOUNDATION/LCA/>

*² Click here for more information on the Nissan Intelligent Factory. >>> P042

*³ Click here for more information on the reuse of vehicle batteries. >>> P036

Nissan Green Program

Key issues and challenges of Nissan Green Program (NGP) medium-term environmental action plan

We first formulated the Nissan Green Program (NGP) medium-term environmental action plan in 2002 to achieve our environmental philosophy of "a Symbiosis of People, Vehicles, and Nature".

This plan aims to ultimately reduce our environmental dependence and impact to levels that nature can absorb toward the ultimate goal of creating value from making a

positive impact on the environment.

The fifth-generation NGP2030 plan, formulated in fiscal year 2023, aims to strengthen and promote activities toward the realization of a sustainable and harmonious society with nature. Based on compliance requirements as well as a materiality assessment grounded in societal demands and a long-term perspective, Climate change, Resource dependency, and Air quality and Water have been identified as important issues under NGP2030. Furthermore, to fulfill our responsibilities across the entire value chain of each activity, we are also working to strengthen our business foundation through traceability and other means.

In setting climate change targets, we estimated long-term

CO₂ reduction volume based on the latest Intergovernmental Panel on Climate Change (IPCC) reports and set targets using backcasting based on the climate change scenario analysis described above. Indicators and progress on material issues are disclosed annually in the Sustainability data book.

Nissan will accelerate efforts to address environmental issues across the entire company, including development and manufacturing departments involved in vehicle manufacturing, as well as sales and service departments.



Climate change

Long-term vision: Carbon neutral

Toward the goal of carbon neutrality by 2050, strive for electrification potential and *Monozukuri* innovation.



Resource dependency

Long-term vision: Zero new material resource use

Drive circular economy by efficient and sustainable use of resources, and by creating a system that maximizes the use of mobility



Air quality and Water

Long-term vision: Zero impact / zero risk

Reduce water usage and manage water quality in response to the regional issues, and reduce the impact on air quality by minimizing emissions from cars and corporate activities.

NGP2030 CO₂ reduction objectives (compared with FY2018)

Overall life cycle of Nissan vehicles	Manufacturing	Product
Global	Global	Global
-30% (t-CO ₂ /vehicle)	-52% (t-CO ₂ /vehicle)	-32.5%
		major regions* -50% (g-CO ₂ /km)

*Japan, U.S.A. and Europe

NGP2030 Objectives

Resource circularity with less energy	Maximizing use of vehicles as resources
Sustainable material ratio	Ratio of new EVs with energy management functions
40% (major regions Japan, U.S.A., Europe)	100% (Japan, U.S.A., Europe)

NGP2030 Objectives

Enhance water risk management at manufacturing sites	Air quality
Zero high-risk sites	- Enhance management of vehicle emissions, including non-tailpipe emissions - Manage VOCs* at manufacturing sites - Manage in-cabin air quality

*Volatile Organic Compounds



Climate change

Nissan's initiatives toward achieving a carbon-neutral society

The business structure of the automobile industry is undergoing significant changes in response to the demands for reducing CO₂ emissions and transitioning away from dependence on fossil fuels. Nissan has declared the goal of carbon neutrality by 2050 and is focusing on the electrification of products and innovation in corporate activities, working in collaboration with suppliers to promote activities toward achieving this goal.

As renewable energy and charging infrastructure expand, we will continue to promote the electrification of products and pursue the sustainability of our business activities to realize a carbon-neutral future.

Through NGP2030, Nissan is accelerating climate change initiatives to achieve the 1.5°C scenario, and working to reduce CO₂ emissions, put electrification technologies into practical use, and create environmental benefits and social value.

Efforts to reduce CO₂ emissions across product life cycles

Nissan is actively working on reducing CO₂ emissions across the life cycles of its vehicles.

We are promoting the development of new technologies, the introduction of renewable energy, and other efforts across the value chain, including suppliers, to achieve CO₂ reduction at every stage, from raw material extraction to manufacturing, transportation, product use, and disposal. Nissan promotes CO₂ reductions in all areas of business activity, including procurement, manufacturing, logistics, offices, and dealerships and products. Under NGP2030, we set the target of a 30% reduction in CO₂ emissions by 2030 across product life cycles.

Initiatives through corporate activities

Approach to corporate activity initiatives

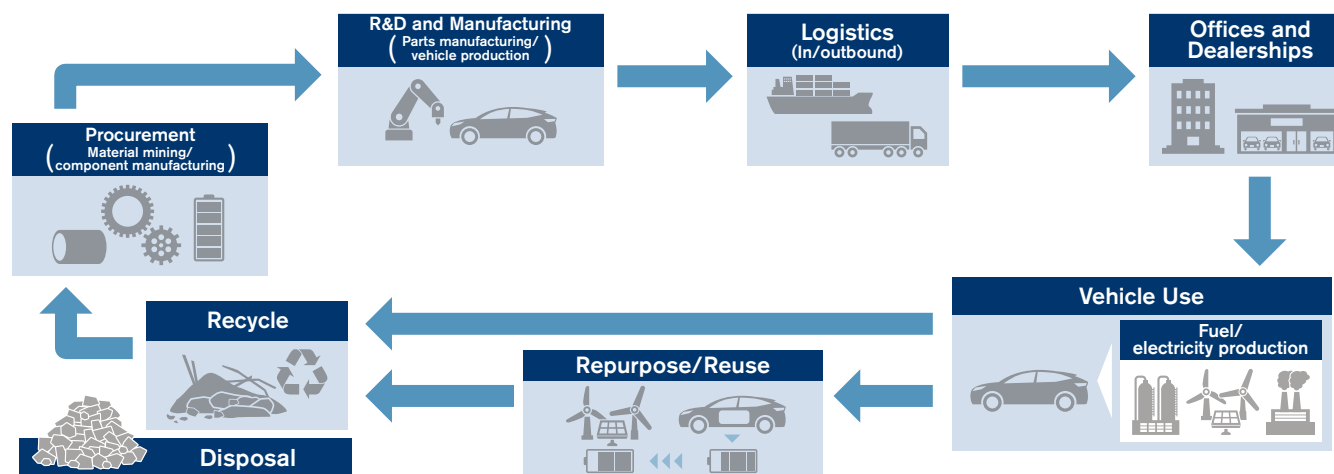
In 2018, the IPCC Special Report on Global Warming of 1.5°C indicated the necessity of limiting the global average temperature rise to 1.5°C above pre-industrial levels and achieving net zero emissions by 2050.

Based on the IPCC report, Nissan has estimated that it will need to reduce its total CO₂ emissions (Scope 1 and 2) by at least 50% by 2030 (compared with 2018 levels).

Aiming to achieve the 1.5°C target, in corporate activities under NGP2030, we have set targets for reducing CO₂ emission intensity in various areas, including manufacturing, offices, and dealerships.

Particularly in manufacturing activities, which account for approximately 90% of Scope 1 and 2 emissions, we have calculated that a 52% reduction per vehicle is required by 2030 (compared with 2018) and have incorporated this target into the NGP. Our approach to achieving the target begins with minimizing energy consumption through the measurement and management of energy use and energy-saving initiatives.

Next, for production facilities that use fossil fuels, we will proceed with electrification and the transition to carbon-free energy to the extent possible, while also promoting technological development, thereby contributing to the achievement of the 1.5°C target.

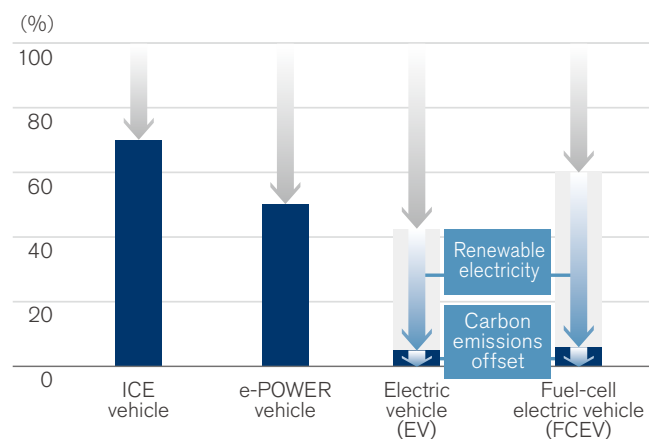


Initiatives through products

Approach to climate change

CO₂ emissions from new vehicles (use stage) accounted for more than 80% of total life cycle emissions as of 2025. To minimize this impact, Nissan is committed to the ongoing provision of vehicles with lower CO₂ emissions to its customers.

CO₂ emissions comparison by power train *1



After implementing maximum CO₂ emission reduction initiatives, Nissan will consider applying offsets to mitigate the unavoidable CO₂ emissions, aiming to achieve our life cycle CO₂ emission targets.

Long-term vision

We aim to achieve carbon neutrality in the vehicle life cycle and all business activities by 2050.

NGP2030 objectives

By 2030, we aim to reduce CO₂ emissions from new vehicles

by 32.5% globally and 50% in major regions (Japan, U.S.A. and Europe)*2, compared with 2018 levels.

Product initiatives aimed at reducing environmental impacts

Nissan is working to reduce CO₂ emissions through its products with the goal of achieving carbon neutrality by 2050.

We are advancing electrification as a core pillar to significantly reduce emissions during vehicle use, focusing on both EVs and e-POWER to enhance environmental performance and maximize the value of electrified vehicles. Rather than relying on a single technology, we aim to improve product appeal and achieve steady CO₂ emission reduction by expanding our electrification solutions through partnerships, tailored to customer usage patterns and regional needs.

Through technological innovations, including dedicated EV platforms, modularized electric powertrains, high-efficiency engines optimized for power generation, and next-generation batteries, we are striving to achieve an optimal balance between performance and cost. EV and e-POWER technologies continue to evolve through the mutual utilization of knowledge and expertise, contributing not only to improved development efficiency but also to the maximization of asset utilization. Furthermore, advancements in battery technology and cost reductions are accelerating the widespread adoption of electrified vehicles. We are enhancing the distinct appeal of electrified vehicles, including the quietness enabled by 100% electric motor-driven operation, the smooth and low-vibration driving experience, and the highly efficient interior layouts. Electrified vehicles that successfully combine environmental performance with enhanced customer value have received numerous awards and high recognition from

external stakeholders. In addition, by optimizing materials, structures, and manufacturing processes, we are promoting vehicle lightweighting, which contributes to reduce energy consumption during use and accelerates the reduction of environmental impacts across the entire life cycle. Electrification not only contributes to reducing CO₂ emissions but also serves as a foundational technology supporting autonomous driving and the intelligence of mobility, thereby creating broader societal value. Moreover, through integration with energy systems, electrified vehicles contribute to the effective utilization of renewable energy and the optimization of power supply and demand.

Electrification strategy



Deploy diverse EV- and e-POWER-centered electrification solutions tailored to regional needs and driving conditions to optimize emissions reductions

Technological innovation



Accelerate electrified vehicle adoption by balancing performance and cost through dedicated platforms, modular technologies, and next-generation batteries

Enhancing product value



Deliver the unique value of electrified vehicles—quietness, comfort, and driving performance—while improving environmental performance and customer value

Creating social value



Support renewable energy utilization and supply-demand balancing through energy system integration

*1 Nissan aims to reduce Well-to-Wheel (WtW) CO₂ emissions, from fuel production to driving.

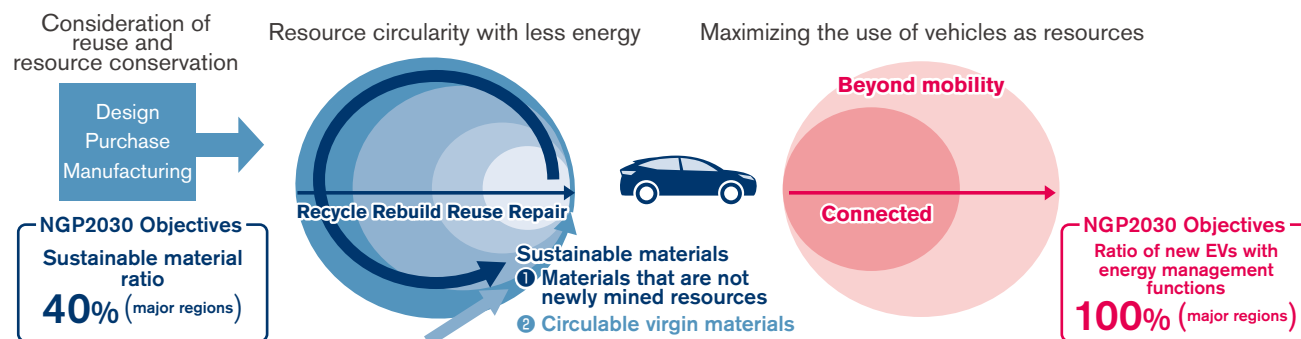
*2 Including the Company and its consolidated subsidiaries

Resource dependency

Approach to resource dependency

Nissan aims to realize the circular economy by efficiently and sustainably utilizing resources throughout a vehicle's entire life cycle while maximizing the value provided to customers and society.

Nissan's circular economy

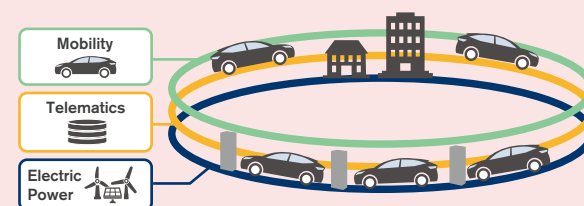


Resource circularity with less energy

Nissan promotes reuse and the saving of resources from the design, purchase, and manufacturing phases. We continuously work on using recycled materials, the proper management of chemical substances, and the reductions of vehicle weight. To use resources effectively with less energy, we continue to expand the application of recycled materials to new vehicles, the use of recycled parts for customer repairs and replacements, and EV batteries in secondary applications. Furthermore, we will promote the adoption of circulable materials for cases using new materials as well, toward future sustainable resource circularity.

Maximizing the use of vehicles as resources

Nissan aims to maximize vehicle usage as mobility through new services such as ride-sharing when driving, and as energy sources sharing battery power with homes and society when parking.



Approach to sustainable materials

Nissan defines sustainable materials*1 as those that meet sustainability requirements, namely "materials that are not newly mined resources"*2 and "virgin materials that can be continuously circulable." We are working to expand the use of these materials. By promoting their use in new vehicles and replacement parts, we aim to ensure and expand the use of sustainable materials going forward.

Sustainability requirements

- Low CO₂ materials
- Non-toxic materials
- Ethically sourced materials

Approach to energy management

EVs can exchange battery power bidirectionally with residences and the community via V2X*3 while parked. This enables the effective use of vehicles, such as saving on electricity costs, promoting local production and consumption of renewable energy, and providing backup power during disasters, while also contributing to local community energy supplies. As EVs require energy management functions such as bidirectional charging and telematics communication, we aim to equip all new EVs with energy management functions by 2030.

*1 Click here for more information on "Sustainability requirements." https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/GREEN_PURCHASING/

*2 Recycled materials, biomaterials, etc.

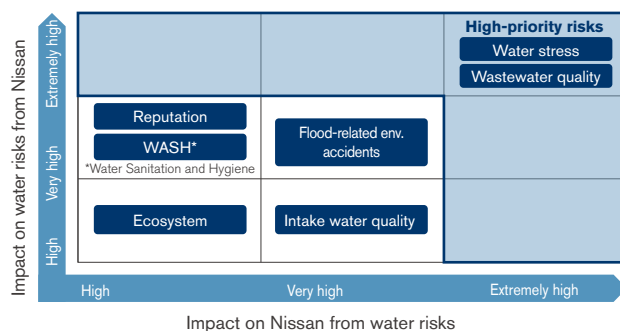
*3 Energy management using electrified vehicles

Water

Approach to water management

Driven by rising populations and economic development, demand for water will continue to increase globally. With rain patterns also changing due to extreme weather events, the stability of water supplies is likely to become a more pressing social concern with every passing year.

Nissan needs to use a large amount of water primarily for painting and cleaning processes, and for cooling purposes. We analyzed the materiality of water risks that Nissan should address from two aspects, "Impact on water risk from Nissan" and the "Impact on Nissan from water risks", identifying "water stress" and "wastewater quality" as key priorities. Nissan will continue to reduce its impacts on and dependencies on local water environments where it conducts business, while reviewing water risk assessments annually for priority risks and regularly for other risks.



Water is an unevenly distributed resource, and we recognize it as a highly contextual issue. Nissan prioritizes activities to reduce water usage, such as recycling wastewater and making effective use of rainwater, in areas with high water stress, while also contributing to addressing local water issues.

Long-term vision

Reduce the number of manufacturing sites with water risks to zero by 2050.

NGP2030 objectives

Reduce the number of manufacturing sites with high water risks (high-risk sites) to zero.

- Reduce water usage at manufacturing sites
- Manage wastewater quality at manufacturing sites

Managing water usage

Water stress analysis



As the amount of usable water varies greatly depending on the basin where our manufacturing sites are located, we assess water stress at all global manufacturing sites. NGP2030 also prioritizes efforts to reduce water usage by designating sites with high water stress having a significant impact on our business as high-risk sites. Additionally, we continue water usage reduction at all sites, not just those with high water risks.

- Water stress on all global manufacturing sites is assessed based on baseline water stress indicators at the river basin level from the Aqueduct Water Risk Atlas*¹ along with internal expertise.
- The impact on business is evaluated based on production volume.

Wastewater quality management

The quality of wastewater can affect the amount of water available for use, especially in areas with limited water resources, which increases its significance.

At Nissan's main manufacturing sites, we implement wastewater treatment in accordance with stricter standards than local regulations to ensure compliance with wastewater quality management laws.

*1 Click here for more information on the Aqueduct Water Risk Atlas. <https://www.wri.org/aqueduct>

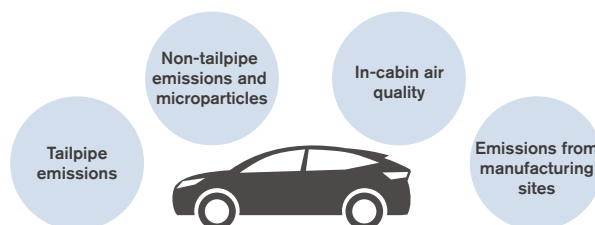
Air quality

Approach to air quality

Nissan approaches air quality by focusing on two points: lower emissions from vehicle and manufacturing activities, and providing a pleasant in-cabin environment for customers. In this way, we will strive to show consideration for ecosystems while pursuing mobility that provides more comfort and security to customers.

According to the State of Global Air 2018 report issued by the Health Effects Institute (HEI) in the U.S.A., 95% of the world's population was living in regions where particulate matter smaller than 2.5 μm (PM2.5) exceeds the 10 $\mu\text{g}/\text{m}^3$ basic level specified by World Health Organization (WHO) Air Quality Guidelines. In addition, the Euro 7 emission regulation planned for enforcement in Europe will include vehicle tailpipe emissions, as well as the reduction of particulate matter emissions from brakes, tires, and other components. Nissan will expand the scope of its responsibility for air quality to align with global regulatory trends. By reducing all emissions from vehicles and manufacturing, Nissan aims to minimize impacts on local nature and human health.

Nissan air quality initiatives



Long-term vision

Minimize impact on air quality from vehicles and manufacturing

NGP2030 objectives

Activities	Objectives
Enhance management of vehicle emissions, including non-tailpipe emissions	Technology development and adoption
Manage in-cabin air quality	Comply with Nissan standards for in-cabin volatile organic compounds (VOC)
Manage VOCs at manufacturing sites	Continue current activities (paint shops)

Reduction of emissions from vehicles

To reduce emissions within and outside vehicles, Nissan is engaged in the following activities.

Managing and improving out-cabin air quality

- Promoting zero-emissions vehicles (EVs)*¹
- Enhancing internal combustion engines*¹
- Reduction of non-tailpipe emissions and particulates

Nissan is exploring technologies to comply with the next European emission regulation, Euro 7, in terms of particulate emission from brake wear etc.

Managing and improving in-cabin air quality

In addition to cleaner vehicle emissions, we are also conducting research and development on improving the in-cabin environment, including air quality, to make it more comfortable for passengers. Under NGP2030, we established Nissan's own standards, which are in accordance with the laws and guidelines of each country regarding in-cabin VOCs.

Reduction of emissions from manufacturing activities

Typical emissions from vehicle manufacturing plants include nitrogen oxides (NO_x), sulfur oxides (SO_x), and VOCs, and Nissan has continued to employ strict measures to address the emission of these substances.

Since NO_x and SO_x are released into the air when fossil fuels are combusted, we have been promoting the adoption of low-NO_x burners, change to low-SO_x fuels, and so on. Going forward, we expect to reduce emissions from manufacturing further by electrifying facilities that use fossil fuels. To reduce VOC emissions, we collect and recycle cleaning thinners and promote the use of water-based coating lines in painting processes.

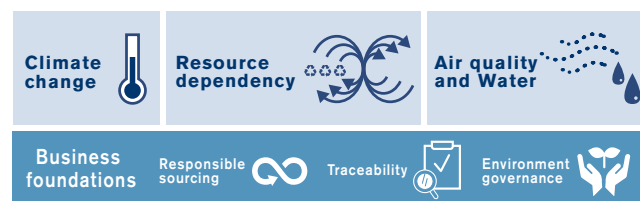
Nissan is working to ensure thorough compliance with management standards and mechanisms related to substances released into the atmosphere, and will engage in activities to reduce both the usage and emissions of causal substances.

*1 Click here for more information. >>> P037

Contents	Corporate direction	Environmental	Social	Governance	027	
Environmental principles	Understanding of environmental issues	Environmental governance and risk management	Strategic approach to environmental issues	Nissan Green Program	Value chain activity achievements	Third-party assurance

Business foundations

Nissan is addressing climate change, resource dependency, air quality and water while creating new value. Nissan also works to understand societal and market needs through stakeholder engagement and to strengthen its business foundations that relate to environmental issues. As a global company, we place great importance on addressing environmental issues and fulfilling our accountability across the entire value chain. We are committed to achieving both a sustainable mobility society and sustainable business operations through the following initiatives: Identifying environmental impacts throughout the vehicle life cycle using life cycle assessments; ensuring responsible sourcing of raw materials with due consideration for ethics; establishing systems for environmental data management across the value chain; and continuous efforts to strengthening environmental governance. Through these initiatives, we aim to reduce environmental impact across the entire product life cycle and fulfill our accountability as a company.



Secure responsible sourcing

As environmental due diligence requirements increase under regulations such as EU Battery Regulation and the CSRD*1, Nissan recognizes the importance of reducing

environmental risks throughout the value chain. Further, given regulations relating to corporate social responsibility (CSR) and information disclosure frameworks such as TCFD*2 and TNFD*3, companies are required to promote and disclose not only their own environmental/social activities but also those throughout their supply chains.

Nissan clearly positions suppliers as important partners in its sustainability policy. We have shared our basic philosophy and procurement policies on environmental and social issues with suppliers. Also, we promote collaborations on environmental activities through the formulation and publication of several of our policies and guidelines*4 (Nissan Human Rights Policy, Nissan Global Guideline on Human Rights, Nissan Supplier Sustainability Guidelines, Nissan Green Purchasing Guidelines) and engage with suppliers by holding environmental activity briefing meetings. Under NGP2030 aiming to respond to external trends, including the legalization of information disclosure, we are incorporating the requirements for responsible procurement into our guidelines, and expanding the use of materials that meet Nissan's sustainability requirements, while actively managing supply chain risks.

In addition, Nissan procures raw materials with consideration for ethical, social, and environmental aspects, and aims to achieve sustainable and responsible procurement through dialogues with its suppliers. In March 2025, Nissan joined the Global Platform for Sustainable Natural Rubber (GPSNR). For details, please refer to "Responsible Materials Sourcing"*5 and "Collaborations with relevant partners."*6

Integrated management of value chain information and accountability (traceability)

To prepare for regulation and expanded disclosure across the

entire value chain, Nissan is considering the establishment of a system to collect and manage supply chain information across the industry.

Further, the disclosure of non-financial information, including CO₂ emissions from corporate activities, is also required in addition to the disclosure of financial information.

To address these external trends, we meet our responsibility for being accountable for providing environmental data across our entire value chain and ensuring traceability.

We have introduced a digital platform for integrated environmental data management to effectively address not only climate change but also human rights issues in the supply chain and impacts on natural resources.

Specifically, through this digital traceability platform, we aim to track and manage our CO₂ emissions, water usage, and waste, ensuring transparency in our information disclosure to stakeholders. Additionally, by enhancing information management and intercompany data linkage across the entire Nissan supply chain, we aim to accelerate collaboration with suppliers to reduce environmental risks.

Enhance environment governance

It is important that all employees act with integrity and in accordance with high ethical standards to reduce environmental impact. In all regions where Nissan operates, we have established internal standards to ensure compliance with environmental laws, regulations and the demands of society. In aiming for thorough legal compliance with regard to the environment, under NGP2030 we are promoting the understanding of environmental laws through educational activities for employees and other initiatives on a worldwide basis.

*1 Corporate Sustainability Reporting Directive

*2 Task Force on Climate-related Financial Disclosures

*3 Task Force on Nature-related Financial Disclosures

*4 Click here for more information. <https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/>

*5 Click here for information. >>> [P078](#)

*6 Click here for information. >>> [P057](#) >>> [P059](#)

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Environmental principles	Understanding of environmental issues	Environmental governance and risk management	Strategic approach to environmental issues	<u>Nissan Green Program</u>	Value chain activity achievements Third-party assurance

NGP2030 action plan

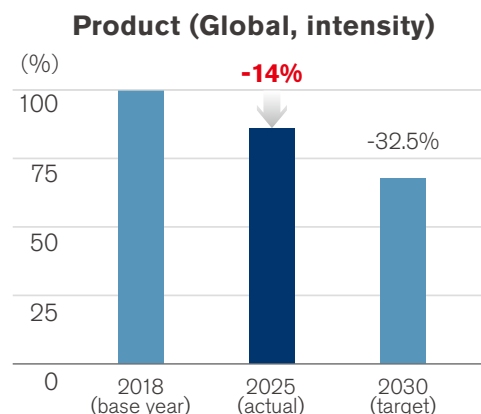
Activities			NGP2030 objectives	FY2025 Result
Climate change Long-term vision: Realize carbon neutrality by 2050	Reduce CO ₂ emissions (Base year 2018)	Lifecycle	-30% (Global)	Intensity -13% / Absolute -43% Promoted CO ₂ reduction in each activities.
		Product	-32.5% (Global) -50% (Major regions: Japan, U.S.A., Europe)*1	Global : Intensity -14% / Absolute -49% Major regions : Intensity -18% / Absolute -42% Improved ICE fuel efficiency in major regions.
		MFG	-52% (Global)	Intensity -5% / Absolute -37% Continued energy-efficiency activities and promoted renewable energy adoption. (e.g., the introduction of PPAs in Japan).
		Supplier	Promote CO ₂ reduction	Continued the application of green aluminum and green steel.
		Logistics (t-CO ₂ /vehicle)		-6% Reduced by modal shift and alternative fuels as LNG and biofuel for vessels.
		R&D facility (t-CO ₂ /development cost)		-17% Promoted energy-saving activities at global R&D sites.
		Office (t-CO ₂ /floor area)		-57% Reduced through increased use of renewable energy. In FY2025, electricity and thermal energy at the global headquarters remained 100% renewable.
		Dealer (t-CO ₂ /floor area)		-30% Adopted the use of "Nissan Denki," an electricity supply with an effective renewable energy ratio of 100%.
Resource dependency Long-term vision: No new material resource use	Material	Expand sustainable material (weight basis)	40% (Major regions: Japan, U.S.A., Europe)	34.8% Expanded the use of sustainable materials including the initiatives related to natural rubber.
		Manage waste / Landfill	Maintain low levels	Promoted waste and landfill reduction, including participation in local waste collection initiatives.
	Vehicle usage	Expand energy management function	Equipped rate to EV: 100% (Major regions: Japan, U.S.A., Europe)	Continued to promote the development of V2G technology on selected electric vehicles in the U.K..
Air quality and water Long-term vision: Zero impact / Zero risk	Water	Enhance water risk management at manufacturing sites	Zero high-risk sites	Promoted activities at sites to achieve zero high-risk sites.
		Reduce water usage at manufacturing sites		Continuously promoted water reduction activities through rigorous day-to-day operational management.
		Manage wastewater quality at manufacturing sites		Continued wastewater quality management at manufacturing sites.
	Air quality	Enhance management of vehicle emission including non-tailpipe	Technology development and adoption	Continued to explore technologies to reduce brake wear dust to comply with stricter regulations.
		Manage VOC at manufacturing sites	Continue current activities (Paint shop)	Continued activities to reduce VOC emissions, such as improving the recovery rate of waste thinner.
		Manage air quality in cabin	Comply with Nissan standard on in-cabin VOC	All models designated for FY2025 comply with Nissan standard on in-cabin VOCs.
Foundation	Secure responsible sourcing		Secure supply chain risk management	Updated the Nissan Supplier Sustainability Guidelines and Nissan Green Purchasing Guidelines and requested compliance with the updated guidelines.
	Secure and integrate value-chain information (traceability)		· Build and operate carbon footprint etc. management system for corporate activities and parts production · Secure supply-chain data reliability	- Commenced operation of a new information management system in FY2025. - Implemented system enhancements, including the expansion of coverage sites, to advance integrated information management.
	Enhance environment governance			Promoted updates to a globally standardized education program to enhance awareness of compliance with the environmental policy.

*1 Including the Company and its consolidated subsidiaries

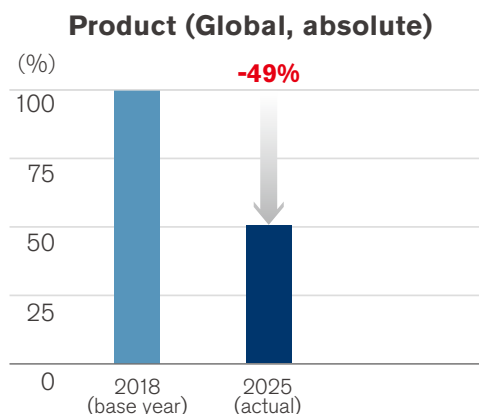
NGP2030 progress update

Under NGP2030, we monitor the progress of both CO₂ reduction effects per vehicle for certain categories, as well as overall CO₂ reductions, in order to assess their contribution toward halving global emissions by 2030 in line with the Paris Agreement.

CO₂ emission reduction rate from new vehicles*1

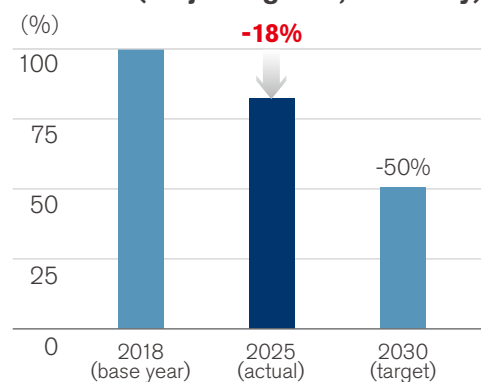


*Including joint venture companies 2025 actual -16%

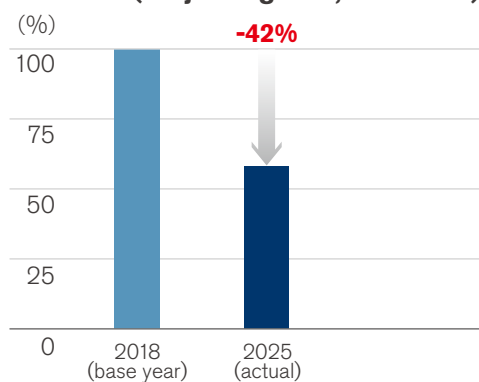


*Including joint venture companies 2025 actual -55%

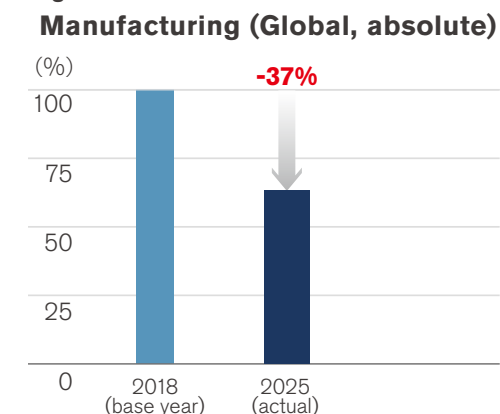
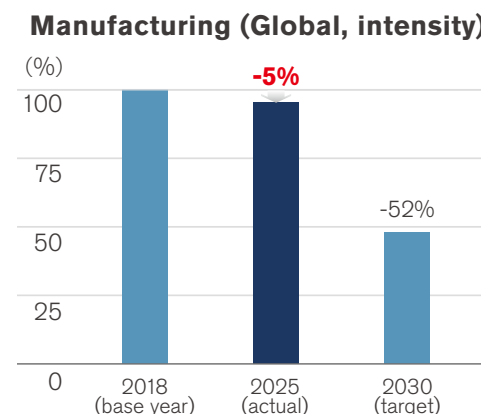
Product (Major regions, intensity)



Product (Major regions, absolute)



CO₂ emission reduction rate from manufacturing activities



Regarding NGP2030 boundary conditions integration

Based on the disclosure of actual results for fiscal year 2025, the organizational boundary of NGP2030 has been revised to cover the company and its consolidated subsidiaries. Accordingly, companies accounted for using the equity method, including joint ventures in China, are excluded from the target boundary. However, given their significant environmental impact, actual vehicle CO₂ emissions will continue to be disclosed including joint ventures in China.

*1 CO₂ emissions are calculated on a Well-to-Wheel (WtW) basis, and the reduction rate is calculated based on Nissan internal methodology.

Value chain activity achievements

Nissan prioritizes Climate change, Resource dependency, and Air quality and Water, which are the key areas related to its business. In minimizing its dependence and impact on ecosystem services, Nissan also provides a range of value to society and the environment to realize its environmental philosophy of “a Symbiosis of People, Vehicles, and Nature.” This section introduces environmental initiatives and the value in the four main value chain business areas: Products, Corporate activities, Impacts of overall business on ecosystems, and Collaborations with relevant partners.

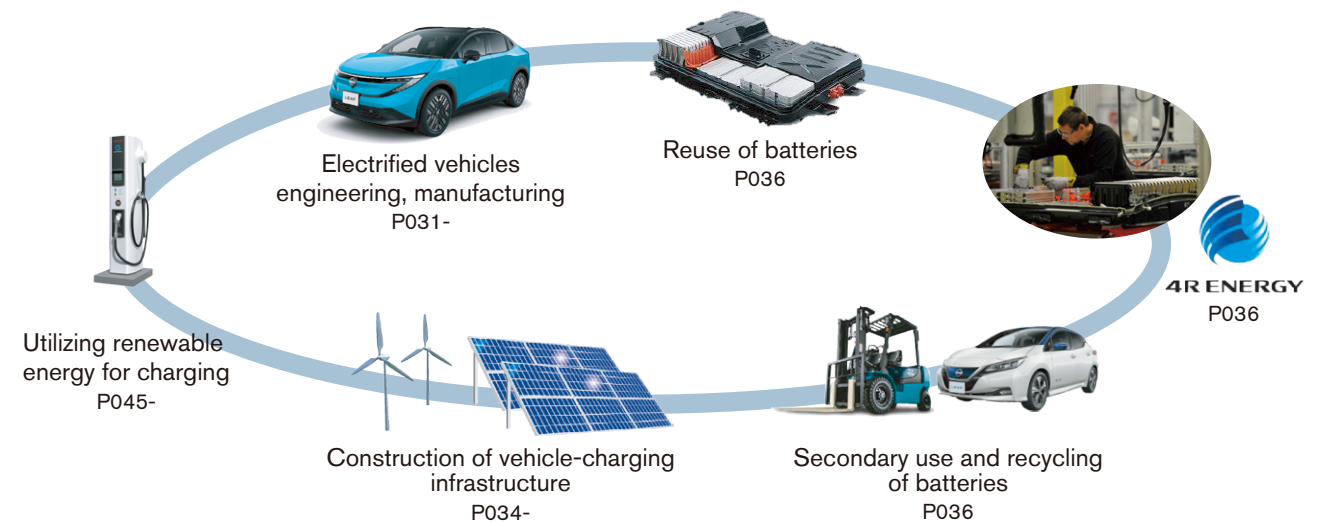
Products

Establishing a sustainable society using electrified vehicles

As a pioneer in mass-produced electric vehicles, Nissan considers the introduction and adoption of electrified vehicles to be one of the pillars of its corporate strategy. We are taking a comprehensive approach along with other activities coordinated with a variety of partners to the realization of a sustainable society. This initiative encompasses not only the development and sales phases of vehicles but also extends to the customer's use stage. It includes the promotion of renewable energy use

during the charging of electrified vehicles, collaboration with infrastructure beyond the scope of individual vehicles, and the secondary utilization of batteries after end-of-life. These efforts contribute not only to the reduction of CO₂ emissions during vehicle operation but also to the creation of new value, such as energy management capabilities unique to electrified vehicles. They are designed to maximize the utilization of vehicles as resources. Through these initiatives, Nissan aims to address a wide range of nature-related challenges, including climate change, resource dependency, and biodiversity conservation—by reducing environmental impacts across the entire life cycle and contributing to the realization of a sustainable society.

Initiatives for building a sustainable society using electrified vehicles



Initiatives in development and sales

Nissan electrified vehicles for achieving carbon neutrality by 2050

Based on the Nissan's philosophy that electrified vehicles contribute more to reducing CO₂ emissions across their entire Life cycle than gasoline-powered vehicles, Nissan is pursuing the unique appeal of its 100% motor-driven EVs and e-POWER systems to drive their widespread adoption. In addition to the responsive acceleration and smooth ride provided by the motor drive, the e-4ORCE electric-drive all-wheel control system delivers an excellent driving experience on any road surface through integrated control of the front and rear motors and brakes. Furthermore, our EVs achieve exceptional quietness through vehicle-level acoustic and vibration design that takes full advantage of the absence of engine noise and vibration. For our recent e-POWER vehicles, electricity generation is intentionally designed to occur in environments where road noise masks engine sounds to enhance the vehicle's overall quietness.

Technological innovations supporting the spread of electrified vehicles

Evolving EV platform

The Nissan Ariya, launched in 2022, takes advantage of the fact that its electric motor is smaller than a conventional engine, enabling the air-conditioning unit to be relocated to the motor compartment and thereby expanding the interior space. In addition, integrated structure of the floor and the battery pack allows for a flat floor and facilitates excellent handling performance thanks to its low center of gravity and highly rigid body. The third-generation all-new Nissan LEAF,

launched in 2025, achieves a more compact platform with efficient battery mounting.

Electric powertrain

Nissan developed "X-in-1" which reduces costs by sharing core components between EV and e-POWER systems, while making them smaller and higher-performing. For EVs, we incorporated "3-in-1" that integrated the motor, inverter, and reducer, starting with the all-new Nissan LEAF. For e-POWER models, we introduced "5-in-1", which added a generator and increaser to the 3-in-1 concept used in the all-new Nissan LEAF, starting with the Qashqai, launched in 2025.

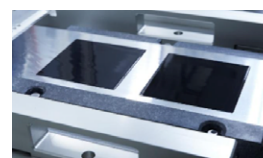
Going forward, we will expand the use of these electrified powertrains to further enhance our competitiveness.

Dedicated engine design for e-POWER, specialized for power generation

Nissan is working on the development of fuel efficiency improvement technologies that leverage the strengths of e-POWER, which allows for the engine's most efficient fixed-point operation. Nissan implemented its proprietary combustion technology, the "STARC*1 Concept," in the third-generation e-POWER, achieving class-leading fuel efficiency with a high thermal efficiency of 42%. We will continue these developments as we move forward with the aim of achieving 50% thermal efficiency.

Next-generation batteries

Nissan is working on three types of battery development: lithium-ion batteries with significantly improved performance compared to a conventional one; lithium-ferro phosphate (LFP) batteries



that enable substantial cost reductions, and all-solid-state batteries are expected to be a game-changer. All-solid-state batteries are currently in the production prototype stage on a pilot line, and we aim to bring this product to market by fiscal year 2028.

Lightweight technology

Along with improving powertrain efficiency, reducing vehicle weight is important for carbon neutrality.

Materials

We use Ultra High Strength Steel, which realizes high strength and formability while also reducing weight, in a wide range of vehicle models, from "kei" cars to the INFINITI. The all-new Nissan LEAF, in addition to highly formable Ultra High Strength Steel, also uses hot-stamping steel.

Manufacturing processes

We commercialized a new manufacturing process called the vacuum low-pressure die cast (V-LPDC) process, and applied it to the Rogue and Qashqai. The thinner cylinder head contributes to a 4% weight reduction.

We will continue proactively developing lightweight technologies to reduce CO₂ emissions to achieve carbon neutrality.

Global promotion of electrification

Electrified vehicle performance and assessment

In the EV segment of Japan, the Nissan Sakura ranked first in EV sales for four consecutive years, from fiscal year 2022 through fiscal year 2025.

The third-generation Nissan LEAF has been named the Supreme Winner of the 2026 Women's Worldwide Car of the Year, recognized for its balance of advanced electric performance and simple, enjoyable day-to-day driving. Also its EV powertrain was selected for the Wards 10 Best

*1 Strong Tumble and Appropriately stretched Robust ignition Channel

Engines & Propulsion Systems award for 2025.

Having surpassed 1.5 million units in cumulative global production, e-POWER has evolved to the third generation, and in 2025, we launched the Qashqai in Europe. In 2026, we plan to launch the Elgrand and Rogue in Japan and North America, respectively.

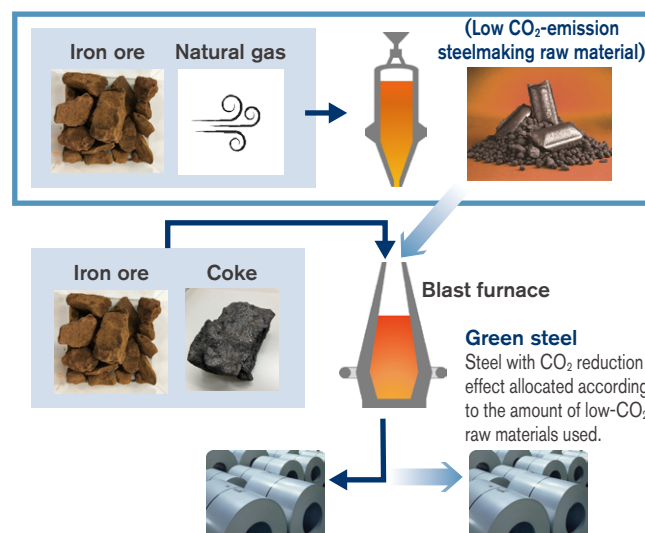
Efforts to reduce CO₂ emissions through use of green steel and green aluminum

Since approximately 60% of a vehicle's weight is made up of steel parts and around 10% of its weight is made up of aluminum parts, the use of green steel*¹ and green aluminum*² is a highly effective way to reduce vehicle life cycle CO₂ emissions.

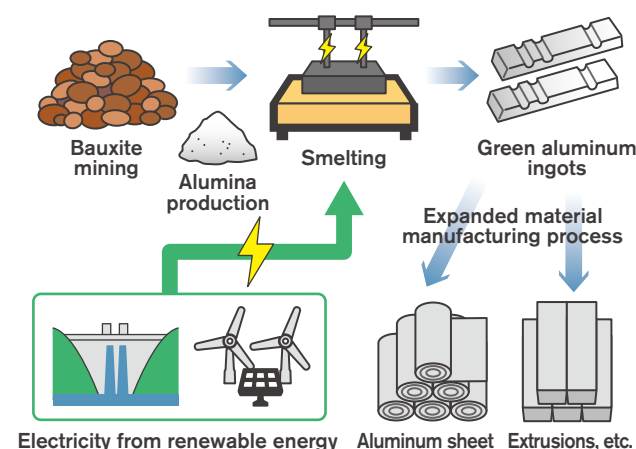
In January 2023, we adopted Kobelco's green steel and green aluminum, which make it possible to significantly reduce CO₂ emissions while achieving the same level of quality as conventional products. Building on this initiative, we are progressively expanding their application to our vehicles in collaboration with UACJ Corporation for green aluminum, and with Nippon Steel Corporation, JFE Steel Corporation, and POSCO Co., Ltd. for green steel.

In addition, we will reduce CO₂ emissions by promoting closed-loop recycling*³, which utilizes scrap materials generated at Nissan production sites as recycled inputs.

Green steel: Mass balance approach (The case of Direct Reduced Iron)*⁴



Green aluminum: Mass balance approach



Commercial vehicle electrification

To help realize a carbon-neutral society, we are also moving forward with the electrification of commercial vehicles. In June 2014, Nissan launched the EV multipurpose commercial van e-NV200 in European countries and Japan. This vehicle features a power plug that draws power from the vehicle's battery, making it ideal for securing a power source while on the go, for recreational use, and as an emergency power source during disasters. On construction sites, noise problems can be alleviated as there is no need to use a gasoline-powered generator.

The Townstar EV, launched in Europe in 2022, is a commercial van that flexibly facilitates delivery operations in urban areas.

In 2024, Nissan launched the Clipper EV in Japan. This light commercial van ensures the necessary cargo space and load capacity. It delivers powerful performance unique to electric motor-driven EVs, enabling swift transportation of heavy cargo.

Use case for e-NV200



Nissan aims to expand its lineup of electric commercial vehicles to bring the appeal of EVs to a wider range of customers.

*1 Green steel: Low-CO₂ steel with significantly reduced CO₂ emissions in the steelmaking process

*2 Green aluminum: Aluminum that is electrolytically smelted using only electricity generated by solar power and other renewable energy sources, thereby reducing CO₂ emissions during aluminum ingot production by approximately 50%.

*3 Closed-loop recycling: The reuse of aluminum or steel sheet scraps generated during manufacturing as materials of the same quality for reuse in similar products. Click here for more information on aluminum recycling. >>> P049

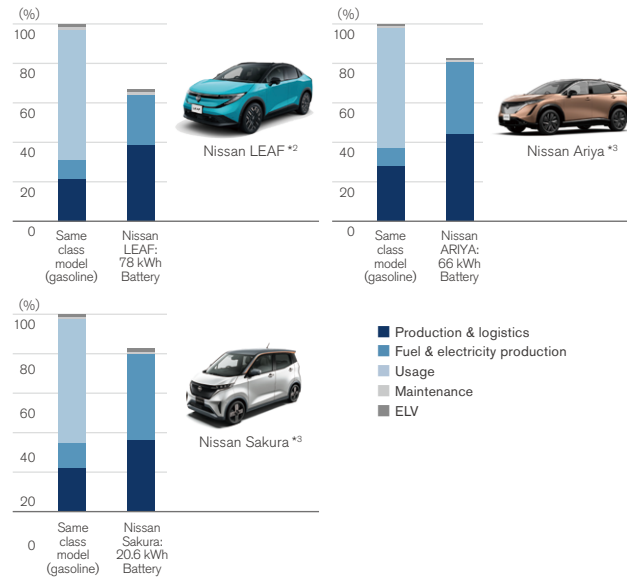
*4 Mass balance approach: Within the product manufacturing process, this is a method for assigning characteristics to parts of a product when raw materials with certain characteristics (e.g. low-CO₂ products) and raw materials without said characteristics are mixed, depending on the amount of raw materials with said characteristics. The CO₂ emission reduction effect is concentrated in specific steel materials.

Life cycle assessment to reduce environmental impact

EV Life cycle assessment *1

Since the launch in 2010 of the world's first mass-produced EV Nissan LEAF, we have been committed to reducing environmental impact through expanding our EV lineup. The Nissan Ariya and Nissan Sakura, launched in 2022, not only offer extended range but also reduce Life cycle CO₂ equivalent emissions by approximately 20% compared to gasoline-powered vehicles in the same segment in Japan. The all-new Nissan LEAF launched in 2025 features an increased battery capacity, while its Life cycle CO₂ emissions are approximately 30% lower than gasoline-powered vehicles of the same segment in Japan.

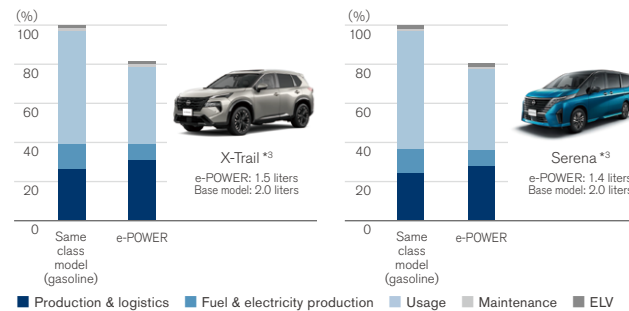
Life cycle CO₂ equivalent emissions



e-POWER Life cycle assessment *1

We launched e-POWER in 2016 and continue to advance vehicle electrification while reducing environmental impacts throughout the vehicle Life cycle. For example, X-Trail e-POWER and Serena e-POWER achieve reductions in CO₂-equivalent emissions of approximately 20% compared to the gasoline-powered versions.

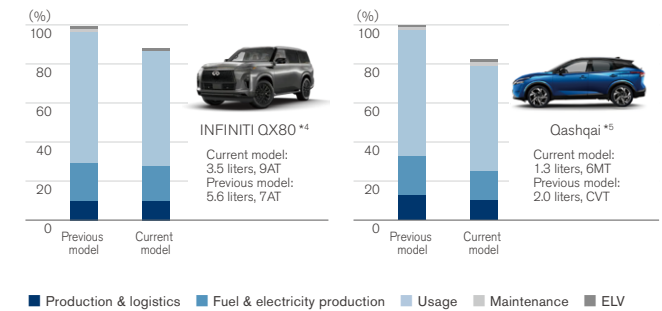
Life cycle CO₂ equivalent emissions



Gasoline-powered vehicle Life cycle assessment *1

Nissan is continuously improving the performance of its gasoline-powered vehicles, with the adoption of downsized turbo engines being one example. INFINITI QX80 and Qashqai CO₂ equivalent emissions have been reduced compared to the previous models through improvements in powertrain efficiency and vehicle weight reductions.

Life cycle CO₂ equivalent emissions



*1 Quantitative assessment of environmental impacts across the entire life cycle, including raw material extraction, manufacturing, logistics, vehicle use, and ELV recycling and reuse

*2 Production in Japan, 136,000 km driven in Japan (basis for comparison)

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

*4 Production in Japan, 295,000 km driven in the U.S. (basis for comparison)

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

Collaboration with energy infrastructure

Energy ecosystem utilizing EVs

The EV energy ecosystem is a mechanism for providing new value to customers that maximally leverages the potential of Nissan EVs by recycling resources. Within this ecosystem, NISSAN ENERGY*¹ is a new solution designed to enable the smart and efficient use of electricity by transforming EVs into tools that can “store,” “transport,” and “share” electricity, while also utilizing batteries for applications beyond EVs. To help customers realize a lifestyle with smarter electricity through the use of EVs, NISSAN ENERGY is expanding charging solutions, promoting EV energy management, and advancing initiatives for the secondary use of lithium-ion batteries in applications other than EVs.

Expansion of charging solutions

Nissan provides various electric charging solutions to enable customers to enjoy safe and convenient lifestyles with EVs. Charging at home is the most convenient charging method, as it is completed while the car is parked at home. For safe charging at home, Nissan partners with installers of EV charging equipment for charging at home in Japan and some other markets.

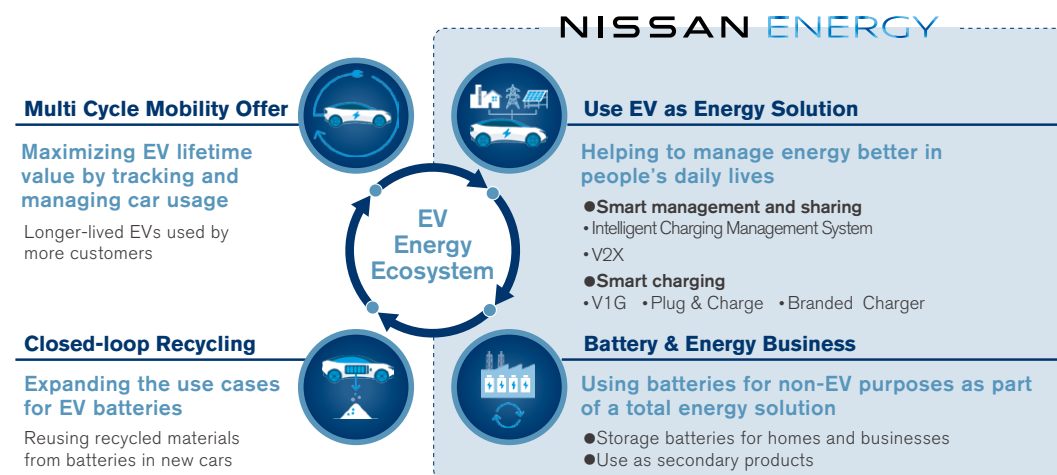
Nissan's app enables users to check the location and availability of public charging stations, plan routes to destinations that incorporate charging station stops, and pay for charging services, providing a simpler, more convenient charging experience.

Further, we adopt user-friendly standards for public charging stations, taking into account customer charging behaviors and targeted EV models in each region. In the U.S.A., we applied the Tesla's North American Charging System (NACS) to Nissan Ariya from 2025, the nation's largest quick-charging standard network.

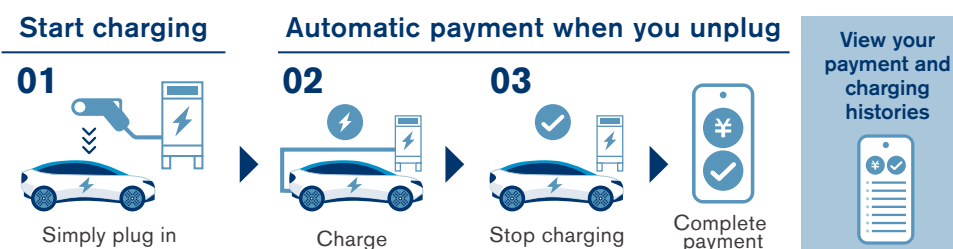
Furthermore, Nissan introduced the NISSAN ENERGY Charge Network in 2024 to make EV charging easier and more seamless, enhance the customer experience, and make EV ownership more convenient. This network, using MyNissan app, enables users to find charging stations, check real-time charger availability, and pay for charging services. This network partners with charging providers such as Tesla and Electrify America.

Additionally, coinciding with the launch of the new Nissan LEAF, we introduced a new Plug and Charge service to this network in North America. Users can complete the charging process in a single step: Upon arriving at a public charging station, they simply connect the charging plug to their vehicle, and the system automatically handles vehicle authentication, charging, and payment processing.

EV energy ecosystem



Plug and Charge service



*1 Click here for more information on NISSAN ENERGY. https://www.nissan-global.com/EN/NISSAN_ENERGY/

Energy management utilizing electric vehicles

The electricity stored in an EV's battery can do more than just power a vehicle—when combined with a bidirectional charger, it can be shared between the vehicle and external systems. This technology is called Vehicle to Everything (V2X). By storing electricity during low-tariff nighttime periods and surplus daytime solar generation in batteries for later use, it is possible to reduce electricity costs and promote local generation and consumption of electricity. EVs also provide backup power during blackouts or emergencies. Local communities can connect multiple EVs to regional power-grids to charge or discharge electricity in accordance with power supply and demand balance, which contributes to the stability of a community's power supply and promotes renewable energy use. EVs are expected to play a key role in social infrastructure by storing renewable energy, such as solar power, whose power generation is difficult to control, as an alternative to large-scale battery storage systems.

Introduction of Vehicle to Grid (V2G) technology in the U.K.

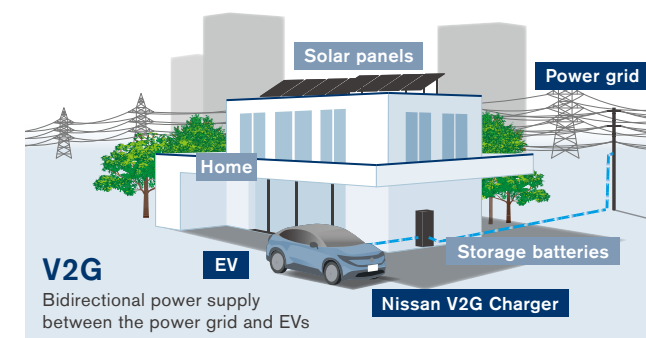
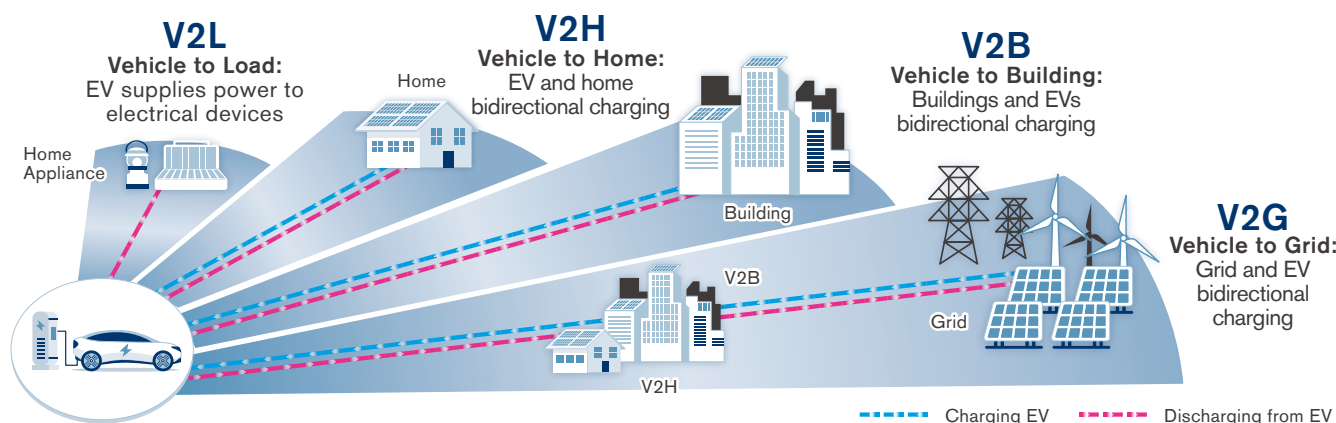
Nissan has announced that it will introduce Vehicle to Grid (V2G) technology in selected EVs in the U.K. from 2026. V2G technology enables electricity stored in EV batteries to be used to power homes or sold back into the power grid, making it possible to efficiently utilize renewable energy sources such as wind and solar. This will reduce dependence on fossil fuels and contribute to reducing greenhouse gas emissions.

Nissan acquired G99*¹ Grid code certification for its power exchange system through a University of Nottingham demonstration project. G99 is a technical standard for connecting power generation equipment to the U.K.'s power distribution power grid, and compliance with this standard has made it possible to supply power from EVs to the power grid. Compliance with this standard was achieved through Nissan's experience and technical expertise in EVs and V2X, gained from conducting more than 30 V2X demonstrations since the launch of the first-generation Nissan LEAF in

2010, thereby enabling the supply of electricity from EVs to the power grid. This technology promotes the expansion of clean energy use and contributes to the efficiency of regional power infrastructure.

Going forward, Nissan will roll out V2G technology across markets in Europe, starting with the U.K., introducing systems in alignment with local infrastructure. In addition, we will offer cost-effective AC-bidirectional chargers to help more customers make use of renewable energy. Through these endeavors, Nissan aims to position EVs not just as a means of transportation, but as integral components of a sustainable energy ecosystem.

V2X (Vehicle to Everything)



*1 Technical standard that applies to the connection of power-generating assets to the electricity distribution networks in the U.K.

Promotion of 4Rs for second-life use of lithium batteries

Nissan EV batteries offer high performance even after having been used in cars. As more and more customers switch to EVs, the supply of batteries capable of secondary use is expected to increase significantly.

In 2010, Nissan, as an EV pioneer, joined forces with Sumitomo Corporation and established 4R Energy Corporation, which specializes in secondary use of lithium-ion batteries. The intention is to promote the four Rs of lithium-ion batteries —reuse, resell, refabricate, and recycle—and establish a battery circular system which will enable the efficient use of resources.

Circular system realized with used EV batteries

The market for used batteries will expand with the spread of EVs and their utilization will become an issue in the future. To solve this issue, 4R Energy has promoted the development of technologies for the reuse of used batteries at its plant in the town of Namie, Fukushima Prefecture. Used batteries collected from the market are sorted according to their condition and performance and supplied to various secondary users. Through these activities, we are building a business model to return value to customers, such as increasing the residual values of EVs based on the value of reused batteries. Expanding this model into a business and reducing barriers to EV ownership for customers will lead to the more widespread use of EVs.

Case study of secondary use of EV batteries

Sumitomo Corporation has completed the construction of the EV Battery Station Chitose in Chitose City, Hokkaido, utilizing EV batteries provided by 4R Energy. This facility is a battery storage system for the grid with an output of 6 megawatts and a capacity of 23 megawatt-hours, which is equivalent to the electricity used by approximately 2,500 households per day. By utilizing EV batteries in stationary application (commercial electric power), Sumitomo Corporation is not only contributing to the reduction of recycling costs through expanded use and increased demand for reused EV batteries, but also reducing CO₂ emissions in the process of production of storage batteries.

Commercialization of reused batteries

Nissan is promoting the commercialization of used batteries.



Portable storage batteries



Off-grid street lighting

Addressing all forms of emissions

Addressing emissions

Promoting zero-emission vehicles

The widespread adoption of EVs which do not emit exhaust gases during driving is an effective solution for reducing air pollution in urban areas. Nissan has cumulative global EV sales of approximately 1,009 thousand units (as of the end of March 2026), including Nissan LEAF. We are promoting zero-emission mobility and infrastructure construction in partnership with national and local governments and electric power companies.

Enhancing exhaust performance of internal combustion engines

Nissan has long been committed to improving the exhaust performance of internal combustion engines, advancing the development of combustion technologies, catalysts for purifying emissions, and technologies for treating gas vapor emissions from fuel tanks, and achieved the results listed below.

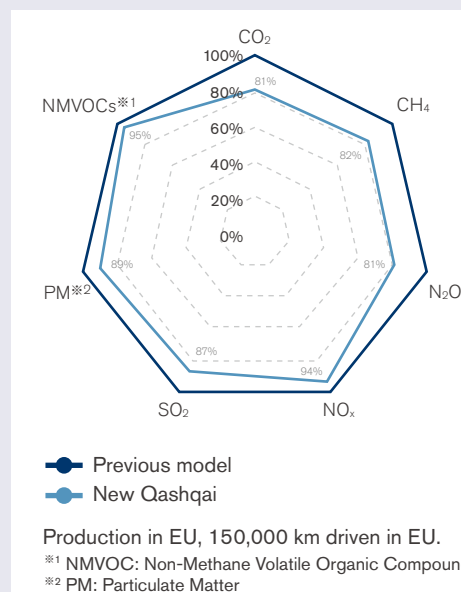
- Sentra CA (2000 / U.S.A.): The first gasoline-powered vehicle to receive Partial Zero Emissions Vehicle (PZEV) certification, the exhaust gas standard set by the California Air Resources Board
- Bluebird Sylphy (2000 / Japan): The first in Japan to achieve Ultra-Low Emission Vehicle (U-LEV)*1 certification.
- Qashqai (released in 2018 / Europe): Equipped with a gasoline particulate filter (GPF) and compliant with EURO 6d regulations
- Serena e-POWER (2018 / Japan): By optimizing the control of the dedicated power-generating engine, it achieved a 75% reduction in emissions compared to the 2018 emissions standards.

We will continue our efforts to ensure cleaner exhaust emissions from internal combustion engines.

Contributions to mitigating climate change through life cycle assessment

Nissan continuously evaluates greenhouse gases (GHGs) other than CO₂ through life cycle assessment (LCA) to improve environmental performance. Compared to the previous model, the new Qashqai reduces GHG emissions by approximately 5–20% over its entire life cycle, contributing to the mitigation of climate change.

Qashqai life cycle assessment (LCA)



Addressing emissions other than vehicle exhaust

In consideration of impacts on people and nature, Nissan is broadening its efforts to address vehicle emissions beyond exhaust emissions to include wear from brakes, tires, and various other sources. EVs use regenerative braking to charge their battery with electricity generated, thereby reducing wasted energy and improving energy efficiency. This also reduces brake pad wear, leading to lower emissions. As the next European exhaust emission regulation, Euro 7, will regulate particulate emissions including those from brake wear, Nissan is exploring technologies to address this issue.

Improving in-cabin air quality

Under the circumstances of widespread advanced driver assistance systems and the development of fully autonomous driving technologies, it is expected that drivers will spend more time in their vehicles, making it even more important for that space to be pleasant and safe. Nissan is conducting research and development aimed at cleaner vehicle emissions and has made efforts to improve the cabin environment, including better air quality, to enhance comfort. As part of its continued efforts to reduce VOCs such as formaldehyde and toluene, Nissan is carrying out additional reviews of materials for seats, door trims, floor carpets, and other parts as well as adhesives. Nissan complies with Nissan standards which are in accordance with the laws and guidelines of each country regarding in-cabin VOCs. In addition, we conduct sensory evaluations (odor inspections) of new vehicles by trained evaluators, striving to provide a safer in-cabin environment.

*1 U-LEV: Vehicle that produces 75% less nitrogen oxide (NO_x) and nonmethane hydrocarbon (NMHC) than the 2000 emission standards level in Japan.

Stricter control on environment-impacting substances under Nissan's voluntary operational standards

Stricter controls on environment-impacting substances are being implemented in countries around the world. Examples include the European End-of-Life Vehicles (ELV) Directive, the European Union's Registration, Evaluation, Authorization and Restriction of Chemicals (REACH) Regulation, which went into effect in June 2007, and Japan's Act on the Evaluation of Chemical Substances and Regulation of Their Manufacture.

This program utilized the VOC guidance value established by the Ministry of Health, Labor and Welfare for specific substances in January 2002. This value has had to be met for all new models manufactured or sold by Nissan in Japan after April 2007. In accordance with the Ministry's guidance value revision in January 2019, new guideline values have been met for new models released in 2022 or later.

Nissan is strengthening its management of chemical substances, adhering to a planned schedule for their reduction and advancing the use of alternative substances. In fiscal year 2005, we drew up policies regarding the use of substances scientifically recognized as being hazardous or carrying high hazard risks, as well as those identified as dangerous by NGOs. In fiscal year 2007, these policies, which restrict environment-impacting substances even more than the domestic laws of the countries where we operate, were rolled out globally.

Based on the above-referenced policies, Nissan developed a specific Nissan Engineering Standard (NES) for the Restricted Use of Substances, which identifies the chemical substances whose use is either prohibited or controlled. The NES is applied in material selection and in the components and parts used in vehicles from initial development onward. For example, four heavy metal compounds (mercury, lead, cadmium, and hexavalent chromium) and the polybrominated

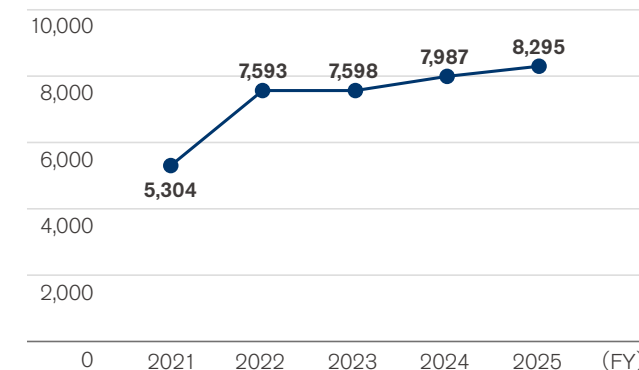
diphenyl ether (PBDE) flame retardant have been either prohibited or restricted in models*¹ launched globally since July 2007.

Every year, we revise the Restricted Use of Substances standards to reflect changes in international laws and regulations and to add new substances covered by our voluntary internal standards. In the revision for fiscal year 2017, we established criteria for proactively reevaluating hazardousness and risks anticipated in business activities related to regulations to enhance compliance levels. For example, we disclose information to users and submit REACH reports to the relevant authorities regarding the vehicles and parts produced in or exported to Europe and other countries. We also comply with Classification, Labeling and Packaging of Substances and Mixtures regulations.

Proper use of 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, we identified 8,295 defined chemical substances in fiscal year 2025. Using chemical substances appropriately will also lead to the circular use of resources, such as future reuse, recycling, and repair.

Number of defined chemical substances



*1 Excluding vehicles manufactured outside of Nissan

Climate change (product) data

Global sales volume and production volume data

(thousand units)

	FY2024	FY2025
Consolidated Sales Volume*1*2	2,657	2,435
Japan	439	385
North America	1,303	1,253
Europe	337	310
Asia	132	83
Other	446	404

(thousand units)

	FY2024	FY2025
Consolidated Production Volume*1*2	2,409	2,156
Japan	641	558
North America*3	1,165	1,111
Europe*4	276	279
Asia*5	215	83
Other*6	110	125

Share of electrified and hybrid vehicle shipments

In Japan and Europe, where customer interest in electrified vehicles is high, the combined share of e-POWER, EVs, and hybrid vehicles*7 continues to account for the majority of shipments. 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.

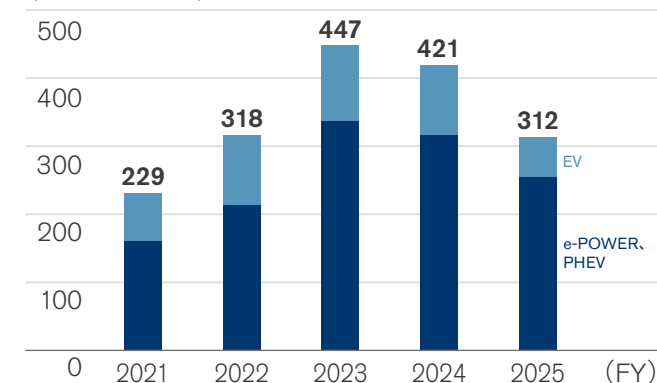
Powertrain type ratios (FY2025 shipment-based)*1

By region	Unit	Gasoline-powered vehicles	Diesel-powered vehicles	e-POWER vehicles	Electric vehicles	Hybrid vehicles
Japan	%	48	0	39	4	9
North America	%	99	0	0	1	0
Europe	%	23	5	23	9	40
Asia	%	58	23	16	1	2
Other	%	82	9	2	0	7
Global	%	76	3	11	2	8

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

We aim to expand our electrified vehicle lineup and increase the share of electrified vehicle sales. In fiscal year 2025, the number of electrified vehicles sold declined compared with the previous year due to a challenging competitive environment.

Sales volume of EV, e-POWER, PHEV*1*2 (thousand units)



*1 From fiscal year 2025, the scope of sales and production volume calculations is aligned with the consolidated financial group.

*2 In line with the revised calculation scope, historical figures have been restated.

*3 Production volumes in the U.S.A. and Mexico

*4 Production volume in the U.K.

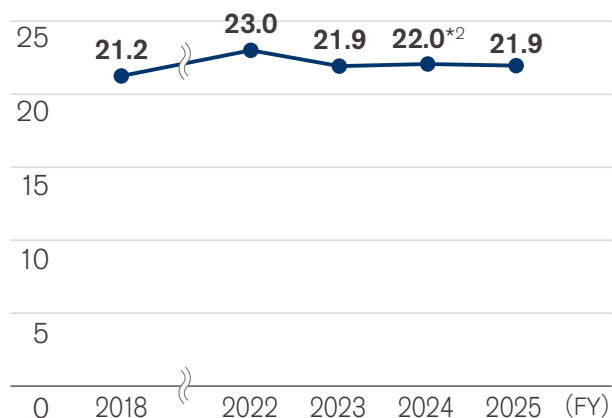
*5 Production volumes in Thailand and India

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

*7 Excluding e-POWER vehicles

Corporate average fuel economy (CAFE) in Japan*1

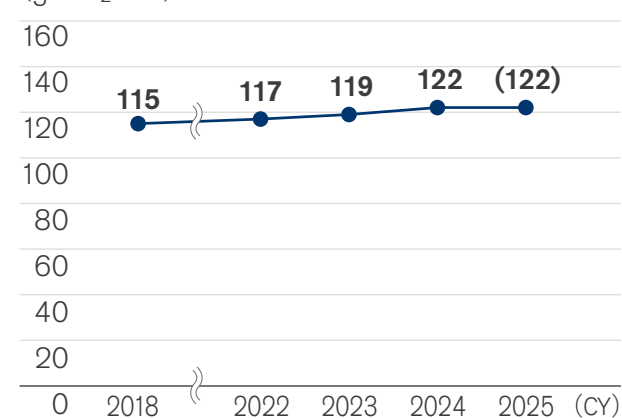
(km/L)



In fiscal year 2025, the company's average fuel economy*3 in Japan was 21.9km/L.

Despite sluggish sales of electrified vehicles due to challenging market conditions, the launch of the new ROOX boosted the proportion of "kei" cars, helping to maintain sales at previous fiscal year levels.

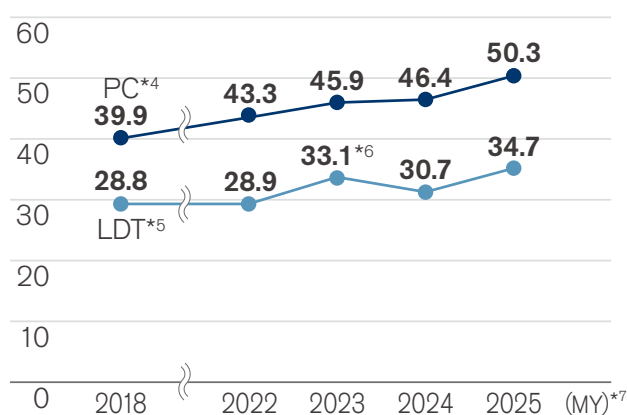
CO₂ emission index from Nissan vehicles in Europe*8

(g-CO₂/km)

In 2024, the company's average CO₂ emissions were 122 g-CO₂/km. In 2025, although the EV sales ratio temporarily declined due to the model transition of the Nissan LEAF, the contribution of the Qashqai e-POWER is expected to improve the electrified vehicle ratio, maintaining a level equivalent to the previous fiscal year.*9

Corporate average fuel economy (CAFE) in the United States

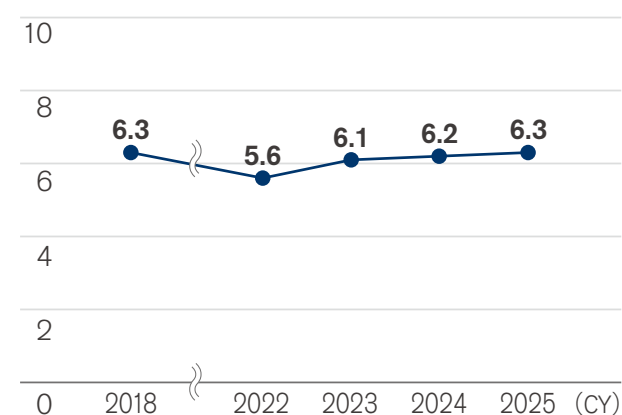
(mpg)



In model year 2025, the corporate average fuel economy (CAFE) of Nissan's passenger cars (PC) in the U.S.A. was 50.3 mpg and 34.7 mpg in the light-duty truck (LDT) segment. The launch of the new Kicks and model mix changes increased the share of smaller models in both the PC and LDT segments, contributing to improved corporate average fuel economy.

Corporate average fuel consumption in China

(L/100km)



In 2025, the company's average fuel consumption for domestically produced vehicles in China was 6.3 L/100 km. Although the sales share of older, less fuel-efficient models increased among models sold alongside their successors, overall sales remained on par with the previous year due to an increase in the proportion of electrified vehicles.

*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 Corrected due to an error in 2024 figure.

*3 Uses provisional values calculated by Nissan, including WLTC mode fuel economy values

*4 Passenger Car

*5 Light-Duty Truck

*6 Corrected due to an error in 2023 figure.

*7 MY: Model Year

*8 From fiscal year 2021 onward, includes vehicles that have been type-approved using the Worldwide harmonized Light vehicles Test Procedure (WLTP) evaluation mode.

*9 As official values for 2025 have not yet been disclosed, provisional values are shown.

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Corporate activities

In our corporate activities, including production, logistics, offices, and dealerships, we promote various initiatives. In terms of manufacturing, we are advancing efforts based on the concept of Nissan Intelligent Factory for the next generation of vehicle manufacturing and are making progress in our efforts toward carbon neutrality. We are also promoting decarbonization throughout our corporate activities by improving the efficiency of our logistics operations and proactively expanding renewable energy such as Nissan Denki. By developing systems that utilize resources and energy efficiently and sustainably throughout their entire life cycles and incorporating a circular economy perspective, we are also endeavoring to maximize the value we provide to society and our customers.

Through these efforts, we are striving to use resources and energy efficiently and sustainably while minimizing our environmental impact.

Efforts toward carbon neutrality

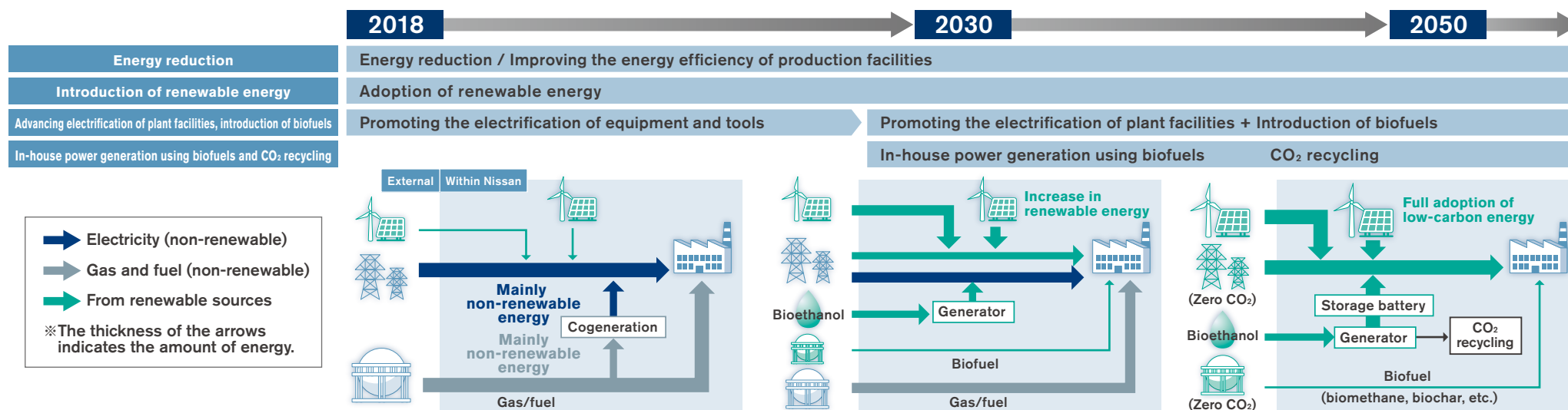
Carbon neutrality roadmap at production plants

In October 2021, Nissan announced a roadmap to achieve life cycle carbon neutrality in its plants, with the goal of achieving this by 2050. Nissan steadily promotes initiatives to achieve this goal.*1

By 2030: We will first promote the introduction of innovative production technologies and electrification while reducing energy consumption in plants. Following this, we plan to introduce renewable energy and expand the application of alternative energy.

2030–2050: We will achieve zero use of fossil fuels by electrifying plant equipment that currently operates under various forms of power, including gas and steam, and utilizing biofuels. At the same time, we will achieve carbon neutrality at our plants through the full use of low-carbon energy sources for our electricity needs, including in-house electricity generation via renewable energy and fuel cells powered by alternative fuels.

The Evolution of Energy Use in Plants Aiming for Carbon Neutrality



*1 Click here for more information on our roadmap for carbon neutrality. <https://global.nissannews.com/en/releases/nissan-sets-carbon-neutral-goal-for-2050?origin=channel-NNG243>

Aiming to achieve carbon neutrality by 2050 through innovation in production technology

Nissan Intelligent Factory, our next-generation vehicle manufacturing concept**1

Nissan announced its Nissan Intelligent Factory concept for the next generation of vehicle manufacturing as the advancements such as electrification and intelligence accelerate. As the functionality and structures of cars become more complex, further technological innovation will become essential in the production process. The pillar of the Nissan Intelligent Factory concept, the Zero Emission Production System promotes activities based on the carbon neutrality roadmap at production plants.



Key initiatives toward carbon neutrality by 2050 at production plants

Global energy-saving activities (adoption of new technologies, improved processes)

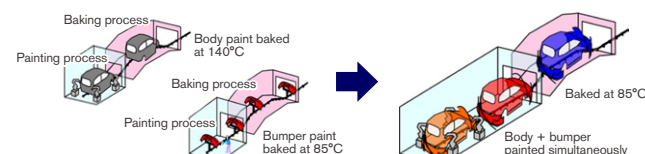
Most CO₂ emissions in the manufacturing process come from the consumption of energy generated by fossil fuels. We engage in a variety of energy-saving activities in the manufacturing process in pursuit of the lowest energy consumption and CO₂ emissions among automakers.

Initiatives in automotive production technology

In the painting process, we are promoting CO₂ emission reduction through the three-wet paint process and low-temperature baking technology, which enables the body and bumpers to be painted at the same time. Approximately 30% of CO₂ emitted from manufacturing plants comes from the painting process, thus shortening or eliminating processes and lowering temperatures during the process will lead to a reduction in CO₂ emissions.

The low-temperature three-wet painting technology introduced by Nissan enables the integration of processes that were previously carried out separately for body and bumper painting, making it possible to reduce CO₂ emissions from the painting process by 25% or more. *2

Simultaneous Painting of Body and Bumpers



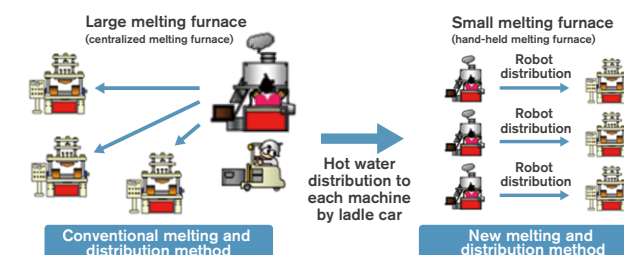
CO₂ emissions have been reduced by simultaneously painting the body and bumpers using a new technology and consolidating them into one process (right) and drying at a low temperature (85°C) instead of the conventional two-step process (left).

In addition, at the Nissan Intelligent Factory, we are implementing various CO₂ emission reduction technologies, including dry paint booths that eliminate the need for dehumidifying processing in the recycling of air expelled from booths, thereby significantly reducing air-conditioning energy consumption.

Initiatives in the field of powertrain production technology

In the field of powertrain production technology, Nissan is working to reduce CO₂ mainly in aluminum cast melting and heat treatment processes. The conventional melting process involved the use of large furnaces having a melting capacity of three to four tons per hour installed at each factory, with molten aluminum transported and distributed to the holding furnaces of each casting machine using forklifts equipped with ladles. We have adopted a system in which small-scale melting furnaces with the minimum capacity required for each casting machine are installed next to all casting machines, with molten metal distributed to casting machine holding furnaces by robots. This method has eliminated the temperature loss caused by transporting molten metal, and has made it possible to lower the melting temperature by approximately 100°C. This has also enabled us to suspend melting furnace operation in accordance with the operating rate of each casting machine, achieving an overall reduction

Changes in melting and distribution methods



*1 Click here for more information on the Nissan Intelligent Factory. <https://www.nissan-global.com/EN/INNOVATION/TECHNOLOGY/ARCHIVE/NIF/>
Click here for more information on a next-generation vehicle manufacturing concept. (Japanese only) <https://global.nissannews.com/ja-JP/releases/191128-02-j>

*2 Source: Nissan

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in CO₂ emissions of approximately 20%. In recognition of these efforts, Nissan was awarded the 2024 GOOD FACTORY Award, sponsored by the Japan Management Association.

We have also installed an all-electric liquid-melt holding furnace on our die-casting machines. This has eliminated the use of compressed air and gas in the aluminum melting and holding processes for large die-casting machines. By utilizing renewable energy, we can achieve carbon neutrality in the casting and melting processes.

In the casting process, Nissan operates cupola furnaces that melt iron at temperatures of approximately 1,500°C, which has a significant impact on CO₂ emissions. At the Tochigi Plant, the Company reviewed its two-cupola system, where operating rates had declined due to changes in the production mix, and consolidated operations into a single unit. In addition, the operation of auxiliary equipment associated with the idled cupola was reassessed and optimized to the minimum necessary level for backup operations. As a result, approximately 9,000 tons of CO₂ emissions are reduced annually. This initiative was highly evaluated and received the Chairman's Award of the Energy Conservation Center, Japan in the fiscal year 2025 Energy Conservation Grand Prize (Energy Conservation Case Study Category).

Energy-saving activities at Nissan Energy Saving Collaboration (NESCO)

At Nissan, we place a high priority on operational improvements that ensure we identify unnecessary energy consumption in our daily operations, and we are collecting improvement proposals from the front lines at each of our sites. At our Japanese plants, in addition to replacing aging facilities, we have thoroughly reviewed operational conditions such as lighting and air conditioning to ensure thorough energy consumption control and minimize waste during

operations. These initiatives in Japan are being rolled out to plants around the world as standard operational know-how, and plants globally engage in learning and sharing best practices with each other. In addition, Nissan Energy Saving Collaboration (NESCO) energy diagnostics teams, stationed in Japan, Europe, Mexico, and China, visited the sites and conducted diagnoses focusing primarily on equipment usage and operating procedures. For fiscal year 2025, we proposed specific measures that will lead to a potential reduction of approximately 34,000 tons of CO₂ through these operational improvements.

Promoting renewable energy

Nissan is promoting the adoption of renewable energy, including power generation using its own facilities and contracts with PPA*1 providers, in line with the characteristics of each region. As an example of generating our own renewable energy, our Sunderland Plant in the U.K. introduced 10 wind turbines supplying 6.6 MW of power. At our Iwaki Plant, the guest hall for plant visitors is powered by solar energy. By storing surplus electricity in second-life Nissan LEAF batteries, the plant both stabilizes the energy supply and uses resources more effectively. We are promoting the adoption of renewable energy through contracts with PPA providers at our global sites, including our Sunderland Plant in the U.K. Since 2025, we have been working to procure renewable energy through



Solar power generation at the Sunderland Plant

off-site PPAs within Japan as well. This is a system that aggregates electricity generated by small-scale power plants and ensures a stable supply through the transmission and distribution grid. Thanks to such initiatives to promote the adoption of renewable energy, the proportion of renewable energy reached 11%*2 this fiscal year. We will continue and strengthen these efforts with the aim of further expanding the use of renewable energy.

In-house power generation using alternative fuels

In 2016, Nissan became the first automotive company in the world to incorporate e-Bio Fuel-Cell technology, a fuel cell system that uses solid oxide fuel cells (SOFC) in a vehicle. Based on this development experience, Nissan developed a stationary, bioethanol-fueled SOFC system capable of high-efficiency power generation and commenced trials at its Tochigi Plant in March 2024. Going forward, Nissan aims to increase power generation capacity and achieve full-scale operations beginning in 2030.

For bioethanol used in SOFC power generation, Nissan has turned its attention to sorghum, a member of the grass family, as a fuel that contributes to a carbon neutral cycle. Sorghum grows quickly and is highly adaptable to various environments, making it suitable for stable procurement; furthermore, its kernels are used as food, while the pulp



*1 Power Purchase Agreement

*2 The proportion of renewable energy to total energy consumption within manufacturing activities (including the portion generated from Nissan's own investment and procurement activities, as well as the portion of renewable energy included in the power grid)

Contents	Corporate direction	Environmental	Social	Governance	044	
Environmental principles	Understanding of environmental issues	Environmental governance and risk management	Strategic approach to environmental issues	Nissan Green Program	Value chain activity achievements	Third-party assurance

remaining after the extraction is expected to be used as biomass power generation fuel and livestock feed. In 2024, we launched a demonstration project that integrates the entire process from sorghum cultivation to bioethanol production. In this project, we plan to conduct power-generation tests using a SOFC power-generation system fueled by bioethanol derived from sorghum. The electricity generated is used to charge EVs, and we are verifying its practicality. Based on the results obtained from this demonstration test, we will proceed with studies toward the full-scale implementation of this technology.

Initiatives in the logistics field

To achieve carbon neutrality across the life cycle, Nissan has formulated a clear roadmap toward 2030 in the logistics field as well and is proactively moving forward. The following specific initiatives are being implemented.

- Reduced distances: Minimize transport distances through efficient logistics design.
- Improved packing: Reduce transport volume with optimized packing specifications and part shapes.
- Improved loading: Increase transport loading efficiency by optimizing routes and frequency.
- Improved transportation methods: Implement modal shifts, electrification and the use of alternative fuels



High-power charging facilities at the Sunderland Plant

Furthermore, we are strengthening cooperation with logistics partners around the world who are committed to

environmental measures. We are promoting modal shifts, utilizing ships that run on environmentally friendly fuel, and introducing electric trucks, particularly as more than 80% of the transport of completed vehicles to Europe is now done by LNG carriers.

As part of the Nissan EV36Zero*1 initiative, the Sunderland plant in the U.K. has installed seven high-power charging stations for electric trucks and introduced a fleet of 25 electric heavy goods vehicles. They are being utilized in the transport of parts between suppliers and plants as well as in finished vehicle logistics, contributing to an annual reduction of approximately 1,500 tons of CO2 emissions.

Office initiatives

Nissan promotes efforts to reduce CO2 emissions at Nissan offices in Japan, North America, Europe, and China. In Japan, Nissan Trading operates the Power Producers & Suppliers (PPS) scheme, procuring clean energy that accounts for CO2 emissions and costs. Overseas, we have installed our own solar power generation systems such as at our technical center in Spain and at the facility in Italy.

We have established the Nissan Energy Saving Collaboration (NESCO) team at the Nissan Technical Center (NTC) and the team conducts energy-diagnostic surveys in offices to drive CO2 emission reduction.

Renewable energy initiatives at Nissan Global Headquarters

At our Global Headquarters in the city of Yokohama, Kanagawa Prefecture, we are promoting energy conservation activities through daily improvements that include turning off lights and installing LEDs, as well as reducing CO2 emissions through the introduction of renewable energy. In 2011, we installed a solar power generation system providing approximately 40kW. The electricity generated is

stored in Nissan LEAF lithium-ion batteries housed in the Global Headquarters building, then used for electric vehicle charging systems installed onsite. Surplus power generated is effectively used as electricity for the building. Furthermore, from fiscal year 2024, the electricity and thermal energy used in our Global Headquarters was entirely replaced by renewable energy.

Green building policy

Based on ISO 14001 management processes to evaluate environmental impact, we make it a key task to optimize our buildings during construction or refurbishing to make all our structures greener. Evaluation of metrics in this area includes environmental footprints, such as CO2 emissions; waste and emissions from construction methods; and the use of hazardous materials and other quality control issues. Furthermore, one of the performance indices for Nissan in Japan is the Comprehensive Assessment System for Built Environment Efficiency (CASBEE), which was developed by the Ministry of Land, Infrastructure, Transport and Tourism. Among our current business facilities, our Global Headquarters has earned CASBEE's highest "S" ranking, making it the second Nissan building to do so following the Nissan Advanced Technology Center (NATC) in Atsugi, which is also located in Kanagawa Prefecture. Our Global Headquarters gained a Built Environment Efficiency Rating of 5.6, the highest CASBEE rating for a new structure, making it one of Japan's greenest office buildings. Additionally, overseas, several of our European facilities have obtained BREEAM certification*2, and the facility in Turkey has obtained LEED certification*3. Also, several other business sites, including Australia, have obtained green building certifications.

*1 Click here for more information on EV36Zero. <https://global.nissannews.com/en/releases/210701-03-e>
*2 BREEAM : Building Research Establishment Environmental Assessment Method
*3 LEED : Leadership in Energy & Environmental Design

Dealership initiatives

Each retail outlet of our dealerships works proactively to conserve energy through continuous enhancements to daily operations, while also identifying potential areas for reduction and promoting efficient energy use. Furthermore, we aim to achieve carbon neutrality by combining multiple approaches, such as exploring the future introduction of eco-friendly stores and utilizing renewable energy sources, including Nissan Denki.

Nissan Denki high-voltage service started

Nissan addresses environmental issues and our customers' environmental needs, aiming to create a cleaner, safer society where everyone can live in harmony. In December 2024, Nissan launched the Nissan Denki low-voltage business, which provides 100%*1 renewable energy for residential use, and has been gradually expanding the service area. In October 2025, we launched the high-voltage business targeting corporate customers, including Nissan Group dealerships and suppliers. In the dealership space, the primary energy source is electricity, which accounts for approximately 90%*2 of the total energy mix. By introducing Nissan Denki, we have reduced a significant amount of

Both cars and everyday life, powered by electricity.



electricity-related CO₂ emissions within our dealership network, marking a major step forward toward achieving carbon neutrality.

Through this initiative, we have achieved a cleaner approach across the three key areas of dealerships (operational electricity), vehicles (EVs), and home charging (charging electricity) and established a system that reduces CO₂ emissions to net zero across the entire life cycle from sales to usage and charging.

We will continue to strive for the further expansion of Nissan Denki.

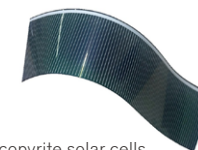
Start of first demonstration experiment in Japan on chalcopyrite solar cells

As part of its initiatives to develop eco-friendly dealerships, Nissan was selected for Kanagawa Prefecture's "Next-Generation Solar Cell Promotion Project." Consequently, from October 2025 to February 2026, we conducted a demonstration experiment at the R1 Higashi-Totsuka dealership (Yokohama City) using chalcopyrite solar cells (developed by PXP Corporation) marking the first such installation at an automobile dealership in Japan. Chalcopyrite solar cells are characterized by being thin, light, and bendable. Because they are extremely lightweight and can flexibly conform to curved surfaces, they can be installed on walls and cylindrical structures, which was difficult to achieve with conventional silicon-based solar cells. In this demonstration project, we successfully installed the system on a curved surface for the first time in the prefecture. We have moved beyond the R&D stage and entered a new phase focused on verifying how renewable energy can be implemented and utilized within the infrastructure of actual stores. Through this demonstration project, we will identify suitable locations for installing solar panels and determine the scope of their application, thereby promoting the use of renewable energy in retail stores.

In the future, we will use this as a steppingstone toward introducing eco-friendly dealerships, communicating to customers Nissan's initiatives such as the installation of next-generation solar panels.



R1 Higashi-Totsuka dealership



Chalcopyrite solar cells
made by PXP Corp.



Solar cells installed on a canopy pillar

Visualization of energy performance and energy diagnoses

We have developed a database of actual energy usage data collected from sales companies through NGP activities, and we are visualizing this data so that each company can understand its own energy consumption patterns. In addition, by collaborating with the NESCO team to conduct energy diagnoses, we identify energy-saving opportunities and share these case studies with our sales offices nationwide. This helps raise awareness of energy conservation and provides ongoing support for each company's efforts to reduce energy consumption. At Nissan, we will continue our carbon-neutral initiatives—from the sales of EVs that produce zero CO₂ emissions while driving, to the expansion of dealerships utilizing Nissan Denki, and to the charging that occurs in customers' daily lives—with the aim of realizing a sustainable mobility society that is environmentally conscious in both cars and daily life.

*1 We have effectively achieved 100% renewable energy by attaching certificates that represent the environmental value of electricity generated from non-fossil energy sources certified under the feed-in tariff (FIT) system.

*2 Based on actual CO₂ emissions data for the 2024 fiscal year from Nissan dealerships nationwide.

Climate change (Corporate activities) data

Energy input*1

(FY)

	Unit	2018	2022	2023	2024	2025
Total	GWh	7,755.2	6,442.7	6,053.6	5,807.0	5,571.0*
By region						
Japan	GWh	3,845.6	3,403.2	3,045.9	2,862.9	2,769.3
North America	GWh	2,397.7	1,971.4	2,074.6	2,070.0	1,947.7
Europe	GWh	862.0	545.1	511.4	474.7	491.8
Other	GWh	649.8	523.0	421.8	399.5	362.2
By energy source						
Electricity	GWh	4,067.8	3,496.3	3,496.0	3,433.6	3,315.2
Natural gas	GWh	2,882.1	2,396.0	2,049.6	1,934.3	1,858.0
LPG	GWh	199.9	129.6	109.2	102.7	74.3
Coke	GWh	179.2	111.0	105.8	93.6	92.6
Heating oil	GWh	127.3	57.9	53.6	45.2	46.1
Gasoline	GWh	153.6	94.4	55.9	55.0	51.5
Diesel	GWh	57.1	48.1	9.8	8.8	8.1
Heavy oil	GWh	19.1	11.0	28.8	4.9	3.5
Cooling water	GWh	5.5	3.9	4.6	4.9	4.5
Steam	GWh	63.6	94.4	140.3	124.0	117.1
Other	GWh	0	0	0	0	0.1

(FY)

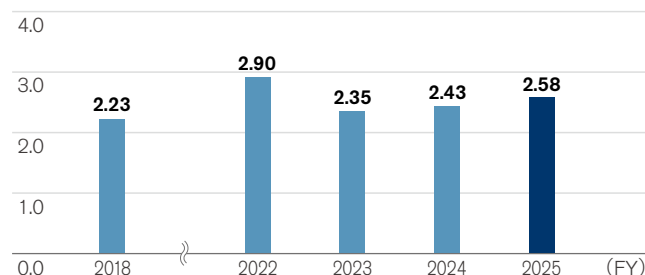
	Unit	2018	2022	2023	2024	2025
Low-carbon energy						
Low-carbon energy	GWh	400.9	410.6	548.6	767.7	825.3
Of which renewable energy*2	GWh	209.9	251.6	226.6	261.5*3	313.0

Energy per vehicle produced

In fiscal year 2025, energy per vehicle produced was 2.58 MWh, an increase of 6% compared with fiscal year 2024.

Energy consumption 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	2025
Japan	MWh/vehicle	4.97
North America	MWh/vehicle	1.75
Europe	MWh/vehicle	1.76
Other	MWh/vehicle	1.74

Scope 1 and 2 CO₂ emissions

In fiscal year 2025, the total emissions*4 of our global corporate activities was 1,462 thousand tons* a 4% decrease from 1,519 thousand tons in fiscal year 2024.

(FY)

	Unit	2018	2022	2023	2024	2025
Scope 1	kt-CO ₂	725	585	477	442	417*
Scope 2	kt-CO ₂	1,688	1,187	1,254	1,077	1,045*
Scope 1+2	kt-CO ₂	2,413	1,772	1,731	1,519	1,462*
Japan	kt-CO ₂	1,277	994	984	908	883
North America	kt-CO ₂	687	502	501	401	395
Europe	kt-CO ₂	131	81	86	73	69
Other	kt-CO ₂	318	195	161	137	115

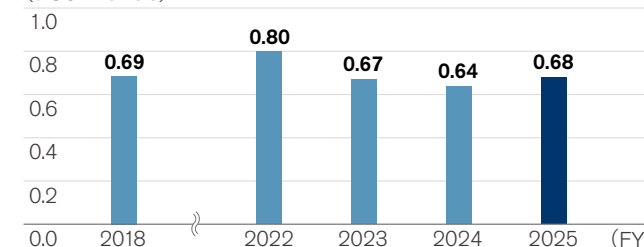
Greenhouse gas (GHG) emissions other than energy-derived CO₂

(FY)

By type	Unit	2018	2022	2023	2024	2025*5
CH ₄ (methane)	t-CO ₂ e	4,846	5,054	5,705	4,810	5,649
N ₂ O (nitrous oxide)	t-CO ₂ e	1,425	1,071	1,801	2,094	1,304
HFCs (hydrofluorocarbons)	t-CO ₂ e	3,594	1,878	148	121	526
PFCs (perfluorocarbons)	t-CO ₂ e	0	0	0	0	0
SF ₆ (sulfur hexafluoride)	t-CO ₂ e	43	43	128	117	13,680
NF ₃ (nitrogen trifluoride)	t-CO ₂ e	2	0	0	0	0

Scope 1 and 2 CO₂ emissions per vehicle produced

In fiscal year 2025, overall corporate emissions were 0.68 t-CO₂/vehicle produced.

(t-CO₂/vehicle)

*1 Starting in fiscal year 2025, the units in the table have been changed from MWh to GWh, and some disclosure items have been revised.

*2 Represents the proportion of renewable energy produced through Nissan's own investments or procured by Nissan; it excludes the renewable energy component of the power grid.

*3 Following a review of the actual figures for fiscal year 2024, some changes have been implemented.

*4 Click here for more information on the CO₂ calculation method. [>>> P060](#)

*5 Prior to FY2025, GHG emissions were calculated based on Japan's Act on Promotion of Global Warming Countermeasures for Nissan Motor Co., Ltd.'s domestic sites. From FY2025, the scope of aggregation was changed to match the consolidated financial group. Accordingly, domestic figures are based on the values submitted under the Act, while overseas figures are disclosed using calculations that follow each country's legal requirements or the GHG Protocol.

★ This figure is subject to assurance by KPMG AZSA Sustainability Co., Ltd. For details, please see here. [>>> P060](#)

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 80% of our Scope 3 emissions were from the use of sold products.

(FY)

Category	Unit	2025
1. Purchased goods & services*1	kt-CO ₂	17,099★
2. Capital goods	kt-CO ₂	1,800
3. Fuel- and energy-related activities	kt-CO ₂	211
4. Upstream transportation & distribution	kt-CO ₂	1,601
5. Waste generated in operations	kt-CO ₂	102
6. Business travel	kt-CO ₂	45
7. Employee commuting	kt-CO ₂	147
8. Upstream leased assets	kt-CO ₂	—
9. Downstream transportation & distribution	kt-CO ₂	547
10. Processing of sold products	kt-CO ₂	6
11. Use of sold products*1	kt-CO ₂	96,163★
12. End-of-life treatment of sold products	kt-CO ₂	250
13. Downstream leased assets	kt-CO ₂	473
14. Franchises	kt-CO ₂	—
15. Investments	kt-CO ₂	145
Total	kt-CO ₂	118,588

*1 From fiscal year 2025, the aggregation scope has been revised to align with the consolidated financial group.
(Previous scope: Nissan Motor Co., Ltd., its consolidated subsidiaries, and certain associates accounted for using the equity method. Revised scope: Nissan Motor Co., Ltd. and its consolidated subsidiaries.)

*2 CO₂ 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 and the return of containers.

*4 "Outbound" includes transportation of complete vehicles and service parts as well as transportation to dealerships and the transportation of scrap and reusable materials. Transportation to dealerships and the transportation of scrap and reusable materials have been added based on actual figures from fiscal year 2022.

Logistics volume

In fiscal year 2025, global shipping decreased 7% compared with the previous fiscal year, to 29 billion tons-km.

(FY)

	Unit	2018	2022	2023	2024	2025
Total*2	mil ton-km	34,973	25,938	32,893	31,116	29,023
Inbound*3	mil ton-km	10,278	8,720	11,166	11,159	11,260
Outbound*4	mil ton-km	24,695	17,218	21,727	19,957	17,763

Sea	%	60.8	69.9	69.6	70.5	68.8
Road	%	23.5	19.1	20.4	19.2	19.9
Rail	%	14.8	10.7	9.8	10.1	10.9
Air	%	0.9	0.3	0.2	0.2	0.4

CO₂ emissions from logistics

In fiscal year 2025, CO₂ emissions from logistics decreased 4% compared with the previous fiscal year, to 1,703 k-tons.

(FY)

	Unit	2018	2022	2023	2024	2025
Total*2	kt-CO ₂	2,471	1,591	1,981	1,774	1,703
Inbound*3	kt-CO ₂	891	408	552	505	525
Outbound*4	kt-CO ₂	1,580	1,182	1,429	1,269	1,178

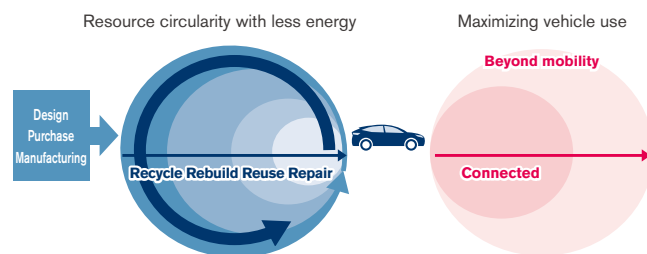
Sea	%	29.1	35.1	37.0	38.1	35.7
Road	%	59.8	58.3	57.3	56.1	56.9
Rail	%	3.8	3.4	3.1	3.4	3.6
Air	%	7.2	3.1	2.6	2.5	3.8

★ This figure is subject to assurance by KPMG AZSA Sustainability Co., Ltd. For details, please see here. >>> [P060](#)

Circular economy initiatives (Resource circularity and mobility usage)

Nissan promotes the efficient and sustainable use of resources for vehicles as well as their maximum utilization. To achieve resource circularity with less energy, Nissan actively promotes practices such as repair, which involves using vehicles while they are being serviced, as well as reuse and rebuild efforts to repurpose parts and units whenever possible. Additionally, recycling is emphasized to facilitate the circulation of materials. Further, even when we do use new resources, we make efforts to use circutable materials that have a minimal environmental impact.

Nissan's circular economy



Resource efficiency with less energy input.

Effective use of resources in the design, purchase, and manufacturing phases

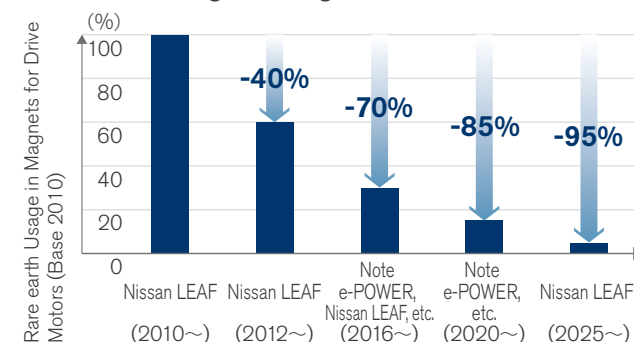
Reducing scarce resources

Permanent magnet motors for EVs, HEVs and e-POWER use scarce resources known as rare earth elements.

Given concerns about the uneven distribution of rare earth resources and price fluctuations driven by the supply and demand balance, reducing the amount of rare earth metals used is becoming an issue.

Nissan has continuously reduced the use of heavy rare earth elements (REEs), which are among the scarcest of all REEs. Following the 2022 Nissan Ariya equipped with an electrically excited synchronous motor that negated the need for permanent magnets, the 2025 new Nissan LEAF was equipped with a motor that reduced heavy REE usage by 95% compared with 2010. In addition, we are continuing to promote R&D aimed at eliminating heavy REEs in the motor that uses permanent magnets.

Rare earth Usage in Magnets for Drive Motors



Effective use of resources in repairs, reuse, and rebuilds

Repair initiatives

New technologies such as opposite die-less molding, which allows body panels to be formed without the use of dies,



and 3D printers*1 make it possible to keep producing parts required for after-sales service, as well as to repair parts of older models, which require high-mix, low-volume production. This enables us to extend vehicle lifetimes while helping to reduce waste.

Promoting the secondary use of lithium-ion batteries through 4RE

Nissan EV batteries offer high performance even after being used in cars. As the adoption of EVs increases and vehicle replacements progress, it is anticipated that the supply of batteries available for secondary use will significantly rise. Nissan is promoting a business for the secondary use of lithium-ion batteries initially used in EVs.*2

Expansion of rebuilt parts

Parts reclaimed from end-of-life vehicles (ELVs) and those replaced during repairs include potential parts for recycling. In Japan, we collect these parts and conduct thorough quality checks to sell them under the Nissan Green Parts initiative. Nissan Green Parts have two categories: rebuilt parts, which are disassembled and have components replaced as needed, and reusable parts*3. By accelerating such Nissan Green Parts initiatives, particularly in Japan, Europe, and North America, Nissan aims to supply parts to customers stably while effectively using limited resources.

Example of Nissan Green Parts in Japan



Alternator



Air-conditioning compressor



Starter motor

*1 Click here for more information on 3D printers. (Japanese only) <https://global.nissannews.com/ja-JP/releases/release-abe1d9572c0dbf098bf54c66e927c947-210315-01-j>

*2 Click here for more information for the secondary use of lithium-ion batteries >>> P036

*3 Not available at some retail outlets.

Effective use of resources in recycling

Initiatives to expand use of recycled materials (ferrous and nonferrous metals)

In fiscal year 2025, ferrous metals accounted for 60% of the materials used in our automobiles by weight. Nonferrous metals made up another 13% and resins 16%, 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.

Taking steps to reduce the steel and aluminum scrap left over from the manufacturing process, we are working globally with business partners to collect and reuse this scrap as material for new vehicles through closed-loop recycling initiatives.

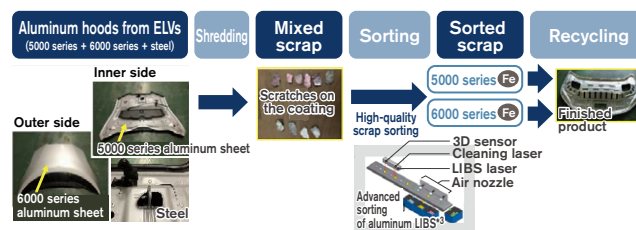
Nissan Motor Kyushu and plants in North America and Europe, where X-Trail, Rogue and Qashqai are manufactured,

have partnered with aluminum manufacturers to adopt a closed-loop recycling process that recycles aluminum scraps generated during manufacturing into aluminum alloy sheets for automobiles. The sorting and collecting of scrap in this process control impurities, realizing horizontal recycling without quality deterioration, which contributes to reductions in the amount of newly mined resources (aluminum ingots) used. We are working to achieve the horizontal recycling of scrap iron derived from ELVs. Aluminum road wheel scrap generated from ELVs and the market are also used for suspension parts after sorting and removing impurities and making them compliant with Nissan's quality standards. We aim to achieve closed-loop recycling for ELV aluminum doors and the like, which are being promoted to reduce weight. We then control the composition to secure the necessary formability for aluminum panels, after innovating the shredding method to improve the accuracy of aluminum sorting, and aim to achieve closed-loop recycling rather than the conventional cascade recycling method.

Horizontal recycling of aluminum



Upgrade recycling of aluminum



*Laser-Induced Breakdown Spectroscopy

Initiatives to expand use of recycled materials (plastics)

In addition to our initiatives to expand the use of recycled steel and aluminum, Nissan also strives to use more recycled plastics. After resin materials are manufactured from crude oil and residue plastic parts are applied to vehicles and scrapped, most plastic parts are collected as automotive shredder residue (ASR) and used as energy in the form of thermal recovery.

Compared with conventional materials, recycled plastics can reduce the amount of CO₂ generated during material production, contributing significantly to effective resource use and waste reduction.

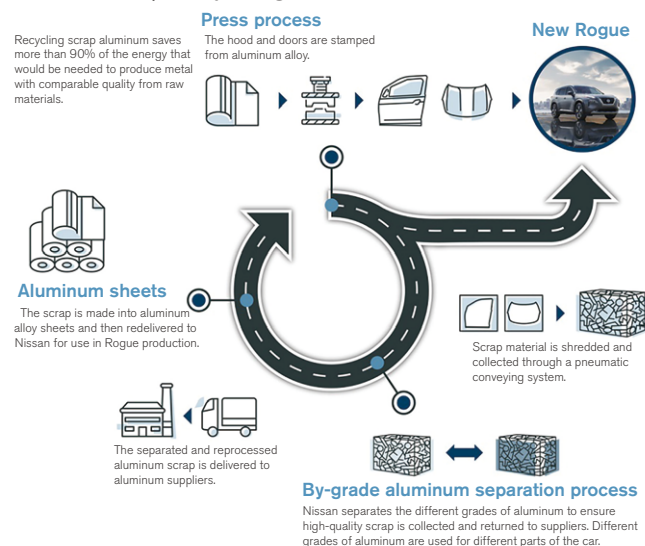
Nissan is promoting R&D into material and chemical recycled plastics to establish a circular economy for plastic materials. As a material recycling initiative, our Oppama Plant and Aguascalientes Plant in Mexico, are recycling painted bumpers generated at the plants. These are utilized as materials for new car bumpers or after-sales service bumpers. Additionally, replaced bumpers collected from dealerships are being recycled as materials used in undercovers and for other components. We collected and recycled approximately 74,000 bumpers in fiscal year 2025, representing 50% of bumpers removed at Japanese dealerships.

Recycling of plastics materials



Furthermore, 30% of the ASR processed at dedicated processing plants is made from plastics. Nissan is engaged in R&D aimed at recycling these resins as materials for

Closed-loop recycling of aluminum



automobiles.

In addition to recycling used automotive parts, we are also promoting the development of recycled plastics for use in other industries. We are promoting an initiative to recycle splash prevention partitions used within our offices for recycling as automobile parts, the use of acrylic (PMMA) partitions for the inner lenses of headlamps on the X-Trail, and polyethylene terephthalate (PET) partitions for roof trim. In fiscal year 2025, the proportion of recycled materials in the polymer including plastic used in each Nissan vehicle was 3%.*¹ In promoting these efforts, we aim to increase the use of recycled plastics from the automotive and other industries, targeting a 10% recycled plastics utilization rate in new passenger cars produced and sold in Japan in the early 2030s.

Responding to the Plastic Resource Circulation Act*²

The amount of industrial waste generated from plastic products in Japan during fiscal year 2025 was 4,860 tons.

Plastic-related targets	FY2025 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

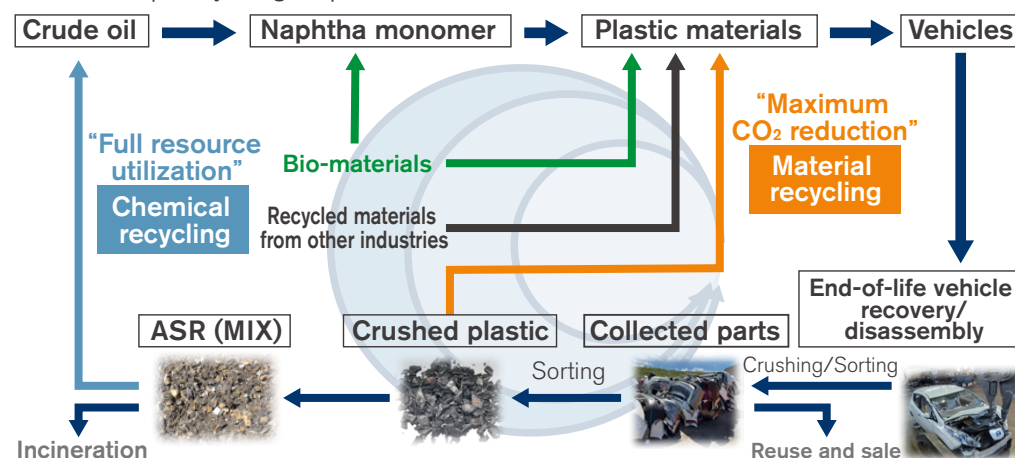
Reuse of rare earth metals (motor magnets)

Nissan is promoting the development of rare earth metal recovery technologies from drive motor magnets. Previously, the recycling of the magnets used in motors had required multiple processes that included the manual disassembly and removal of the magnets making economic efficiency an issue. Nissan and Waseda University collaborated to establish technologies for recovering rare earth elements (REEs) in highly pure states through direct dissolution using borate as a flux, eliminating the need to dismantle the motor rotors.

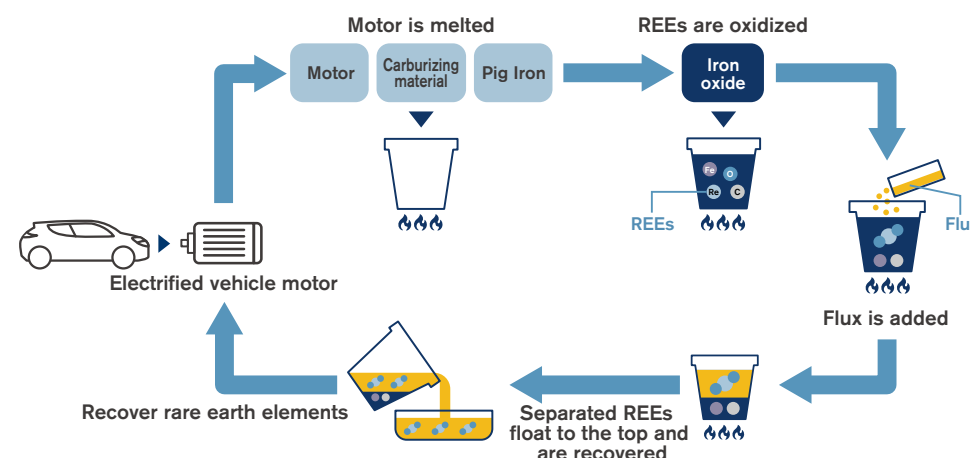
Currently, we are conducting trial testing using motors that did not meet our shipping standards to put the new technologies into practical use around 2030.

In these ways, with respect to motors, which are a key technology, Nissan is engaged in developments corresponding to the circular economy concept, from reducing the amount of REEs used to utilizing resources efficiently and sustainably.

Closed-loop recycling of plastics



Recycling process for rare earth elements (REEs) used in electrified vehicle motors



*¹ Based on the best selling model in Europe

*² Plastic Resource Circulation Act: Law for plastic waste

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Reuse of rare earth metals (EV lithium-ion batteries)

Since fiscal year 2023, Nissan has been conducting black mass recycling*¹ of used lithium-ion batteries from EVs. Lithium-ion batteries use rare metals as part of their raw materials, and recycling these materials is essential to reduce the need for new mining operations. Through the black mass recycling of used lithium-ion batteries, it is possible to recover nickel, cobalt, lithium, iron, copper, and aluminum. We are currently conducting black mass recycling for models such as the Nissan LEAF, Nissan Ariya, and Nissan Sakura. Going forward, we will expand the range of models in scope and, in collaboration with JAMA, promote the collection and recycling of used lithium-ion batteries generated outside of Nissan's business operations.

End-of-life vehicle recycling

Nissan incorporates the three Rs—reduce, reuse, and recycle—from the design stage for new vehicles. Since fiscal year 2005, all new models launched in the Japanese and European markets have achieved a 95% or greater recyclability rate.*²

We collaborate with other automotive companies to promote the recycling of ELVs through dismantling and shredding. Based on Japan's End-of-Life Vehicle Recycling Law, Nissan has achieved at least 95% effective recycling rate of ELVs in Japan since fiscal year 2005. In fiscal year 2025, we achieved a final recovery ratio for ELVs of 99.4%*³ in Japan, greatly exceeding the target effective recycling rate of 95% set by the Japanese government.

In December 2003, Nissan and 12 other automobile manufacturers launched the Automobile Shredder Residue Recycling Promotion Team (ART), and has since promoted the processing of ASR at ASR recycling facilities.

This initiative complies with Japan's Automobile Recycling Law, and Nissan is playing a central role in ensuring the effective, smooth, and efficient recycling of ASR. As a result, the disposal rate at final disposal sites for ASR, excluding ferrous and non-ferrous metals from ELVs, remained at zero in fiscal year 2025.

Additionally, Japan Automobile Manufacturers Association, Inc. (JAMA) established a common scheme for recovering used lithium-ion batteries along with a system for processing these batteries appropriately, and put both into operation in fiscal year 2018.

We are also advancing ELV recycling in Europe and have developed a network of Authorized Treatment Facilities for individual countries in collaboration with contracted dismantlers, contracted service providers, and governments in alignment with a European ELV directive.



Thorough measures for waste materials

Nissan actively promotes measures based on the 3R (Reduce, Reuse, Recycle) approach in its production processes whenever possible, striving to minimize the waste generated and maximize recycling efficiency by thorough waste sorting. At the end of fiscal year 2010, we achieved a 100% recycling rate at all of our manufacturing sites in Japan, including five manufacturing plants, two operation centers, and seven affiliates. Overseas, we have reached 100% recycling rates at plants in Brazil, and elsewhere. We are also working to reduce waste at global production factories, including Japan, by reducing packaging materials for imported and exported parts, distributing parts between overseas bases, and repeatedly using plastic and returnable containers.*⁴

Furthermore, we have optimized the shape of parts at the parts design stage, which is called logistics simultaneous activities, to reduce the volume of packaging materials used. We also contribute to waste reduction by selecting recyclable materials at the packaging material selection stage.

*1 Click here for more information on "black mass recycling." https://www.nissan-global.com/EN/TECHNICALREVIEW/PDF/TOPIC/NISSAN_TECHNICAL_REVIEW_91_En_ALL.pdf (P45)

*2 Calculated based on 1998 JAMA definition and calculation guidelines (in Japan) and ISO 22628 (in Europe).

*3 Based on Nissan research

*4 Returnable containers: Containers for packing parts that can be returned to the sender after parts delivery and used repeatedly. Nissan has adopted a folding structure in consideration of transportation efficiency at the time of return.

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Resource dependency (Facility waste) data

Waste

The volume of regular waste*1 generated from global corporate activities in fiscal year 2025 amounted to 136,356 tons, and waste generated from production sites in fiscal year 2025 was 131,514 tons (Non-regular waste*2 from production sites: 3,615 tons)

Regular waste generated from corporate activities*3

(FY)						
	Unit	2021	2022	2023	2024	2025
Total	ton	131,399	138,271	155,806	150,565	136,356

By region						
Japan	ton	50,131	50,713	57,633	54,898	47,470
North America	ton	43,481	44,258	49,550	49,067	44,899
Europe	ton	30,946	36,877	43,041	41,216	38,747
Other	ton	6,841	6,423	5,581	5,384	5,240

By treatment method						
Recycling	ton	125,351	131,625	146,312	141,962	128,002
Incineration waste	ton	1,427	1,518	2,010	1,362	1,750
Landfill waste	ton	4,621	5,128	7,484	7,241	6,604

Per vehicle produced						
Waste	ton	68.15	62.23	60.46	62.97	61.00

*1 Waste generated regularly from production, maintenance, and issue resolution activities, etc.
*2 Waste generated irregularly from activities such as installing new processes, relocating equipment, and dismantling facilities.
*3 The total disclosed figure showing changes over time starting in fiscal year 2021 represents the total volume of regular waste generated at production and office sites, excluding *2.
*4 Changed in line with revisions to fiscal year 2024 performance data.
*5 From fiscal year 2025 performance data, the scope of calculations is aligned with the consolidated financial group. The figures for fiscal year 2024 have been retrospectively adjusted to reflect this change.
*6 All environmental costs are based on the guidelines provided by Japan's Ministry of the Environment and calculated for activities in Japan only.

Material balance

Input

(FY)			
	Unit	2024	2025
Raw materials	ton	2,820,044	2,532,672
Energy	GWh	5,807.0	5,571.0
Renewable energy	GWh	261.5*4	313.0
Water withdrawal	thousand m³	16,909	16,150

Output

(FY)			
	Unit	2024	2025
Vehicles produced			
Global production volume	thousands of vehicles	2,409	2,156
CO2 emissions	kt-CO2	1,519	1,462
Water discharge*5	thousand m³	12,652	12,455
Emissions*5			
NOx	ton	479	456
SOx	ton	5	4
VOCs	ton	10,404	8,343
Waste*5			
Recycling	ton	141,962	128,002
Incineration Waste	ton	1,362	1,750
Landfill waste	ton	7,241	6,604

Environmental conservation cost*6

(FY)					
		2024		2025	
	Unit	Investment	Cost	Investment	Cost
Total	mil ¥	15,887	160,937	11,848	127,918
Business area	mil ¥	751	2,145	297	1,813
Upstream/downstream	mil ¥	0	384	0	314
Management	mil ¥	0	12,094	0	13,210
R&D	mil ¥	15,136	145,888	11,551	112,480
Social activities	mil ¥	0	108	0	100
Damage repairs	mil ¥	0	318	0	1

Economic impact

(FY)			
	Unit	2024	2025
Total	mil ¥	9,983	8,134
Cost reduction	mil ¥	237	25
Profit	mil ¥	9,746	8,109

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Impacts on and dependencies on nature within corporate activities (water and air)

Water-related achievements

Reducing water usage in corporate activities

Nissan views water as a contextual issue, and in areas with a high risk of water stress, the company prioritizes efforts aimed at reducing water usage, including wastewater recycling and the effective use of rainwater, while also contributing to the resolution of local water issues. Additionally, all manufacturing plants are working to manage and reduce water usage, and each plant is implementing new water reduction activities through mutual improvements. To reduce water usage, we built reservoirs to collect rainwater at the second Aguascalientes Plant in Mexico, and installed wastewater recycling equipment at the Oppama Plant in Japan etc.. We are also working on the efficient use of water resources at office locations, in addition to our manufacturing sites. We are striving to reduce water usage at Nissan's Global Headquarters in Japan, by processing rainwater and wastewater from kitchens and other internal sources and reusing it for purposes other than drinking. In particular, Renault-Nissan Technology & Business Center India (RNTBCI), which is located in a watershed where water resources are scarce, is engaged to restoring ponds and lakes near its offices and in planting trees. In recognition of these activities, Nissan has been awarded as an A-List company, the highest CDP ranking for the seventh consecutive year in the water security category.

Wastewater management in corporate activities

At Nissan's major production sites, environmental management is conducted in accordance with ISO 14001

certification; wastewater management is implemented based on standards that are stricter than local regulations, ensuring full compliance with laws and regulations. Wastewater from its plant in Mexico is used to maintain landscaping on the sites. We are also strengthening water pollution prevention measures at our Japanese plants. In preparation for unexpected occurrences, such as a discharge of oil, we have attached water quality sensors to the discharge points of wastewater treatment facilities. The discharge of water outside the sites is automatically suspended if water quality problems are detected. We will also install water quality sensors in rainwater drainage outlets, and strengthen our water pollution prevention measures to prevent wastewater with abnormal water quality from being externally discharged outside during heavy rain. We are working to secure investment in these systems while also developing technologies for substances that are difficult to detect with sensors using current technologies. In fiscal year 2025, there were no significant violations of environmental laws or enforcement order related to water quality.

Air quality related achievements

Reducing VOCs from production processes

Volatile organic compounds (VOCs), which readily evaporate to become gaseous in the atmosphere, account for approximately 90% of the chemicals generated from our vehicle production processes. Lowering VOC emissions is a challenge that we are addressing. We strive to increase our recovery of cleaning solvents and other chemicals to limit the amounts of these substances emitted from our plants ahead of the implementation of new regulations in each country where we operate, while also advancing efforts in a planned manner to increase the recycling rate for waste solvents. We are also introducing water-based paint lines that limit VOC emissions to less than 20 grams per square meter of painted surface. We have adopted these lines in the Nissan

Motor Kyushu Plant, plants in Aguascalientes in Mexico, the Resende Plant in Brazil, the Smyrna Plant in the U.S.A., and the Sunderland Plant in the U.K. Nissan will continue to manage VOCs at manufacturing sites.

Plant emission management

In Japan, we have promoted strict countermeasures for emissions of nitrogen oxides (NOx) and sulfur oxides (SOx) as air pollutants. We have lowered NOx and SOx emissions by introducing low-NOx burners in the ovens and boilers that provide heat for painting lines, and by switching the fuel used by those burners from heavy oil and kerosene to alternatives with low SOx emissions. From a carbon-neutral perspective, facilities that use fuel will be increasingly electrified. As a result, emissions from production plants are expected to be further reduced. We will continue to implement appropriate management on an ongoing basis.

Water data

Water intake for corporate activities*1

In fiscal year 2025, water intake for our global corporate activities was 16,150 thousand m³, the same level as 16,909 thousand m³ in fiscal year 2024.

In fiscal year 2025, water intake from global production sites was 14,718 thousand m³, a decrease from 15,761 thousand m³ in fiscal year 2024.

(FY)

	Unit	2021	2022	2023	2024	2025
Total	thousand m ³	17,470	17,569	18,019	16,909	16,150

Japan	thousand m ³	10,164	10,506	10,760	10,046	9,496
North America	thousand m ³	3,845	4,084	4,286	4,141	4,295
Europe	thousand m ³	1,115	1,234	1,310	1,307	1,301
Other	thousand m ³	2,346	1,745	1,663	1,415	1,058

Water withdrawal by source

(FY)

	Unit	2025
Total	thousand m ³	16,150
Surface water	thousand m ³	641
Groundwater	thousand m ³	5,315
Third-party water	thousand m ³	10,194

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

In fiscal year 2025, water input for corporate activities (per vehicle produced) was 7.49 m³/vehicle, an increase from 7.07 m³/vehicle in fiscal year 2024.

(FY)

Unit	2021	2022	2023	2024	2025
m ³ /vehicle	9.06	7.91	6.99	7.07	7.49

(FY)

By region	Unit	2024	2025
Japan	m ³ /vehicle	15.66	17.02
North America	m ³ /vehicle	3.55	3.87
Europe	m ³ /vehicle	4.73	4.66
Other	m ³ /vehicle	4.59	5.08

Water discharge from corporate activities*1

The total amount of water discharged in global corporate activities in fiscal year 2025 was 12,455 thousand m³, the same level as 12,652 thousand m³ in fiscal year 2024.

(FY)

	Unit	2021	2022	2023	2024	2025
Total	thousand m ³	13,342	13,192	13,224	12,652	12,455

Japan	thousand m ³	8,558	9,322	9,381	9,020	8,738
North America	thousand m ³	3,110	2,702	2,670	2,540	2,745
Europe	thousand m ³	827	655	660	648	639
Other	thousand m ³	847	513	513	444	333

Water discharge by destination

(FY)

	Unit	2025
Total	thousand m ³	12,455
Surface water	thousand m ³	7,592
Underground seepage	thousand m ³	0
Third-party water	thousand m ³	4,393
Seawater	thousand m ³	470

*1 From fiscal year 2025 performance data, the scope of calculations is aligned with the consolidated financial group. The figures for fiscal year 2021– fiscal year 2024 have been retrospectively adjusted to reflect this change.

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

In fiscal year 2025, water discharge per vehicle produced was 5.78 m³, an increase from 5.29 m³ in fiscal year 2024.

(FY)

Unit	2021	2022	2023	2024	2025
m³/vehicle	6.92	5.94	5.13	5.29	5.78

(FY)

By region	Unit	2024	2025
Japan	m³/vehicle	14.06	15.66
North America	m³/vehicle	2.18	2.47
Europe	m³/vehicle	2.35	2.29
Other	m³/vehicle	1.44	1.60

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 2025 was 3,695 thousand m³, a decrease from 4,257 thousand m³*1 in fiscal year 2024.

(FY)

By region	Unit	2021	2022	2023	2024	2025
Total	thousand m³	4,128	4,377	4,795	4,257	3,695

Japan	thousand m³	1,606	1,184	1,379	1,026	758
North America	thousand m³	735	1,382	1,616	1,601	1,551
Europe	thousand m³	288	579	650	659	662
Other	thousand m³	1,499	1,232	1,150	971	724

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

In fiscal year 2025, water consumption per vehicle produced was 1.71 m³ which is the same level as 1.78 m³ in fiscal year 2024.

(FY)

Unit	2021	2022	2023	2024	2025
m³/vehicle	2.14	1.97	1.86	1.78	1.71

(FY)

By region	Unit	2024	2025
Japan	m³/vehicle	1.60	1.36
North America	m³/vehicle	1.37	1.40
Europe	m³/vehicle	2.39	2.37
Other	m³/vehicle	3.15	3.48

*1 From fiscal year 2025 performance data, the scope of calculations is aligned with the consolidated financial group. The figures for fiscal year 2021– fiscal year 2024 have been retrospectively adjusted to reflect this change.

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

Air quality data

Emissions of NOx and SOx*1

In fiscal year 2025, NOx and SOx emissions from Nissan manufacturing facilities were 456 tons and 4 tons, respectively.

(FY)

	Unit	2021	2022	2023	2024	2025
NOx	ton	548	550	481	479	456
SOx	ton	5	4	28	5	4

Volatile organic compounds (VOCs)*1

In fiscal year 2025, total VOC emissions amounted to 8,343 tons, a decrease from fiscal year 2024. We continue to engage in activities that include switching to water-based paints and materials with low VOC content.

(FY)

By region	Unit	2021	2022	2023	2024	2025
Total	ton	8,738	9,699	11,018	10,404	8,343

Japan	ton	3,019	3,987	4,791	4,397	3,100
North America	ton	2,587	2,655	3,294	3,480	3,418
Europe	ton	519	877	1,023	749	696
Other	ton	2,613	2,180	1,910	1,778	1,129

VOC emissions per painted area*1

In fiscal year 2025, VOC emissions per painted area were 0.032 kg.

(FY)

Unit	2020	2021	2022	2023	2024	2025
kg/m ²	0.037	0.034	0.038	0.036	0.036	0.032

(FY)

By region	Unit	2024	2025
Total	kg/m ²	0.036	0.032

Japan	kg/m ²	0.054	0.043
North America	kg/m ²	0.024	0.024
Europe	kg/m ²	0.024	0.025
Other	kg/m ²	0.060	0.058

Released substances designated by PRTR Law (Japan)*2

In fiscal year 2024, released substances designated by Pollutant Release and Transfer Register (PRTR) Law in Japan were 3,855 tons, a decrease from 4,326 tons in fiscal year 2023 due to factors including an increase in newly designated chemical substances resulting from legal revisions.

(FY)

By region	Unit	2020	2021	2022	2023	2024
Japan site total	ton	2,173	2,183	2,924	4,326	3,855
Oppama	ton	697	881	959	1,055	1,025
Tochigi	ton	394	323	567	1,077	966
Kyushu	ton	1,042	942	1,369	2,151	1,809
Yokohama	ton	9	4	8	15	11
Iwaki	ton	6	4	4	7	8
NTC	ton	3	3	3	3	2
Zama Operation Center	ton	22	26	14	18	34

PRTR emissions per vehicle produced (Japan)

In fiscal year 2024, PRTR emissions per vehicle produced were 6.02 kg, the same level as in fiscal year 2023.

(FY)

Unit	2020	2021	2022	2023	2024
kg/vehicle	4.20	4.90	4.90	5.97	6.02

*1 From fiscal year 2025 performance data, the scope of calculations is aligned with the consolidated financial group. The figures for fiscal year 2021 – fiscal year 2024 have been retrospectively adjusted to reflect this change.

*2 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.

Collaborations with suppliers

Policies and approaches to supply chain management

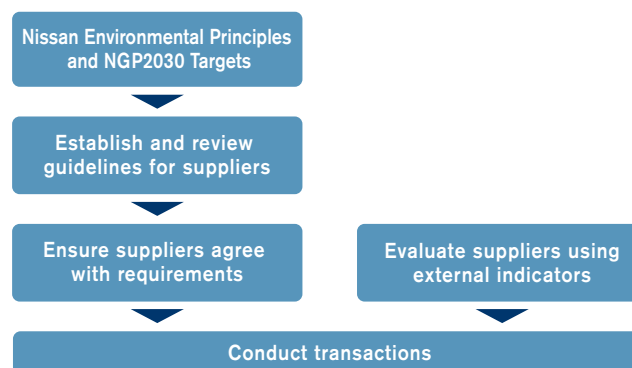
Nissan believes that collaboration with suppliers is essential for achieving its environmental targets. To this end, we are working together with them to promote activities that reduce environmental impacts, including the formulation of guidelines, the holding of briefings, understanding the actual status of activities, and joint technological developments. In 2008, Nissan published the Nissan Green Purchasing Guidelines. The guidelines are reviewed and updated on an ongoing basis to reflect evolving societal expectations and environmental challenges. By sharing a common understanding of Nissan's environmental philosophy, our medium- and long-term environmental targets, and requirements for suppliers, we are working with suppliers to reduce environmental impacts across the value chain and promoting responsible procurement.



Environmental activity briefing meeting
(example of an event held at the headquarters in Yokohama)

Supplier Selection Process and Environmental Considerations

In the supplier selection process, we incorporate environmental considerations into our evaluation criteria and do business with suppliers that agree to meet the requirements set forth in Nissan's guidelines.



Collaborative activities to promote improvement

CO₂ emission reduction activities with suppliers in Japan

With suppliers who wish to do so, we share information on CO₂ reduction progress as well as on Nissan's expected values and improvement measures to encourage further CO₂ reduction activities at their sites.

In terms of collaboration with suppliers, we will promote the use of low-CO₂ aluminum for parts that use aluminum as a raw material in all vehicles produced starting from fiscal year 2027 onwards.

In addition to promoting transactions that consider environmental issues, we are committed to practicing "fair and equitable transactions" based on clear selection criteria; "mutual trust and prosperity," which aims for sustainable growth in partnership together; and "responsible purchasing," which aims to conduct business with consideration for ethical, social, and environmental factors.*1

Requirements for suppliers under the Nissan Green Purchasing Guidelines

Climate change	Resource Dependency	Air quality and water	Foundational enhancements
CO ₂ emission reduction activities (the following are perspectives on activities) · Establish a promotion system · Calculate entire supply chain CO₂ emissions · Plan and promote CO₂ reduction plans · Set science-based CO₂ reduction targets · Disclose information based on frameworks Provide information on CO ₂ emissions	· Promote the use of sustainable materials · Report the use of sustainable materials	<Air quality> · Comply with and manage legal regulations, Nissan standards, and policies · Provide information <Water> · Reduce water usage · Manage wastewater quality · Respond to water-related surveys	· Establish environmental management · Designate managers for environmental impact · Manage suppliers · Respond to audits · Provide information on life cycle assessments

*1 Click here for more information on our responsible purchasing initiatives. >>> P075

Relationship with ecosystems
across the entire business

Analysis of impacts and dependencies on nature as well as related risks and opportunities

Nissan conducted analyses in fiscal year 2024 focusing on direct operations and in fiscal year 2025 focusing on the upstream portion of the value chain based on the LEAP approach recommended by the TNFD. In our value chain analysis using ENCORE, we identified the ecosystem services on which we depend and those we impact. We also used the Integrated Biodiversity Assessment Tool (IBAT^{*1}) to assess proximity to protected areas and the number of Red List species and applied the WRI Water Aqueduct to evaluate water-related risks and prioritize sites. Subsequently, we used the WWF Water Risk Filter^{*2} to identify risks and opportunities and to consider appropriate response measures.

The analysis confirmed that our impacts and dependencies on ecosystem services are particularly significant in the upstream and downstream stages of the value chain, and that risks and opportunities are being appropriately addressed through NGP initiatives. These findings are also consistent with the assessment*³ conducted in fiscal year 2010.

Contributing to biodiversity

As supported by the results of the LEAP analysis, Nissan believes that promoting initiatives in areas closely related to its business is the most effective way to address nature-related issues, including biodiversity. Our efforts are based on a mitigation hierarchy, with priority given to avoiding or reducing impacts on nature. Reducing CO₂ emissions helps curb the progression of climate change and mitigates changes in habitats caused by rising temperatures and extreme weather events. Furthermore, the recycling of resources leads to a reduction in the use of newly mined resources and a decrease in pollutants associated with mining and refining, thereby helping to prevent or reduce the impact on the natural environment.

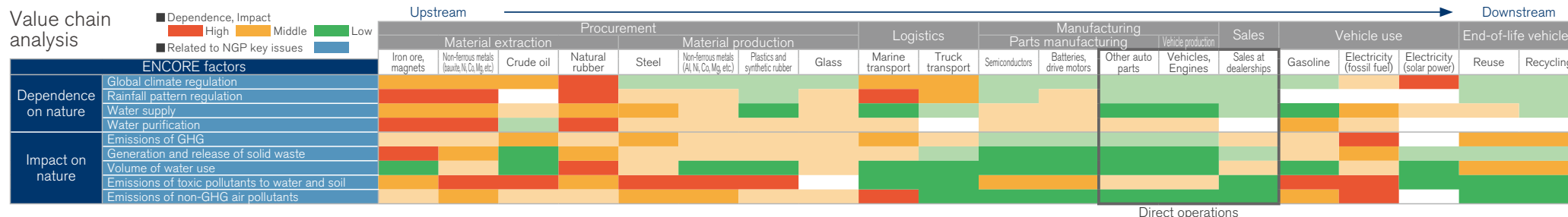
In addition, reducing water usage helps prevent declines in river and groundwater levels, and by strictly managing wastewater discharge to prevent water pollution, we mitigate the impact on the ecosystems of the water bodies near our plants. In addition, technology studies aimed at reducing brake wear contribute to minimizing environmental impact by reducing the generation of microplastics. Moreover, the use of sustainably certified materials and the assurance of traceability help reduce environmental and social risks including illegal deforestation and child labor in the upstream value chain.

Furthermore, we are working on restoring ecosystems

around our sites. At the Sunderland Plant*⁴ in the U.K., we have been engaged in a rewilding project in marshland, creating a habitat where a variety of wildlife has been spotted, including various species of bats, birds of prey, badgers, and deer. In addition, RNTBCI*⁵ in India contributes to the restoration of local ecosystems through the planting of native species, the restoration of lakes and river environments, and activities to protect migratory birds. In addition, as part of the Nissan ANIMALALERT Project*⁶, which launched in fiscal year 2025, the company is conducting a demonstration experiment to prevent roadkill of the endangered Amami rabbit by applying EV proximity warning technology. This project aims to contribute to wildlife conservation on a national scale in the future.

Moreover, Nissan is actively working to transform its business and, through these efforts, contribute to solving nature-related issues. We aim to expand the use of renewable energy and improve resource efficiency, thereby making further contributions to the conservation of the natural environment and biodiversity through initiatives such as virtual power plants utilizing EVs, the promotion of car-to-car recycling, the expansion of ride-sharing, and the shift from vehicle ownership to leasing.

In this way, Nissan aims to contribute to realizing a nature-positive future by promoting initiatives related to carbon neutrality and the circular economy, which are closely aligned with its business operations.



*1 Click here for more information on IBAT. <https://www.ibat-alliance.org>

*2 Click here for more information on the WWF Water Risk Filter. <https://riskfilter.org/water/home>

*3 Click here for more information on the assessment >>> P017

*4 Click here for more information on initiatives in Sunderland <https://europe.nissannews.com/en-GB/releases/not-just-leafs-but-plants-and-animals-all-thriving-in-new-nissan-biodiversity-project>

*5 Click here for more information on initiatives related to RNTBCI <https://rntbci.in/csr>

*6 Click here for more information on the NISSAN ANIMALERT project (Japanese only)
<https://ev2.nissan.co.jp/BLOG/859/>

Collaborations with relevant partners

Nissan faces various risks in its operations, including climate change, the depletion of material and energy resources, and loss of biodiversity. To properly ascertain these environmental risks, it is important to build relationships of trust and engage in dialogues with both direct and indirect partners, such as customers, government agencies, investors, NGOs and NPOs.

Nissan will reflect the identified risks and uncovered opportunities through such dialogues in its business activities. The aim is to minimize negative impact on the environment while maximizing its positive impact, thereby achieving a sustainable society and business continuity.

Collaborations with customers

Nissan Zero Emission Fund

The Nissan Zero Emission Fund^{*1} captures the environmental value generated when participating customers drive EVs by aggregating the volume of CO₂ emission reductions achieved through their use. Through the J-Credit scheme, these emission reductions are converted into carbon credits—a recognized form of environmental value—and subsequently monetized. In fiscal year 2025, following the practice from the previous year, a portion of the proceeds was allocated to forest conservation activities in Biei-cho, Hokkaido^{*2}. In the future, Nissan will continue to create a cycle of value that returns benefits to both society and our EV owners by promoting environmental and social initiatives aimed at realizing a sustainable society.



Further alignment with governments and partner companies

When the Paris Agreement was adopted at COP21 in 2015, we recognized the importance of the common goals of “holding the increase in the global average temperature to well below 2°C, and pursuing efforts to limit the temperature increase to 1.5°C above preindustrial levels.”

Recognizing the need to enhance our vision based on the IPCC special report published in January 2021, we declared the goal of achieving carbon neutrality across product life cycles, including business operations, by 2050.

Creating an EV ecosystem requires cooperation with a wide range of partners, including national and local governments, and companies in other industries. In terms of cooperation with government, Nissan has participated in the GX League^{*3} since the beginning of 2022 to expand opportunities for cooperation and enhance the effectiveness of climate

change initiatives.

Additionally, as shown in the table below, we reviewed the climate change stance of the automotive industry associations to which we belong and confirmed that they are aligned with the direction Nissan aims to pursue. Through the activities of these automotive industry associations, we will continue to collaborate within the automotive industry and take on the challenge of carbon neutrality together with our partners.

Results of reviews of stances at industry organizations of which Nissan is a member

Group	Paris Agreement Stance (the source)	Nissan Stance Aligned with Paris Agreement
Japan Automobile Manufacturers Association (JAMA)	- All out to achieve carbon neutrality (CN) in 2050 - CN by 2050 is not achievable without breakthrough technologies, premised on inexpensive and stable CN electricity and requiring strong support incl. policy and financial measures (April 8, 2021: Probing deeper into energy conservation, issues and requests targeting CN in 2050)	- JAMA's goal of CN in 2050 aligned with Paris Agreement goals and Nissan's stance - CEO Ivan Espinosa is the vice chair of JAMA, and Nissan executive officers hold key posts in its subcommittees - Actively participating in discussions on related policies and efforts toward regulation and standardization aimed at achieving CN - Nissan and JAMA are aligned and will continue to cooperate toward CN in 2050
Japanese Business Federation (Keidanren)	- Environment is the foundation of business activities and daily life; a sustainable society is the business community's top concern - Keidanren works with the government toward “CN by 2050” with unwavering determination (December 15, 2020: Toward CN by 2050 (“Society 5.0 with CN”) Determination and Actions of the Business Community)	- Confirmed Keidanren's goal of CN in 2050 is consistent with Paris Agreement and Nissan's stance - Nissan and Keidanren aligned and will continue to cooperate toward CN in 2050

^{*1} Click here for more information on the Nissan Zero Emission Fund. (Japanese only) <https://n-link.nissan.co.jp/MANUAL/ENV/ZEFUND/index.html>

^{*2} Click here for more information. (Japanese only) <https://global.nissannews.com/ja-JP/releases/240624-01-j>

^{*3} Click here for more information on the GX League. <https://gx-league.go.jp/en/>

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Environmental principles	Understanding of environmental issues	Environmental governance and risk management	Strategic approach to environmental issues	Nissan Green Program	Value chain activity achievements
					Third-party assurance

Third-party assurance

Independent Practitioner's Limited Assurance Report

To the Representative Executive Officer, President and CEO of Nissan Motor Co., Ltd.

Conclusion

We have performed a limited assurance engagement on whether selected environmental performance indicators (the "subject matter information" or the "SMI") presented in Nissan Motor Co., Ltd.'s (the "Company") Sustainability data book 2026 (the "Sustainability data book") for the year ended March 31, 2026 have been prepared in accordance with the criteria (the "Criteria"), which are established by the Company and are explained in its Sustainability data book. The SMI subject to the assurance engagement is indicated in the Sustainability data book with the symbol "★".

Based on the procedures performed and evidence obtained, nothing has come to our attention to cause us to believe that the Company's SMI for the year ended March 31, 2026 is not prepared, in all material respects, in accordance with the Criteria.

Basis for Conclusion

We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information*, and International Standard on Assurance Engagements (ISAE) 3410, *Assurance Engagements on Greenhouse Gas Statements*, issued by the International Auditing and Assurance Standards Board (IAASB). Our responsibilities under those standards are further described in the "Our responsibilities" section of our report.

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA).

Our firm applies International Standard on Quality Management (ISQM) 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements*, issued by the IAASB. This standard requires the firm to design, implement and operate a system of quality management, including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Other information

Our conclusion on the SMI does not extend to any other information that accompanies or contains the SMI (hereafter referred to as "other information"). We have read the other information but have not performed any procedures with respect to the other information. We do not express any form of conclusions thereon.

Responsibilities for the SMI

Management of the Company are responsible for:

- designing, implementing and maintaining internal controls relevant to the preparation of the SMI that is free from material misstatement, whether due to fraud or error;
- selecting or developing suitable criteria for preparing the SMI and appropriately referring to or describing the criteria used; and
- preparing the SMI in accordance with the Criteria.

Inherent limitations in preparing the SMI

As described in the Sustainability data book, GHG emissions quantification is subject to uncertainty when measuring activity data, determining emission factors, and considering scientific uncertainty inherent in the Global Warming Potentials. Hence, the selection by management of a different but acceptable measurement method, activity data, emission factors, and relevant assumptions or parameters could have resulted in materially different amounts being reported.

Our responsibilities

We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the SMI is free from material misstatement, whether due to fraud or error;
- forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- reporting our conclusion to the Company's management.

Summary of the work we performed as the basis for our conclusion

We exercised professional judgment and maintained professional skepticism throughout the engagement. We designed and performed our procedures to obtain evidence about the SMI that is sufficient and appropriate to provide a basis for our conclusion. Our procedures selected depended on our understanding of the SMI and other engagement circumstances, and our consideration of areas where material misstatements are likely to arise. In carrying out our engagement, the procedures we performed primarily consisted of:

- assessing the suitability of the criteria applied to prepare the SMI;
- conducting interviews with the relevant personnel of the Company to obtain an understanding of the key processes, relevant systems and controls in place over the preparation of the SMI;
- performing analytical procedures including trend analysis;
- identifying and assessing the risks of material misstatements;
- performing a site visit at one of the Company's domestic sites which was determined through our risk assessment procedures;
- performing, on a sample basis, recalculation of amounts presented as part of the SMI;
- performing other evidence gathering procedures for selected samples; and
- evaluating whether the SMI was presented in accordance with the Criteria.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

/s/ Kenichiro Sato

Kenichiro Sato, Engagement Partner

KPMG AZSA Sustainability Co., Ltd.

Tokyo Office, Japan

July 10, 2026

Notes to the Reader of Assurance Report:
This is a copy of the Assurance Report and the original copies are kept separately by the Company and KPMG AZSA Sustainability Co., Ltd.

[Remarks] Basis of calculation for CO₂ emissions subject to third-party assurance

■ CO₂ emissions of Nissan Motor Co., Ltd. and consolidated subsidiaries: Calculated based on Nissan internal standards referencing the GHG Protocol. The energy input data of each site is based on invoices from suppliers, which are multiplied by publicly available CO₂ emission coefficients for Nissan Motor Co., Ltd. and each of its consolidated subsidiaries.

[Electricity]

- Japan: Basic emission factors in the "List of Emission Factors by Electricity Suppliers (for submission in 2025)" published by the Ministry of the Environment
- Other than Japan: Emission factors for each electricity supplier based on local contracts are used. If emission factors for each electricity supplier are not available, country-specific emission factors from IEA emission factors are used.

[Other than electricity]

- Japan: Emission factors listed in the "List of Calculation Methods and Emission Factors of the Greenhouse Gas Emissions Calculation, Reporting, and Disclosure System" published by the Ministry of the Environment
- Other than Japan: Emission factors published by each Country

■ CO₂ emissions from purchased goods & services: For each major product in the segments defined based on vehicle size and powertrain, the amount of CO₂ emissions per vehicle was calculated by applying data from Sphera Solutions Inc.'s GaBi database to the input volume of raw materials per vehicle. This figure was then multiplied by the global annual production volume(excluding certain associates accounted for under the equity method, covering Nissan Motor Co., Ltd., its consolidated subsidiaries, and Nissan-branded vehicles supplied by other companies) in fiscal year 2025 to determine the total CO₂ emissions.

■ CO₂ emissions from the use of sold products: Calculated using the average regional CO₂ emissions per vehicle multiplied by the regional estimated average life cycle mileage and multiplied by the global sales volumes (excluding certain associates accounted for under the equity method, covering Nissan Motor Co., Ltd., its consolidated subsidiaries, and Nissan-branded vehicles supplied by other companies) in fiscal year 2025. The average CO₂ emissions for the use phase were calculated using the Well-to-Wheel (WtW) factors defined in the Global Logistics Emissions Council (GLEC) Framework, covering the entire process from resource extraction and energy/fuel production through to vehicle operation. For each of our major regions, market-specific average was used and extrapolated from the average emissions of these markets for other markets. Estimated average lifetime mileages until end of life were set based on published country-by-country market average lifetime mileage data.

■ Quantification of CO₂ emissions is subject to uncertainties related to the measurement of activity data, the determination of emission factors, and scientific uncertainty involved in the determination of global warming potential (GWP).

Approach to social issues

To further our corporate purpose, Nissan formulated the Nissan Social Program 2030 (NSP2030) in fiscal year 2023, which implements the social aspects of the long-term vision. It aims to transform Nissan into a people-centric company that continues to grow together with employees, suppliers, partners and broader society as a whole. In each focus area, we set our goals and indicators for 2030, as well as the value we aim to provide to society. The activities defined in NSP2030 are responsibly promoted by the function in charge.

We recognize that business transformations, including decarbonization, may have social impacts on employees, workers in the supply chain, and local communities. Guided

by the principle of a “just transition”, we assess and manage these impacts appropriately to prevent any significant adverse effects.

Under the supervision of the Board of Directors, the Sustainability Committee discusses and decides on company-wide policies and the setting of goals pertaining to social responsibility, and reports on the progress of activities in each area. Matters deliberated by the Sustainability Committee are submitted to the Executive Committee, and the Chair of the Executive Committee makes the final decision. Depending on the nature and significance of the agenda item, however, authority may be delegated by the Executive Committee, in which case the Chair of the

Sustainability Committee may make the final decision. These matters are reported regularly to the Board of Directors. The Sustainability Committee met twice in fiscal year 2025. The discussions mainly focused on NSP2030 progress and human rights due diligence, including the supply chain. The sustainability data book reports both on progress made in NSP2030 areas and achievements in human rights initiatives common to them.

In addition, since fiscal year 2021, we have incorporated the performance indicators for sustainability—including social issues—in performance-based cash incentives that form a part of the long-term incentive program for executive to increase its mid- to long-term corporate and social value.*1

NSP2030

Focus areas		Social value	2030 goal	Initiatives
Human rights	Safety	Reduction of traffic accidents and related casualties, contribution to building a safe and secure social system	Invest in new technologies, such as autonomous driving and connected car systems, to create safer, more efficient, and more personalized mobility solutions	- Expand ProPILOT - Incorporate next-generation LIDAR - Create traffic safety enlightenment tools and start activities - Promote driver/pedestrian education programs by each region
	Quality	Customer satisfaction and product safety/quality	Achieve top-level quality,*2 defect aim zero and no compliance issue	- Improve quality based on customer's feedback - Enhancement of audit capability
	Intellectual property	Efficient/effective promotion of innovation through IP Ecosystem for coexistence and co-prosperity of human, society and the earth	Contribute to solving social issues by promoting IP activities with others to foster innovation (IP Ecosystem)	- Promote IP creation - Secure IP protection - Explore IP licensing - Enforce IP (Anti-counterfeit)
	Responsible sourcing	Promotion of respect to human rights, and reduction and prevention of negative impact to human rights in supply chain	Establish a framework to promote respecting human rights in the supply chain to aim for “No human rights violation”	- Conduct human rights due diligence - Execute the grievance mechanism
	Communities	Provide learning opportunities, support disaster affected areas, and address social issues faced by the community	Contribute to solving social issues through “Nissanness” as well as to empowering youth and children in communities	Develop and promote community engagement initiatives
	Power of employees	Make Nissan a great place to work in which all employees feel empowered, supported, and can be their authentic selves, in order for them to realize their full potential		
	Employee human rights	- Culture of respect for human rights, specific rules development and promotion of penetration - Protection of individual dignity and status, empowerment	Respect human rights to realize “People centric”	- Expand scope of activities - Enhance due diligence and strengthen awareness
	Diversity, equity & inclusion	Foster a diverse and inclusive environment where we value and respect employees to drive innovation in automotive products and services that enrich people's lives	Realize an inclusive and exciting Nissan that values uniqueness	- Penetrate DEI mindset - Build employee driven DEI with executive sponsorship (ERG) - Enhance inclusive workplace and system - Expand scope to partners & communities
	Learning & development	- Enhance individual's employability - Nurture individuals who are prepared for rapid and significant societal changes (enhance adaptability of individuals)	Develop a highly skilled and motivated workforce	- Launch and promote a globally consistent framework for learning and development - Make learning accessible for employees to upskill and re-skill in critical skills*3 areas - Leverage technology to improve learner experience - Identify and develop impactful learning opportunities - Review and re-architect talent acceleration programs
	Health & safety	- Increased productivity for society as a whole - Reduction of burden on medical institutions	- Increase people who work safely, securely and in good health - Realize a company that can work lively	- Improving of mental and physical health, well-being - Eradication of occupational accidents

*1 Click here for more information on the performance indicators for sustainability in performance-based cash incentives, including the environment. [>>> P010](#)

*2 Top level: Top 3 in each market in product and sales & service quality

*3 Critical skills: Skills related to electrification, connected, autonomous driving, digital, advanced technologies, leadership

Human rights

Approach to human rights

Nissan has long regarded valuing people and respecting human rights as fundamental to its management, and this stance is clearly stated in the Nissan Global Code of Conduct established in 2001. All Nissan employees share the recognition that compliance with the laws, regulations, standards, and company rules applicable in all countries and regions is fundamental to conducting business, that the human rights of all stakeholders are respected, and that it is essential that they act in accordance with the highest ethical standards.

We neither condone discrimination or any other form of harassment — on the basis of race, ethnicity, national origin, culture, religion, gender, sex, sexual orientation, gender expression, gender identity, disability, marital status, or any other characteristic — nor tolerate infringements of human rights in the supply chain, such as forced labor and child labor.

This respect for human rights is reflected in our corporate purpose. In addition, the Nissan Way (revised in 2019), a guideline for action common to all employees, defines “Respect others, respect society” as one of the five values, positioning respect for human rights as the foundation of our corporate culture.

In fiscal year 2021, a special project team for human rights was established reporting directly to the CEO. For about eight months, team members selected from various departments across the company exchanged opinions pertaining to respect for human rights with external experts, confirmed social trends and demands, and discussed the direction Nissan should take. The team’s proposal was

submitted to and approved by the Executive Committee. The proposal defines “Nissan’s Human Rights Want-to-be Statement” and clarifies key issues, measures, and internal systems for strengthening human rights management. In response, we have continued to work on this as a regular cross-functional activity from fiscal year 2022 onward. In addition, to instill human rights initiatives to an even greater degree among employees and the supply chain, etc., each major department, including HR and Purchasing, has promoted the implementation of human rights initiatives at the day-to-day management level.

Nissan’s Human Rights Want-to-be Statement

- To address various issues and risks through proactive and open communications with our stakeholders and ensure that human rights are respected and naturally incorporated into our daily work.
- To allow each individual, including Nissan employees and business partners, to maximize their abilities in a diverse and inclusive workplace with a peace of mind.

Nissan Human Rights Policy

Since 2004, Nissan has participated in the UN Global Compact and is enhancing its sustainability activities around its 10 universal principles regarding human rights, labor, the environment, and anti-corruption. Nissan is committed to respecting all human rights as set out in the Universal Declaration of Human Rights (UDHR), as well as the International Covenant on Civil and Political Rights (ICCPR), the International Covenant on Economic, Social and Cultural

Rights (ICESCR), and the International Labour Organization Declaration on Fundamental Principles and Rights at Work (ILO Core Labour Standards).

Moreover, based on the UN Guiding Principles on Business and Human Rights (UNGPR), Nissan formulated and published the Nissan Human Rights Policy Statement (First Edition) in June 2017 to actively prevent adverse human rights impacts. Following a revision of the policy statement in July 2021, Nissan updated it for a second time in March 2025 and relaunched it as the Nissan Human Rights Policy*¹.

Also in March 2025, Nissan updated the Nissan Global Guideline on Human Rights,*² which outlines the details of specific measures for employees regarding respect for human rights, with the aim of ensuring more thorough compliance with and implementation of the policy.

Furthermore, in anticipation of complying with requirements such as European regulations, we established the Nissan Sustainability Due Diligence Standard*³.

Under this policy and guideline, Nissan is fulfilling its corporate responsibilities, and promoting initiatives to respect human rights in order to realize its corporate purpose.

For details on our past initiatives regarding respect for human rights, please refer to the following.

[🔗 Milestones related to respect for human rights](#)

*1 Click here for more information on the Nissan Human Rights Policy. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/HUMAN_RIGHTS/

*2 Click here for more information on the Nissan Global Guideline on Human Rights. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/HUMAN_RIGHTS_GUIDELINE/

*3 Click here for more information on the Nissan Sustainability Due Diligence Standard. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/DUE_DILIGENCE/

Human rights management

At Nissan, governance related to human rights is directed by the Sustainability Committee, which is chaired by the CEO, in accordance with the Nissan Human Rights Policy. Related functions and overseas regional headquarters regularly report on their progress in human rights initiatives to the Sustainability Development Department, which oversees human rights initiatives. The Sustainability Development Department reports or makes proposals to the Sustainability Committee and Executive Committee, which also reports to the Board of Directors. Since fiscal year 2021, we have added an item related to respect for human rights as a sustainability evaluation indicator in the performance-based cash incentives that form a part of the long-term executives' incentive compensation program.

In fiscal year 2024, we reviewed our indicators and their distribution and are further strengthening our initiatives. While working to ensure that respect for human rights is instilled and firmly established, we will strengthen our human rights governance system, from day-to-day management to the board level, to ensure that human rights are respected at all levels of Nissan's business activities.*1

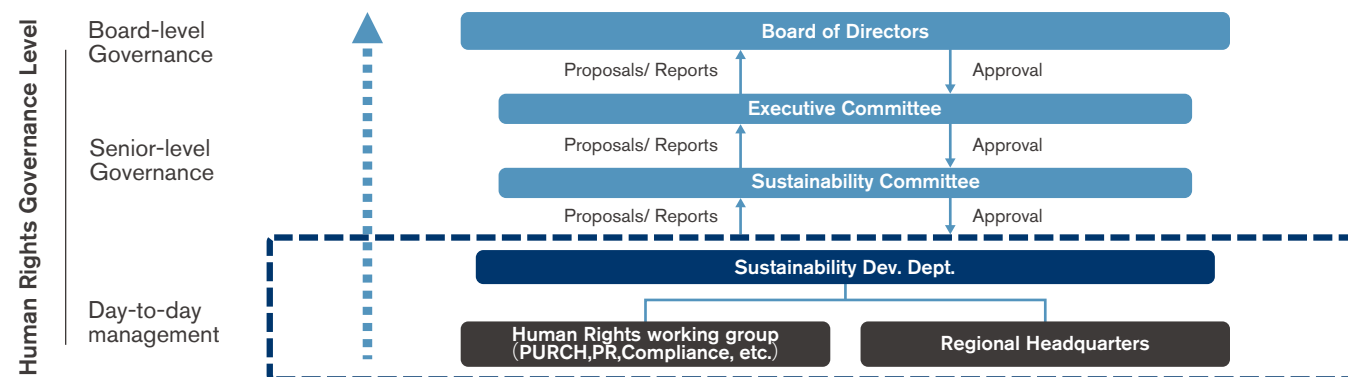
As part of our day-to-day management, we established a global and cross-functional human rights working group involving the Sustainability Development Department, Purchasing, Public Relations, Compliance and other related functions, including regional headquarters. This group strives to address the following five issues and reports on its progress twice a year to the Sustainability Committee and also provides updates to the Board of Directors.

- (1) Expand the scope of employee human rights due diligence
- (2) Expand and strengthen human rights training

- (3) Establish grievance mechanisms for suppliers
 - (4) Conduct and strengthen stakeholder engagement (including responses to serious allegations)
 - (5) Conduct dealer human rights due diligence
- Nissan regularly reviews the Nissan Human Rights Policy and the Nissan Global Guideline on Human Rights in accordance with changes to relevant internal policies and rules as well as external laws, regulations, guidelines, and social demands. We continuously conduct human rights due diligence based on these policies, in order to enhance efforts to respect human rights and reduce risks of human rights issues. We also disclose and report the status of these human rights initiatives both internally and externally in a timely and appropriate manner.
- In addition, we have also incorporated "human rights" into our corporate risk map based on the Global Risk Management Policy. The status of these initiatives is regularly reported to companywide Corporate Risk Management Committee and the Board of Directors.*2

Items	FY2025 Objectives	FY2025 Results
① Employee human rights due diligence	Implementation of human rights due diligence	Implemented, being followed up with improvement plan
② Human rights training	Implement human rights e-Learning (updated version), etc.	Implemented globally
③ Supply chain human rights management (1. Materials sourcing 2. Grievance mechanisms for suppliers)	1. Promote due diligence of the priority materials 2. Expanded the content and scope of reporting	1. Conducted a validity assessment of the priority materials and tracked minerals using CMRT*3 2. Expanded operation of the human rights hotline*4
④ Stakeholder engagement (including responses to serious allegations)	Implement FY2025 communication plan (including confirmation of process for serious allegations)	Implemented (engagement with NGOs/international organizations/unions)
⑤ Dealer human rights due diligence	Incorporated Nissan Human Rights Policy into contracts and established due diligence process	Nissan Human Rights Policy has been incorporated into global dealer contracts, and a dealer due diligence framework is being developed using the existing TPC*5 process.

Human rights governance structure



*1 Performance indicators for sustainability in performance-based cash incentives. Click here for more information. >>> P010

*2 Click here for more information on risk management. https://www.nissan-global.com/EN/COMPANY/GOVERNANCE/RISK_MANAGEMENT/

*3 CMRT (Conflict Minerals Reporting Template) Click here for more information on Responsible sourcing management. >>> P077

*4 Click here for more information on the human rights hotlines. >>> P076

*5 TPC: An abbreviation for Third Party Compliance

Human rights achievements

Nissan recognizes the need to take a comprehensive approach to managing human rights. After respecting local laws and identifying actual or potential risks related to human rights that we might have inadvertently caused or contributed to cases of human rights violations, we consider it vital to monitor and assess such risks, as well as to develop appropriate response strategies.

Human rights due diligence

Nissan has established and operates the human rights due diligence process in accordance with the United Nations Guiding Principles on Business and Human Rights (UNGPs) and the OECD*¹ Due Diligence Guidance for Responsible Business Conduct. We conduct regular human rights assessments to identify, prevent, and mitigate human rights risks, and take corrective measures when necessary. We continuously monitor the implementation and outcomes of these corrective measures, and communicate how we have addressed impacts, thus implementing a PDCA cycle for human rights management.

We also apply the same process to our supply chain and regularly conduct third-party assessments based on the

Human rights due diligence process



*Incl. Grievance Mechanism

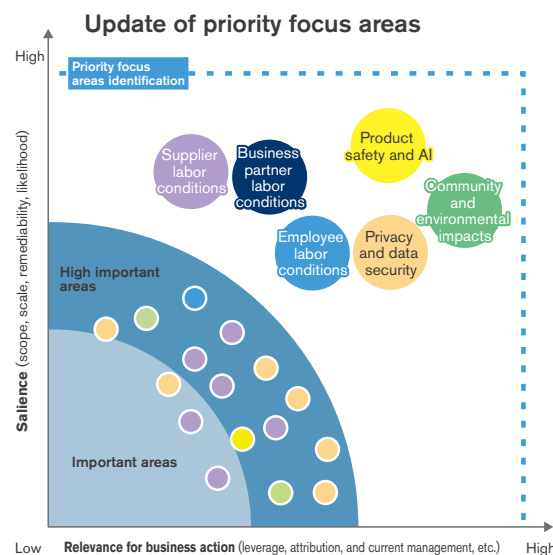
"Nissan Supplier Sustainability Guidelines."

The results are monitored and improvements are made with suppliers.*² Please refer to the Employee Human Rights*³ and Responsible Sourcing sections, respectively, for further information on employee human rights and human rights initiatives in the supply chain.

Update of priority focus areas for respecting human rights

In fiscal year 2023, in cooperation with Business for Social Responsibility (BSR), a U.S. NPO promoting sustainability, we identified and updated priority focus areas for respecting human rights as part of our second corporate-level human rights assessment since 2018.

assessment from two perspectives —salience (scope, scale, remediability, likelihood) and relevance for business action (leverage, attribution, current management, etc.) —and classified them into high important areas and important areas. The six priority focus areas that Nissan should address by incorporating business strategies and business activities from among the elements identified as priorities were specified, namely 1) employee labor conditions, 2) supplier labor conditions, 3) product safety and AI, 4) privacy and data security, 5) business partner labor conditions, and 6) community and environmental impacts. Going forward, we plan to strengthen our efforts in each area based on the results of this assessment.



Specifically, to identify factors that impact human rights as an automobile manufacturer, we conducted a human rights

*1 Organization for Economic Co-operation and Development

*2 Click here for more information on supply chain-related human rights initiatives. [>>> P075](#)

*3 Click here for more information on employee human rights initiatives. [>>> P083](#)

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Stakeholder engagement on human rights

Nissan engages in ongoing dialogue with a diverse range of stakeholders both inside and outside the company. For details on our external and internal initiatives, please refer to the following.

[Initiatives related to human rights stakeholder engagement](#)

Strengthening of engagement-based policies and activities

Nissan further strengthened its commitment to respecting human rights by ensuring that the points and feedback received from a series of internal and external stakeholder engagements on human rights were reflected in revising and newly formulating the following policies, guidelines, and standards as well as in related activities implemented in March 2025.

- Nissan Human Rights Policy*¹
- Nissan Global Guideline on Human Rights*²
- Nissan Sustainability Due Diligence Standard*³
- Nissan Supplier Sustainability Guidelines*⁴
- Responsible Materials Sourcing Policy*⁵

Going forward, Nissan will further strengthen its efforts while reflecting the opinions received from internal and external stakeholders in its human rights initiatives, including human rights risk assessments, reports, and communications. We will promote these initiatives not only at Nissan but through ongoing dialogue with Nissan’s stakeholders, including the rights holders*⁶ throughout the value chain.

*1 Click here for more information on the Nissan Human Rights Policy. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/HUMAN_RIGHTS/

*2 Click here for more information on the Nissan Global Guideline on Human Rights. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/HUMAN_RIGHTS_GUIDELINE/

*3 Click here for more information on the Nissan Sustainability Due Diligence Standard. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/DUE_DILIGENCE/

*4 Click here for more information on the Nissan Supplier Sustainability Guidelines. <https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/SUPPLIERS/>

*5 Click here for more information on the Responsible Materials Sourcing Policy. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/MATERIALS_SOURCING/

*6 Rights holders: Human rights systems that companies should respect.

See below for more details about our policies and guidelines.

· Nissan Global Code of Conduct https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/NISSAN_GCC_E.pdf

Safety

Approach to safety

The automobile has transformed people's lives, bringing mobility, convenience, and the pleasure of driving. At the same time, according to the Global status report on road Safety 2023 published by the World Health Organization (WHO), approximately 1.19 million people worldwide die annually as a result of road traffic crashes. This is the 12th leading cause of death worldwide.

Nissan designs and engineers cars that embody the pleasure and richness of driving while offering a high level of safety in the real world. Our goal is zero fatalities: reducing the number of deaths from crashes involving Nissan vehicles to virtually zero. We continue working on safety initiatives toward achieving this goal.

Safety management

Based on an analysis of accidents that have occurred in the real world, Nissan believes that the most effective way to achieve our goal is to reduce the number of accidents itself rather than just improving the safety performance in the event of a collision. We are thus aiming to achieve virtually collision-free cars. While pushing forward with technological advancements on the vehicle side, we are also conducting educational initiatives to help raise safety awareness for the motoring public through the Traffic Safety Future Creation Lab, a virtual research laboratory established in collaboration with academia.

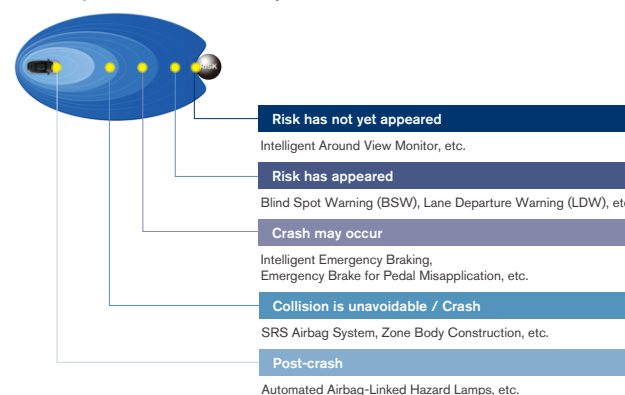
Safety achievements

Aiming for Virtually Collision-Free Cars

Nissan's approach to safety technology development is based on the Safety Shield concept, which aims to support the safety of vehicle occupants in a variety of scenarios with the overall goal of preventing collisions where possible and, in case of unavoidable collisions, mitigating damage and injuries. Among these initiatives, driver assistance technologies that help avoid collisions can be particularly effective, and Nissan is actively promoting the development and adoption of such new technologies.

We are committed as an automobile manufacturer to widespread availability of our safety technologies.

Safety Shield Concept*1



Enhancement of Nissan's safety technologies and external ratings acquired*2

New Car Assessment Programs (NCAP) are being implemented in markets worldwide, where safety information compiled from vehicle testing is provided to consumers to assist them in making vehicle purchase decisions. Based on its Safety Shield concept, Nissan has achieved high safety ratings not only through its collision safety technologies, but also its 360° Safety Assist*3 (a suite of advanced safety technology features). In addition, Nissan is actively participating in industry activities such as those organized by the Japan Automobile Manufacturers Association (JAMA) and Society of Automotive Engineers of Japan (JSAE) to promote the vehicle safety measures activities and the strategic standardization activities. Nissan also contributes to the creation of the international regulations and standards (ISO) of "performance evaluation test methods" of various safety technologies.

In recent years, standardization activities have become more important in terms of creating markets and securing competitive advantages. By providing technologies that meet international standards through these standardization activities, Nissan is supporting the development of healthy global markets, and realizing innovations that help address social issues as well as advance traffic safety.

ProPILOT Assist - advanced driver assistance technology

The ProPILOT Assist is a system that assists with acceleration, braking, and steering under certain conditions,

*1 Click here for more information on Nissan's Safety Technology Development Concept. https://www.nissan-global.com/EN/INNOVATION/TECHNOLOGY/ARCHIVE/SAFETY_TDC/

*2 Please refer to Social data (P4) for details of the major external safety ratings (Based on fiscal year 2025 assessments) https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/SR/2026/ASSETS/PDF/DB26_E_social_data.pdf#page=4

*3 Nissan Safety Shield® 360 in North America. Nissan Safety Shield technologies can't prevent all collisions or warn in all situations.

such as on highways, to reduce the burden on the driver. Since its commercialization in 2016, the system has been installed in a wide range of vehicles, from "kei" cars to SUVs, and in 2019, it evolved into ProPILOT Assist 2.0, which enables hands-off single-lane driving and lane-changing assistance capabilities. Such driver-assistance capabilities have also achieved a "very good" rating in Euro NCAP's Assisted Driving assessment.

In 2025, Nissan unveiled the Next-Generation ProPILOT, which utilizes embodied AI capable of situational judgment and prediction necessary for driving. This version of ProPILOT demonstrated its ability to drive confidently within the complex urban environment. This innovative driver assistance technology is slated for release in fiscal year 2027. By expanding the scope of driver-assistance scenarios, Nissan aims to provide a confident driving experience with a peace of mind.

Promote educational initiatives for traffic safety activities

As part of its Hello Safety Campaign*1, Nissan Motor Co., Ltd. has been leading the Omoiyari Light Promotion since 2010 to urge drivers to turn on their headlights earlier in the evening, and by promoting public awareness of traffic safety through two-way communication that leverages civic activities.

In addition, we collaborated with a research department in Niigata University to develop the “Wheel Spinning (Guru-Guru) Exercise,”^{*2} which promotes and encourages safe driving among senior drivers. In March 2021, we established a virtual industry-academia collaboration laboratory called the Traffic Safety Future Creation Lab,^{*3} and are conducting research aimed at reducing traffic accidents and

disseminating the results to society in collaboration with Kitasato University, Sagami Women's University, Niigata University, Toin University of Yokohama, and others. As one of the laboratory's initiatives, in March 2024, the company launched the VR experience "NISSAN Heritage Cars & Safe Driving Studio"^{*4}. Additionally, in February 2026, based on joint research with Kitasato University, we conceived of the "Open-and-Close (Musunde Hiraite) Toe Exercise."^{*5}, a program designed to support safe driving and walking among older adults by strengthening the toes through daily exercises.

Omoiyari Light Promotion

Every year on and around November 10, designated Day of Good Lighting, we launch a nationwide initiative called Thank You for Lighting Activity to encourage drivers to turn on their headlights.

In fiscal year 2025, supporters from 13 locations from Hokkaido to Kagoshima participated in the event. Through this initiative, the Omoi-yari Light Promotion is steadily gaining traction among the general public.



Taking the initiative nationwide to encourage drivers to turn on their headlights

Traffic safety future creation lab

This laboratory is prioritizing reduction of the number of

traffic crashes caused by elderly drivers, which has been identified as a key societal issue in Japan. We are promoting the Wheel Spinning (Guru-Guru) Exercise, which is designed to improve the muscular strength and cognitive abilities needed for driving, primarily to support safe driving among older drivers. In December 2025, we held a joint exchange meeting with supporters of the Wheel Spinning (Guru-Guru) Exercise and the Omoiari Light Promotion from across the country. By sharing regional challenges related to traffic safety and exchanging ideas, the event proved to be a meaningful exchange that sparked new insights among the participants.

Furthermore, research conducted with Kitasato University has demonstrated that the ability to grip the ground with the toes (toe grip strength) affects driving performance. A deterioration in toe grip strength has been shown to result in a range of adverse effects, including an increase in steering errors, less precise accelerator control, and slower braking response. To address these issues, in February 2026 we developed the "Open-and-Close (Musunde Hiraite) Toe Exercise."

In the future, we plan to continue implementing various initiatives to reduce traffic crashes.



Open-and-Close (Musunde Hiraite) Toe Exercise

*1 Click here for more information on the Hello Safety Campaign. (Japanese only) <https://www.nissan-global.com/JP/SUSTAINABILITY/SOCIAL/SAFETY/HELLOSAFETY/>

*2 Click here for more information on the "Wheel Spinning (Guru-Guru) Exercise". (Japanese only) <https://www.nissan-global.com/JP/SUSTAINABILITY/SOCIAL/SAFETY/HELLOSAFETY/TAISQU/>

*3 Click here for more information on the Traffic Safety Future Creation Lab. (Japanese only) <https://www.nissan-global.com/JP/SUSTAINABILITY/SOCIAL/SAFETY/HELLOSAFETY/LAB/>

*4 Click here for more information on the NISSAN Heritage Cars & Safe Driving Studio.(Japanese only) <https://www.nissan-global.com/JP/SUSTAINABILITY/SOCIAL/SAFETY/HELLOSAFETY/LAB/ACTIVITY/STUDIO/>

*5 Click here for more information on the "Open-and-Close (Musunde Hiraite) Toe Exercise." (Japanese only) <https://global.nissannews.com/ja-JP/releases/260224-01-j>

Quality

Approach to quality

Product evaluations and automaker brand value are dependent on customer perception of quality. Rapid technical innovations are seeing customers demand ever-higher levels of quality.

As mobility needs rise worldwide, driven by increased urbanization and structural changes in the global economy, Nissan is fulfilling its mission of offering people everywhere the rich benefits of mobility. At the same time, we believe that automakers have an important responsibility to always offer customers the kind of quality they expect.

The Nissan Social Program 2030 aims to achieve top-level quality and is undertaking initiatives to achieve the goal of eliminating quality defects and compliance issues.

Quality has many aspects, and we seek to provide high quality at all stages of the customer experience: how it feels to use the product itself, the way customers are treated by sales staff in showrooms, the response if problems arise with the product. To achieve this, we pursue effective companywide cooperation at the cross-functional and cross-regional levels, while listening to the feedback of every customer with sincerity.

Based on a customer-centric ethos, Nissan places the highest priority on customer feedback and aims to enhance the quality of products and services that provide customers with a deep sense of satisfaction to ensure they choose Nissan vehicles over the long term through efforts focused on product, sales and service quality.

Vehicle product quality is essential for safe and comfortable long-term use.

We aim to provide a high level of quality that meets customer expectations over the entire life cycle of the product.

This includes the perceived quality when a customer opens the vehicle's door in the showroom, sits in the seat, and takes a test drive; the initial quality when the vehicle is delivered to the customer; and the durability that allows the vehicle to provide many years of use.

We also conduct initiatives to increase customer satisfaction (CS) regarding sales and service quality. Our aim is to exceed expectations at every customer contact point, including dealership visit, purchase, maintenance, inspection, and repurchase.

Quality management

Ensuring the safety of customers and providing the quality they expect are both important issues. To achieve sustainable growth as a trustworthy company, Nissan has created an organization to promote quality improvement globally, and all Nissan employees are engaging in activities as one. Clearly defined by an ISO9001-compliant quality management system, the persons in charge are assigned and the processes applied to a wide range of quality improvement activities on a global basis. A manual addressing all quality items is prepared and updated as necessary. Annual training on the guidelines for establishing and implementing a quality management system is also conducted. This training is mandatory for all employees.

20 vehicle production bases*¹, including consolidated and non-consolidated sites, have acquired ISO9001 certification.

Management systems for quality

To achieve top-level quality, we have assigned a number of corporate executives, headed by the Chief Quality Officer (CQO), to focus exclusively on quality issues. A CQO Meeting,

chaired by the CQO, is held every month and attended by executives representing each division and region. These meetings work to promote the swift solution and improvement of issues related not just to product quality but also to sales and service quality experiences before and after purchase thereby driving improvement initiatives. Additionally, in order to fully implement compliance, we have established a three-layer monitoring and audit system and are working to strengthen our audit activities.

First layer: Each division takes ownership in implementing monitoring activities to ensure strict observance of laws and standards

Second layer: The Conformity Audit Office conducts audits of those efforts to observe laws and standards

Third layer: The Internal Audit Office conducts risk-based audits in accordance with annual plans

*1 Excluding non-consolidated OEM plants

Quality achievements

Reflecting customer feedback in activities to enhance quality

To provide the value that customers expect and respond rapidly if they are not satisfied, we listen to all feedback and reflect it in a myriad of quality improvement activities, from product planning and development to aftersales service.

Responding rapidly to customer feedback and timely sharing of information

At Nissan, we receive and respond to customer comments and questions worldwide through a range of opportunities, including dealers, contact centers, and surveys. Our customer call center in Japan, for example, receives around 180,000 comments and questions from customers annually.

To respond rapidly to customer feedback, we are utilizing digitized catalogs and technical materials and a frequently asked question (FAQ) search system. By using AI chat and the FAQ made available to customers, they are able to solve problems themselves, saving them the trouble of making inquiries.

Customer feedback received is posted on the companywide intranet, where employees can access and view them at any time. Information is also promptly shared with the relevant executives and senior managers.

Incorporating customer feedback into products and services

We have implemented a system to ensure that customer feedback is shared across all functions including product planning, design, R&D, manufacturing, sales, and services, and incorporated in our products and services. Even factors that do not constitute product defects but cause customer dissatisfaction can affect product quality.

Nissan views addressing customer dissatisfaction as an

integral part of our quality improvement efforts and is actively working to make improvements.

The value that customers expect from products varies according to their region, age, and personal tastes and can also be affected by market factors, such as product diffusion levels or even climate. Although we have basic specifications for global design, we fine-tune these to meet regional needs. The Chief Quality Engineer (CQE) performs this role, participating in the vehicle manufacturing process from the product planning stage in order to reduce customer dissatisfaction and defects.

We glean customer perspectives from questionnaires submitted by vehicle owners after purchase, market information and employee monitors. We also prioritize our response to these issues from the planning and development stages, explore potential solutions, and strive to incorporate them into our products and services.

Adopting a customer perspective

We believe all employees must approach their work from a customer-centric perspective and are implementing a variety of activities to foster this mindset and providing opportunities to experience customer feedback on a daily basis. One example of this is the companywide "Customer Centric Workshop," in which participants learn to understand customers' concerns, think about what they can do for them, and experience the importance of providing products and services that exceed customers' expectations motivated by compliments from customers.

We have also held Nissan Quality Forums for executives, employees, and suppliers, which use information displays, video presentations, and actual vehicles and parts to showcase our latest quality results, improvement activities based on customer feedback, and activities aimed at meeting targets. The forums are organized cross-functionally by all divisions from R&D to service that incorporate experiential events to raise all employees' focus on customers and the importance of quality. They are held globally in Japan, North

America, Europe, China, Southeast Asia, and other regions.

Improving product quality

Product quality is a basic feature in allowing customers to use a product safely and comfortably over the long term. For Nissan, which has played a key role in *monozukuri*, Japan's tradition of careful craftsmanship, product quality is the foundation for our sustainability as a company. We consider quality from the customer's perspective at all times and respond quickly if a defect occurs, striving to prevent recurrence. In addition, we are improving product quality to satisfy as many customers as possible by reliably identifying customer dissatisfaction and implementing countermeasure activities in all processes to eliminate any issues.

Approaches in development and at manufacturing plants

Improving perceived quality and developing vehicles with valued designs

Perceived quality is the quality felt when seeing, touching, and operating a vehicle.

The perception of quality is a particularly subjective matter, and applying objective criteria requires thorough studies. We conduct consumer research around the world targeting customers who have purchased or are considering purchasing a Nissan car in order to understand their perceptions better and incorporate those perceptions in new vehicles. Our perceived quality specialists communicate the voice of customers around the world and support us to develop attractive stylish vehicles that are valued.

Contents		Corporate direction			Environmental		Social		Governance			070
Approach to social issues		Human rights	Safety	Quality	Intellectual property	Responsible sourcing	Communities	Power of employees	Employee human rights	DEI	Learning and development	Health and safety

Producing products of consistent quality worldwide

At Nissan, we will continue to produce products of a quality that exceeds our customers' expectations. At the Tochigi Plant, we launched the Nissan Intelligent Factory to meet environmental considerations, such as carbon neutrality and the effective use of resources, and to meet the needs for electrified, intelligent cars, and are realizing *monozukuri* that places less of a burden on our employees. The Intelligent Factory will be deployed horizontally to global plants in the years to come.

Including these activities, Nissan will deploy quality initiatives in four areas, covering the entire process from the development stage of new vehicle offerings to delivery to customers, and stably supply high-quality products.

Four areas in Nissan production/supply chain management (SCM)

New model quality initiatives Achieving high-quality vehicle production from the outset at all plants	- Simulating a virtual factory at the digital stage of a new model development, utilizing simulation and virtual reality to refine vehicle designs in collaboration with design departments - Verifying the structural construction method of prototype vehicles by the Global Production Engineering Center
Power train quality initiatives Improving the quality of new products and ensuring consistent quality	- Setting Quality Gates to complete quality manufacturing in each process and establishing non-defective product conditions - Strictly carrying out activities designed to deliver only non-defective products to the next process - Reflecting the opinions of our customers in product and process designs
Production vehicle quality initiatives Ensuring consistent quality across all plants	- Improving the Built in Quality of each process and setting Quality Gates - Developing highly reliable methods and tools that comply with quality requirements - Stabilizing quality brought about by manual labor by promoting the global development of advanced skills through the Master Trainer training program
Logistics quality initiatives Maintaining plant-standard quality; providing customers with high-quality vehicles	- Quality scoring based on globally standardized metrics during the completed vehicle transport process - Promoting further improvements through benchmarks at each site

Implementing quality evaluation envisioning a myriad of situations

Each of Nissan's production cars and development models is evaluated using a system called VES*¹ to monitor quality on a daily basis. Company-certified experts, known as "VES Masters," perform strict daily assessments using standardized evaluation criteria that incorporates feedback from customers. The assessment evaluates the vehicle's interior and exterior and as well as while it is in operation, focusing on whether it meets quality standards from the customer's perspective. During the running evaluations, carried out on actual roads, assessors evaluate the vehicle in areas including unexpected noise, vibration, stability of handling, and the functionality of its various advanced systems. Finally, the CQE who is responsible for quality, confirms overall quality by envisaging different customer use scenarios.

Activities to improve market quality

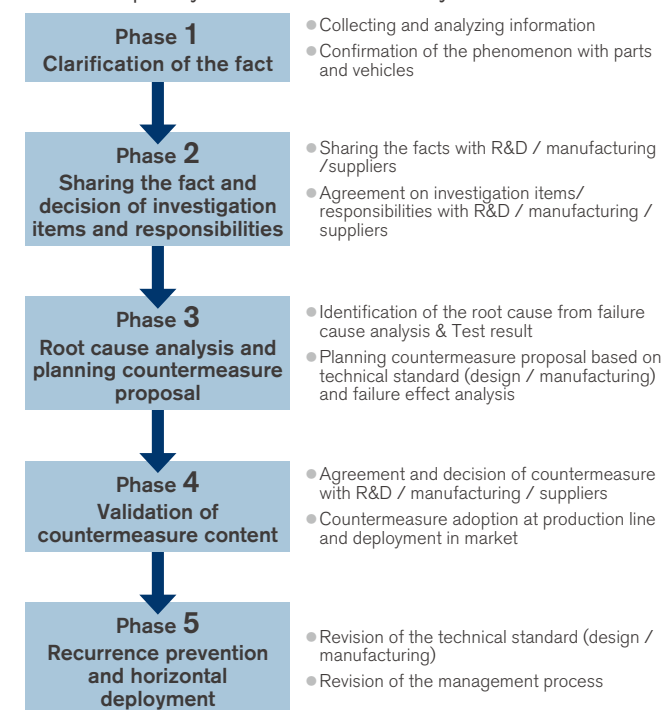
Swiftly improving quality in local markets

Nissan is strengthening direct communication with sales companies and customers to promptly identify and respond to customer dissatisfaction and defects. Our Total Customer Satisfaction Function Division (TCSX) collects information from sales companies and the customer call center to support customers and shares information with the R&D and manufacturing. We investigate the causes, come up with countermeasures, and incorporate them into production models on the market to seek permanent solutions to prevent outflow of quality issues.

In addition, as part of our global expansion we are strengthening our response systems to address customer dissatisfaction and quality issues that arise around the world. In response, Nissan has established 15 Field Quality Centers (FQCs) in Japan, the U.S., Europe, China, Mexico, Brazil, South Africa, India, Australia, Thailand, and other

locations. Our FQCs conduct market quality research and analysis in five phases with the goal of promptly gaining an understanding of regional quality issues and analyzing their causes locally.

Conceptual representation of the five phases of market quality research and analysis



Improving initial quality

To promptly respond to customers' wishes and potential satisfaction concerns, the Chief Vehicle Engineer (CVE), who is responsible for development, and the CQE, who is responsible for quality, meet regularly to share information from the market. We confirm quality improvements for each process and explore necessary risk-reduction measures by

*1 VES stands for "Vehicle Evaluation Standard." VES is a quality evaluation system, in which specially trained experts assess vehicles using more than 300 quality assessment criteria established from the customer's perspective.

visualizing potential risks at the planning stage. Applying all of these processes with transparent criteria lets us ensure that new models offer high quality from the outset.

Enhancing durability

So that our customers are able to continue enjoy driving in our vehicles for many years, we are promoting efforts to address the deterioration caused over time by long-term vehicle use, such as the discoloration or deformation of resin, abrading of the surface materials, stripping away of chrome plating, and abnormal noises due to material fatigue. Nissan consistently obtains data of warranty after the initial sale and conduct quality checks on recovered vehicles and parts actually used by customers to identify defects earlier. Analyzing this data helps us develop technologies that are more resistant to durability issues.

Fair and prompt response to material quality issues

While we consider it our responsibility to do our best to prevent product defects from occurring, it is also important to be prepared for any contingency in the manufacture of cars, which are complex industrial products. Nissan's basic stance on recalls is to respond in a transparent, fair, and prompt manner. We decide on recalls from the perspective of compliance with laws and regulations, as well as from the perspective of how the issue affects customer safety. Specifically, Nissan places the highest priority on ensuring customer safety, minimizing inconvenience, and complying with laws and regulations, while providing prompt repair guidance and facilitation of vehicle intake. If a problem is found in a vehicle manufactured or sold by Nissan, a recall decision is made in accordance with internal regulations together with local representatives. After a recall decision is made, the following measures will be implemented with top priority given to customer safety and security.

- Notification will be sent in a promptly by postal mail to customers who own vehicles covered by the recall. Dealers will also contact customers directly, if necessary.
- Recall notifications will be posted on the website and on the mass media.
- We make the required reports, including improvements and repair records, to the authorities in accordance with the laws and regulations of each country.

Recalls in FY2025*1

Country / Region	Number of recalls	Recalled vehicles (1,000 units)
Japan	4	44
North America	15	1,702
Europe	8	396
Other regions	11	250
Global	30*1	2,392

Approaches with suppliers

Nissan is working with suppliers to improve the quality of parts from the design stage at all production sites, including addressing risks related to parts quality and supply.

Promoting risk evaluation and reduction management among suppliers

While working to enhance our own global quality management, Nissan representatives visit each supplier's plants and check the quality control conditions on their production lines meet our requirements. In addition to direct suppliers, we also work with tier-2 suppliers to implement quality improvement measures.

Supplier audits and training for improving product safety and quality

To ensure product safety and consistent quality, we work together with suppliers and conduct inspections for parts. Parts from our suppliers represent the end product of a multi-step process that includes planning and development validation, turning design blueprints into prototypes, performance testing, and mass production. Nissan has created a system called Nissan Product Quality Procedure (NPQP)*2 for regulating the necessary quality assurance across this entire series of activities. By applying this procedure to all parts, we have established a system that ensures the delivery of high-quality parts. We also conduct NPQP training to our suppliers every year. Through this training, we promote and ensure supplier understanding of the NPQP to establish a stable supply system for high-quality parts. When selecting suppliers, we evaluate whether they have high-level production systems in place based on the Automotive-parts Supplier Evaluation Standard (ASES)*2 system. We also ensure that all parts are material certified through a quality control system that coordinates with suppliers. Furthermore, we are implementing a "Supplier Score Card" containing an assessment of diagnostic measurements such as delivered quality and market quality as well as supplier audits to ensure that suppliers are consistently delivering high-quality parts and conducting initiatives to further improve quality.

*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.

*2 Click here for more information on NPQP and ASES. <https://www.nissan-global.com/EN/SUSTAINABILITY/SOCIAL/QUALITY/PRODUCTS/ASSURANCE/>

Improving sales and service quality

Nissan continues to improve not only vehicle quality but also quality of services at Nissan dealerships seeking to exceed customer expectations at all touch points. In order to address constantly evolving customer expectations, we set clear improvement plan. In addition to operational excellence as foundation, we strive to deliver enriched dealership experience that is seamless and personalized, through innovative management of sales and service quality at dealerships around the world.

Global dealership guideline

Nissan Sales and Service Way (NSSW) is a set of global process guidelines aiming at constantly improving customer experiences especially during vehicle purchasing and servicing process, which involves any dealership interactions. We regularly revise these guidelines to reflect the evolution of customer trends and needs, to ultimately offer better experience at all touch points whether it is physical or digital, or both. The latest NSSW update helps to support customers in Connected Car Services (CCS) experience.

Dealer trainings and support

Nissan Academy, our Learning and Development team for dealers, creates and conducts various training programs such as brand, product, and behavior trainings to support dealer personnel from dealership staff to management. We also continue to train our field team members, who support our dealer partners to be successfully sustainable by analyzing dealer operations, developing improvement plans based on their individual situations, and supporting their implementation.

Dealer facility standard

Nissan Retail Concept (NRC) is a new dealership design that has been rolled out globally with an intention to appeal to all customers hosted in a welcoming and comfortable environment. The key elements of the brand such as, electrified vehicles, NISMO performance sub-brand, light commercial vehicles, Nissan Certified Pre-owned (used vehicle program) are all showcased and we continuously develop this concept around the world.

Quick Voice of Customer (QVOC) to reflect customer feedback

Focusing on the voice of each individual customer and quick problem resolution, we implemented QVOC. It is a powerful tool to capture customer's feedback with simple questions and free comments to monitor whether the provided experience exceeded customer expectation. In case a customer shows any concern, QVOC provides the dealer / Nissan a hot alert to quickly resolve the specific customer's concern and thereby increases customer advocacy for Nissan. At Nissan, with QVOC, we continue to provide customers unparalleled customer experience.



New logo Nissan dealer outlet

Intellectual property

Approach to intellectual property

The intellectual property (IP) environment in the automotive industry has been undergoing significant change and diversification due to a shift in technological development to "CASE" areas. In accordance with that change, there is growing importance of broad-based IP management, which goes beyond traditional IP management, to include software and data management and the protection of know-how. In addition, technological development across industry lines is creating more opportunities for the sale and purchase, licensing, and enforcement of IP. This is reflected in the increasing number of matters over standard essential patents outside the automotive industry and IP disputes between entities in different industries.

In the counterfeit market, as international supply chains expand, distribution channels are also changing from physical stores to e-commerce and increasing the risk of unauthorized use. Given this environment, Nissan recognizes the following social opportunities and threats.

- Opportunities: Global context in which IP is properly respected and efficiently utilized, can foster healthy innovation that contributes to solving social and environmental problems.
- Threats: Expansion of the counterfeit product market obstructs the stimulation of innovation.

Nissan aims to promote global innovation, and the coexistence and co-prosperity of individuals, society, and the earth, through appropriate utilization of IP.

To achieve these aims, we are promoting the establishment of a healthy IP ecosystem*¹ through the creation, protection, and utilization of IP in a flexible and effective manner, while

considering changes in the environment and appropriately exercising rights. We are particularly focused on the mutual use of our own and other companies' IP to promote innovation throughout the market.

We aim to prevent the distribution of counterfeit products by enforcing IP rights and applying relevant laws in cooperation with administrative agencies of multiple countries.

IP-related management

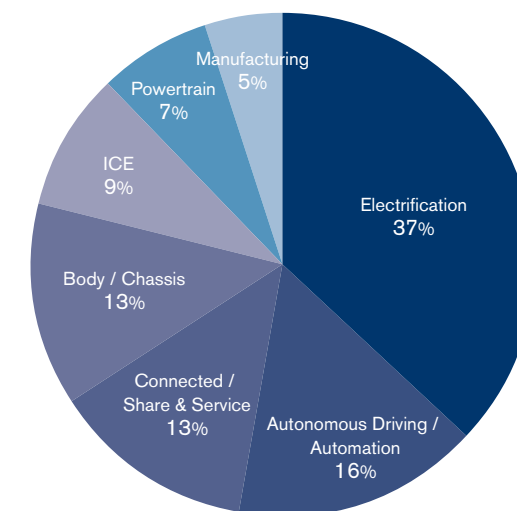
Under its global IP policy, Nissan is working to strengthen IP by fostering companywide awareness of its importance and the need for its effective management and operation, while strengthening governance. To better evaluate the IP-related issues from multiple angles and to rapidly decide on strategies, we have put in place an IP Specialist Support Committee, which comprises members from the product planning, R&D, production, finance, legal, and IP divisions.

Efforts relating to IP

Promotion of innovation, patent portfolio management

Nissan is promoting sustainable innovation tailored to the market environment, focusing on CASE areas such as electrification (including e-POWER and EVs), autonomous driving/automation (including ProPILOT), and connected (such as Nissan Connect). In addition, Nissan maintains freedom in the design of its own products while optimizing its patent portfolio for external use.

Patent portfolio*²



*¹ The term IP ecosystem refers to the so-called ecology of IP, which also includes the concept of an IP cycle, i.e., a positive cycle of development to create, protect, and make strategic use of IP. Specifically, this indicates a system based on IP being created under the IP cycle, in which people have a positive impact on each other and on society to autonomously establish new ideas and values. (Source: Japan Patent Office: Mission, Vision, and Values (MVV) https://www.jpo.go.jp/e/introduction/tokkyo_mv.html)

*² Nissan's patent portfolio as of December 31, 2025, including both granted patents and pending patent applications

IP licenses

Nissan licenses its advanced technology and expertise, honed through years of automobile manufacturing, to companies across various industries, thereby supporting the creation of innovative products and services that contribute to the reduction of carbon dioxide emissions and the improvement of work environment.

We are committed to creating mutual value with relevant stakeholders, including our licensees and end-users, as part of our dedication to contributing to a thriving society. Our active engagement in IP licensing is a testament to this commitment. ^{*1}

Achievements and initiatives in IP licenses

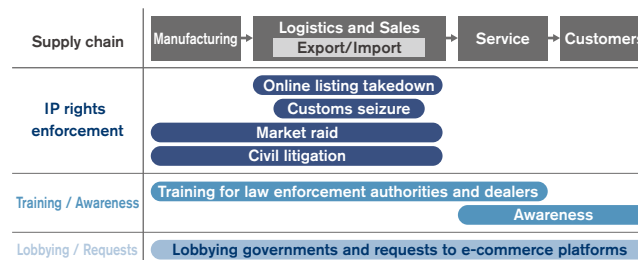
In fiscal year 2025, we participated in an intellectual property matching program organized by a municipality, and in the current fiscal year, we concluded license agreements covering four technologies with three local companies. Each license partner plans to develop and market its own products tailored to specific markets and applications. Nissan has been engaged for more than a decade in initiatives to leverage the various technologies it has developed through automobile production and development for the advancement of society and industry. Specifically with respect to productivity-enhancing technologies, MICE Co., Ltd. (headquarters: Kawasaki City, Kanagawa Prefecture), which signed a license agreement with Nissan in 2013, has commercialized Parts Counter that dispenses bolts and nuts to operators in the required quantities and has sold a cumulative total of approximately 2,000 units, primarily to the automotive industry. The device has become the company's flagship product, accounting for about 30% of its sales. Through the sale of its products, MICE contributes to improving productivity at various manufacturing sites and revitalizing the local economy through its own growth.

Measures against counterfeit products

Anti-counterfeiting initiatives

Nissan actively implements measures against counterfeit products across the entire supply chain through collaboration between its global headquarters and various regions. In recent years, counterfeit products have become increasingly prevalent worldwide through e-commerce (EC) platforms. In response to this situation, we exercise our IP rights and actively work to eliminate counterfeit products. Specifically, we monitor EC platforms and request the removal of infringing listings. We also request that law enforcement authorities take action against counterfeit products at customs and in the markets, and we provide them with training for this purpose. Furthermore, we implement legal measures, including civil litigation, against malicious sellers.

In addition to exercising IP rights, we are implementing other initiatives. To prevent counterfeit products from being mistakenly purchased and installed in vehicles, we provide training for our dealers and conduct awareness activities aimed at both the repair and maintenance industry and our customers. Furthermore, to implement effective measures, we engage in lobbying activities with the government and make requests for improvements to EC platforms. ^{*2}



Exercising IP rights

Type of IP rights enforcement	Number of cases	Quantity of items
Online listing takedown	1,341	-
Market raid	61	1,010,262
Customs seizure	70	37,644
Civil litigation	29	-

Awareness activities for counterfeit products

Nissan conducts awareness activities tailored to the unique characteristics of each region. In the Middle East, Nissan Middle East has signed a three-year agreement with the UAE Ministry of Economy & Tourism to jointly promote awareness of the importance of IP protection through community outreach events.



Nissan Middle East awareness event featuring a comparison of genuine and counterfeit products

^{*1} Click here for more information on Nissan Technology Licenses : <https://www.nissan-global.com/EN/LICENSE/>

^{*2} Click here for more information on Nissan anti-counterfeiting measures. <https://www.nissan.co.jp/SERVICE/SHAKEN/PURE/EN/>

Responsible sourcing

Supply chain strategy

In accordance with Nissan's corporate purpose is "enrich people's lives," the mission of our Purchasing Division is "to deliver vehicles that inspire and delight our customers by sourcing all goods and services essential to Nissan's operations. To this end, we are committed to developing a competitive supplier base and supporting the sustainable and sound business operations of both Nissan and our suppliers". We conduct our procurement activities with consistency, guided by globally unified values and standards, while strictly complying with the laws and regulations of each country and region. All transactions are carried out in accordance with the Nissan Purchasing Principle outlined below.

1. Fair and Equitable:

We conduct procurement fairly, equitably, and with transparency. We collaborate with companies of all sizes and select our suppliers based on clear selection criteria.

2. Mutual Trust and Prosperity:

We respect our suppliers, build trust, and strive for sustainable growth in partnership. We continuously innovate and improve to ensure healthy operations and a better future for Nissan and our business partners.

3. Responsible Purchasing:

We aim for a cleaner, safer, and more inclusive future, by conducting business ethically and considering society and the environment throughout the entire supply chain.

In Japan, we are also making efforts to adhere to the "proper trading guidelines" issued by the Ministry of Economy, Trade and Industry for the automotive industry. In addition, in light of the recommendation received from the Japan Fair Trade

Commission in March 2024 and the Act on Preventing Delay in Payment to Small and Medium-Sized Entrusted Business Operators in Relation to Manufacturing Consignment*¹ that came into force in January 2026, we are promoting fair transactions by implementing company-wide training*². We will continue to adhere to the principles outlined in the Partnership Building Declaration*³, such as determining transaction prices and delivery dates through thorough consultation with each supplier.

We also conduct regular surveys of our suppliers to assess our relationships with them, their satisfaction levels, and any concerns regarding fair trading practices. This helps us prevent, identify early on, and address issues in our business relationships, such as the imposition of one-sided contract terms or unfair trading practices and ensures that we are conducting responsible procurement activities that protect working conditions and human rights.

Approach to responsible sourcing

Initiatives with suppliers

Nissan is committed to conducting business in an ethically, socially, and environmentally responsible manner at every stage of its global supply chain. Under the Nissan Social Program 2030, we are advancing our initiatives with the goal of "Establishing a framework to promote respecting human rights in the supply chain to aim for 'No human rights violation'".

In addition to the values that Nissan cherishes, Nissan aims to build a sustainable supply chain and realize responsible procurement of all parts and raw materials. To this end, Nissan established the Nissan Supplier Sustainability Guidelines*⁴ and the Nissan Green Purchasing Guidelines*⁵, defining the initiatives that suppliers are expected to implement. We request our suppliers and their business partners be aware of, manage, and practice these policies. To further strengthen our sustainability initiatives, we revised the Nissan Supplier CSR Guidelines (2023 edition) in 2025 to create the Nissan Supplier Sustainability Guidelines, which explain expected initiatives in 31 categories across seven areas, including the implementation of due diligence. (Refer to the table on next page).

As one aspect of this, we require suppliers to undergo assessments by third-party organizations and provide a written commitment to ensure that suppliers and their business partners will maintain the same levels of management. Further, if suppliers are found to be non-compliant with the Nissan Supplier Sustainability Guidelines,

*1 Formerly Subcontract Act

*2 Click here for more information on our initiatives to promote compliance [>>> P110](#)

*3 Click here for more information on the Partnership Building Declaration (in Japanese only) <https://www.biz-partnership.jp/declaration/90197-05-23-kanagawa.pdf>

*4 Click here for more information on the "Nissan Supplier Sustainability Guidelines". <https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/SUPPLIERS/>

*5 Click here for more information on collaborations with suppliers within "Value chain activity achievements." [>>> P057](#)

the guidelines prescribe required responses, such as filing a report immediately, investigating, and formulating corrective measures. In the case of a noncompliance incident, we will take firm action based on our regulations and do everything necessary to prevent a recurrence.

In addition, Nissan requires its suppliers to perform due diligence in accordance with the Nissan Sustainability Due Diligence Standard (risk assessment and analysis, risk prevention and mitigation, risk monitoring, establishment of a grievance mechanism, etc.).

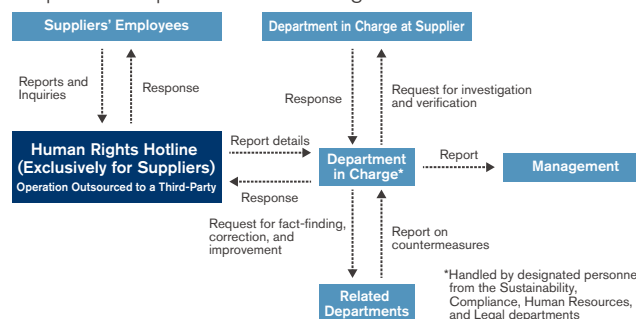
When issuing each policy, we distributed booklets that were explained at supplier meetings to ensure that suppliers were fully aware of these policies. In addition to Japanese and English language booklets, we also publish Chinese language versions as appropriate.

Nissan continues its initiatives to prevent and mitigate negative impacts on human rights through dialogue with its suppliers.

In fiscal year 2023, Nissan established a hotline to receive escalations from suppliers.

- Scope of reporting: Negative impacts on human rights, the environment, and local communities (including negative impacts by suppliers)
- Areas in scope: Japan, China, Europe (local language support)
- Reports can be made 24 hours a day, 365 days a year
- Retention of reported information: Implementation of a system provided by NAVEX Global, an independent third-party organization specializing in ethics hotline services
- Declaration of whistleblower protection (refer to below): Nissan demands that suppliers prohibit retaliation and are protected from retaliation from Nissan
- Whistleblowers are not required to waive their right to relief through judicial process and are not obliged to maintain confidentiality

· Operational process: See the figure below



- Negative impacts identified through this hotline are reported to top management
- Review cycle: The process is reviewed every three years and updated as required, with approval from top management.
- Stakeholder involvement: Prior to the start of operations, a mock whistleblowing drill was conducted with five suppliers, and feedback from questionnaires, etc. was used to refine the process and change the wording to make it easier to make an escalation.
- Hotline track record (as of the end of March 2026): Three reports in fiscal year 2025 (four cumulative since fiscal

year 2023)

· Outcome of response: No negative impact on human rights, the environment, or local communities by employees of Nissan or its suppliers was confirmed. Also, as far as Nissan is able to confirm, there were no cases of discrimination or other violations of human rights or significant risks related to forced labor or child labor among Nissan's suppliers in fiscal year 2025.

Furthermore, based on the belief that forced labor is one of the most important human rights issues in the supply chain, Nissan focused on migrants, who are considered to be particularly vulnerable to adverse impacts, and in fiscal year 2023 partnered with the International Organization for Migration (IOM), an organization affiliated with the UN, to conduct a pilot project*¹ on human rights due diligence for migrant workers in the supply chain. Through this project, we have gained an understanding of the human rights violations of migrant workers and the likelihood of such violations. Nissan recognizes that these are potential human rights issues and risks that we should focus on within its supply chain and will use the results of this project to consider how to enhance its future activities.

Approach to Supply Chain Management

Nissan Global Code of Conduct, Global Environmental Policy, Human Rights Policy*²

Approach to Supply Chain Management

Nissan Supplier Sustainability Guidelines ■ Seven Areas and 31 Categories of Initiatives Expected of Suppliers

■ Compliance

Compliance with laws, Compliance with competition laws, Preventing corruption, Managing and protecting confidential and personal information, Managing exports and imports, Protecting intellectual property, Elimination of antisocial forces

■ Human Rights and Labour

Respecting human rights, Prohibition of discrimination, Prohibition of harassment, Prohibition of child labour, Prohibition of forced labour, Remuneration, Working hours, Dialogue and consultation with employees, Ensuring a safe and healthy working environment

■ Due Diligence

■ Responsible Sourcing of Raw Materials

■ Safety and Quality

Providing products and services that meet customer needs, Ensuring safety of products and services, Ensuring quality of products and services

■ Environment

Environmental management, Reducing greenhouse gas emissions, Preventing environmental impact on air, water, and soil pollution, Saving resources and reducing waste, Managing chemical substances, Conservation of biodiversity, Noise and vibration

■ Communities and Global Society

Contribution to community life, Disclosure of information to stakeholders

Nissan Green Purchasing Guidelines

■ Compliance with regulations and Nissan's basic environmental principles

- Establishment of management system
- Management of chemical substances

■ Activities to reduce environmental load

- Completion of surveys on CO₂ emissions, water usage, other environmental factors

*¹ Click here for more information on this project. <https://thailand.iom.int/blogs/pilot-project-automobile-sector-assessment-migrants-human-rights-nissans-supply-chain-thailand>

*² Click here for more information on Nissan human rights policies and initiatives. >>> P062

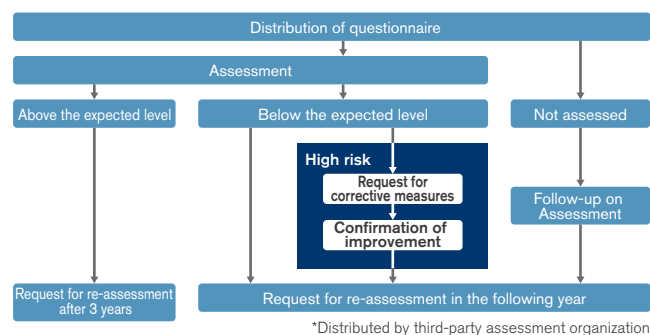
Responsible sourcing management

Evaluation, Monitoring, and Auditing of Suppliers' Sustainability Practices

Nissan maintains direct business relationships with approximately 3,500 suppliers of materials and parts. Furthermore, since each of these suppliers has its own business partners, Nissan recognizes that its activities have an impact on a wide range of companies. We are committed to contributing to the development of a better society through our sourcing activities, which respect human rights, the environment, and ethical standards.

Nissan has been confirming suppliers' commitment to the Nissan Supplier Sustainability Guidelines and also check their environmental management systems and their willingness to advance environmental activities with us at the time of supplier selection.

In 2016 Nissan began third-party (EcoVadis) assessment of suppliers' sustainability activities, including those related to the environmental and human rights issues, to raise the level of activities through mutual confirmation. When results do not meet Nissan's expectations, suppliers are requested to draw up plans for improvement. We then monitor their implementation. We held a seminar for suppliers, where a rating organization spoke to them directly on how to answer assessment questions and formulate improvement plans. By now, more than 90% of Nissan's purchase turnover is covered by a third-party assessment.



At Nissan, to promote sustainability and respect for human rights among our suppliers, the sourcing departments work in collaboration with the Sustainability Development Department, along with the compliance, the legal, and other departments to conduct regular risk assessments, monitoring, and support for improvement initiatives. These personnel verify compliance with our suppliers' sustainability requirements, conduct due diligence, and request corrective measures as necessary, thereby working to maintain and strengthen our responsible sourcing framework.

Nissan's sustainability due diligence identifies and assesses risks related to human rights, the environment, and other issues within the supply chain based on a risk-based approach. We analyze specific risks in terms of severity and likelihood, prioritize the identified risks, and work collaboratively with internal departments and suppliers to address them. Details are provided in Chapter 4 of the Nissan Sustainability Due Diligence Standard*¹.

In addition, in accordance with our Global Third-Party Compliance Risk Management Policy, we conduct compliance risk monitoring in the supplier sector as well. In the monitoring conducted during fiscal year 2025, no suppliers were identified as having compliance issues that led to the termination of their contracts.*²,*³

At Nissan, to maintain fair and equitable relationships with its suppliers, all employees are required to complete mandatory annual e-learning courses on the Subcontract Act*⁴ and the Antimonopoly Act*⁵.

Furthermore, within the Purchasing Division, we provide sustainability training to ensure that purchasing staff verify suppliers' sustainability initiatives as part of their daily duties. In the unlikely event that there is a disruption in the supply of parts or materials from suppliers, the impact could extend far beyond Nissan vehicle production to encompass the entire supply chain. Accordingly, the company positions and implements the following initiatives as part of its sustainability activities: (1) routine verification of suppliers' supply risks during normal operations; (2) annual monitoring of suppliers' QCDDMSR performance—namely Quality, Cost, Delivery, Development, Management, Sustainability, and Risk; and (3) the formulation of business continuity and early recovery plans in collaboration with suppliers, assuming risks such as natural disasters.

*1 Click here for more information on the Nissan Sustainability Due Diligence Standard https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/DUE_DILIGENCE/

*2 Click here for more information on the company's Human Rights management and its structure. >>> P063

*3 Click here for more information on initiatives undertaken with regard to third-party compliance risk. >>> P110

*4 Act on Ensuring Proper Transactions Involving Specified Entrusted Business Operators (formerly referred to as the Act against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors)

*5 Antimonopoly Act: Act Concerning Prohibition of Private Monopolization and Maintenance of Fair Trade

Enhancing competitiveness through the optimization of visual quality standards

In fiscal year 2024, Nissan launched SSA (Smart Standard Activity), a program designed to work with suppliers to optimize exterior quality standards to meet customer expectations and resolve structural issues in the supply chain through the standardization of these criteria.

This initiative aims not only to resolve challenges faced by Nissan and its suppliers but also to enhance the competitiveness of the industry as a whole. In fiscal year 2025, we hosted the “First SSA Forum,” inviting not only suppliers but also expert guests. We are working to foster understanding and promote these activities through presentations of case studies and discussions among participating companies.

Engagement with suppliers

Providing suppliers with timely and accurate information is a key task for Nissan. Nissan Partners Conferences are held in Japan and overseas to spread understanding of Nissan’s purchasing policy for the fiscal year, midterm business plan, and other matters. In Japan, we hold monthly meetings and directly inform suppliers of our production plans, activities, and requirements.

The meetings are also an opportunity for Nissan to respond to supplier questions and requests.

Recognizing supplier contributions worldwide

Each year we recognize the contributions of our suppliers to the development of our business and improvement of our performance with awards presented at the global level as

well as in each of the regions where we operate.

The purpose of this awards program is to ensure that Nissan’s concept of balanced management in terms of social and environmental*¹ considerations as well as quality*², cost reduction, technological development, and other economic activities, permeates the entire supply chain on a global level. At the Nissan Global Innovation and Quality Awards, we present Global Quality Awards to suppliers showing exceptional performance in quality for the year, and Global Innovation Awards to suppliers whose innovative initiatives improved Nissan’s brand and product power. Global Quality Award recipients are selected by Nissan’s purchasing, quality and other divisions using standard criteria applied worldwide. Global Innovation Award recipients are selected from suppliers nominated by Nissan’s production, development, and other divisions in two categories: product technology and process management.

In fiscal year 2024, six companies received Global Quality Awards, while Global Innovation Awards went to seven projects and eight companies.

Meanwhile, each region also holds its own awards ceremonies to strengthen relationships with suppliers. For example, in North America, Nissan North America held an awards event to express gratitude to its suppliers, with more than 20 companies receiving awards in the five categories of Monozukuri Spirit, Aftersales, Sustainability, Operational Excellence, and Quality. *³

Responsible materials sourcing

Raw materials sourcing policy

In 2013, Nissan moved quickly to establish a policy against use of conflict minerals, and in July 2020 it formulated and published its new Global Minerals Sourcing Policy Statement. In 2025, in addition to all minerals including 3TGs (tin, tungsten, tantalum, and gold) from conflict-affected and high-risk areas, the scope was expanded to include raw materials required for battery manufacturing, natural rubber, other materials that may have social and environmental impacts and published our Responsible Materials Sourcing Policy*⁴.

Nissan’s goal is to conduct ethical, social, and environmentally conscious business practices at every level of our global supply chain.

We conduct due diligence on the natural resources contained in materials and components used in our products, assessing potential impacts on sustainability issues such as the environment and human rights in accordance with the Nissan Sustainability Due Diligence Standard.*⁵ We monitor also our supply chain, and when concerns are identified, we take steps to prevent or mitigate risks and implement corrective measures based on the Nissan Supplier Sustainability Guidelines. Nissan requests that suppliers ensure similar controls.

*¹ Click here for more information on collaborations with suppliers within “Value chain activity achievements.” >>> P057

*² Click here for more information on initiatives with suppliers within “Quality.” >>> P071

*³ Click here for more information on the Regional Supplier Appreciation Event. <https://usa.nissannews.com/en-US/releases/nissan-celebrates-excellence-at-2025-regional-supplier-appreciation-event>

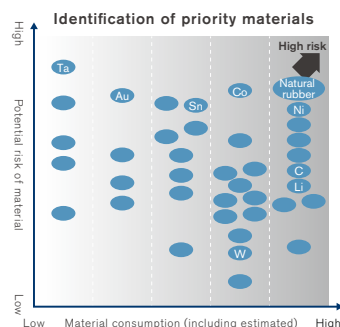
*⁴ Click here for more information on the Responsible Materials Sourcing Policy. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/MATERIALS_SOURCING/

*⁵ Click here for more information on the Nissan Sustainability Due Diligence Standard. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/DUE_DILIGENCE/

Responsible materials sourcing management

Nissan is committed to promoting the sustainable sourcing of materials by procuring them with due consideration for ethical, social, and environmental factors. We have identified materials that should be prioritized based on factors such as their usage volume (including future projections) and potential risks related to ethics, society, and the environment. In fiscal year 2024, we identified priority materials, including natural rubber, as the top priority targets for our initiatives. In fiscal year 2025, we conducted a validity assessment of the priority materials and confirmed that no updates were necessary.

Going forward, we will continue to implement measures to mitigate the potential risks associated with each of these materials and promote sustainable procurement, while regularly reviewing and updating our risk assessments.



Initiatives related to natural rubber

In March 2025, Nissan joined the Global Platform for Sustainable Natural Rubber (GPSNR*) and published its approaches to the sustainable procurement of natural rubber in its Responsible Materials Sourcing Policy. Regarding the implementation status of this policy in fiscal year 2025, we collaborated with our suppliers to gather information in response to questions requested by GPSNR and prepared a response.

Initiatives related to cobalt and other minerals necessary for the manufacture of batteries

We are aware that cobalt poses geopolitical risks, environmental damage and human rights issues during mining. We have conducted interviews with lithium-ion battery suppliers, from the viewpoint of cobalt content, and since 2018, we have been working to identify supply chains and smelters and refiners. The results are disclosed annually in our "Actions for minerals sourcing" report.*² The EU battery regulation, which was adopted on August 17, 2023, requires due diligence on social and environmental risks for cobalt as well as natural graphite, lithium, nickel and their compounds. We are currently studying the implications using a third-party research organization. Additionally, in October 2025, we engaged in dialogue with non-regulated supplier regarding the key material nickel and

confirmed that no issues including human rights violations had been reported.

Initiatives related to minerals including 3TGs (tin, tungsten, tantalum, and gold) sourced from conflict and high-risk areas

Referring to the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict and High-Risk Areas, Nissan carries out due diligence. Nissan tracks minerals back through the chain of suppliers using CMRT (Conflict Minerals Reporting Template) provided by the RMI*³. This enables Nissan to identify smelting and refining companies that are not procuring minerals that are a source of funds for armed groups in their regions. In fiscal year 2025 we conducted surveys in 10 markets Japan, the U.S., Mexico, Europe, China, Thailand, India, South Africa and Brazil, and Argentina. No suppliers were found to be using minerals from smelters / refineries believed to be connected to armed groups. We will also continue to seek responses from suppliers that did not reply to the survey.

These initiatives are reported to executive management in accordance with the Nissan Sustainability Due Diligence Standard for use in determining future initiatives.

Potential risks of materials ● : High risk ○ : Risk present

Potential risks of materials		Natural rubber	Cobalt (Co)	Nickel (Ni)	Lithium (Li)	Natural graphite (C)	Tin (Sn)	Tungsten (W)	Tantalum (Ta)	Gold (Au)
Ethics	Countries with weak rule of law	●	●	○	-	○	●	●	●	●
	Countries experiencing corruption	●	●	○	-	○	●	●	●	●
Social	Child labor	●	●	-	-	-	●	-	●	●
	Forced labor	●	●	-	-	-	●	-	●	●
Environment	Impact on indigenous peoples/communities	●	○	●	●	○	○	○	-	●
	CO ₂ emissions	○	○	○	-	-	-	-	-	●
	Impact on biodiversity	●	●	●	-	-	●	-	●	●
	Environmental pollution during refining (acid discharge)	-	●	●	-	-	●	-	●	●
	Toxicity of the substance	○	○	●	-	○	-	-	-	●

Identifying potential risks that Nissan considers significant, this list was compiled from "Material Change" (Drive Sustainability, The Responsible Minerals Initiative, Dragonfly Initiative) and other sources. Insufficient information is indicated by -.

*1 Global Platform for Sustainable Natural Rubber <https://sustainablenaturalrubber.org/>

*2 Click here for more information on our Actions for minerals sourcing. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/Minerals_e.pdf

*3 RMI stands for Responsible Minerals Initiative, an organization with member companies and associations from the information and communications technology and other industries that works to improve global social and environmental awareness.

Communities

Approach to relationship with local communities

Nissan maintains a broad global footprint in production, sales, and other business activities, and engages closely with the local communities in which it operates.

In addition to delivering attractive products and services, we believe one of our important missions involves proactively contributing as a member of the local communities.

When companies provide a variety of resources to communities, support their development, and proactively address the issues they face, these efforts create a better business environment and new markets that can grow sustainably, leading to growth for both companies and local communities.

To address increasingly complex social issues, Nissan collaborates with NGOs, NPOs, governments, and a variety of other stakeholders to develop activities that make the most of our respective strengths.

In addition to financial support, we promote highly distinctive activities that leverage specialized skills and knowledge, proprietary products, and other resources accumulated through our business activities, and encourage employees to proactively participate.

Two focus areas for Nissan's social contributions program

Nissan focuses on activities in the areas of providing learning opportunities and living aid in local communities with the goal of solving social issues through "Nissan-ness" as well as to empowering youth and children in communities by 2030.

Providing learning opportunities

Nissan believes in the importance of empowering youth and children to realize a more inclusive society and is working to provide them with more learning opportunities. Nissan offers a variety of educational programs, for example, those to deepen understanding of climate change, and other lessons to leverage the creativity and technology that Nissan has cultivated since its founding.

Living aid in local communities

Nissan respects the rights of all stakeholders and provides diverse support worldwide to address social issues. This includes financial and in-kind support for the socially and economically disadvantaged, psychosocial support, and emergency aid for victims of natural disasters and humanitarian crises.

In addition to cooperating in local events, Nissan conducts activities to improve the environment around its business sites, such as cleanup events, and opens its own facilities to the public.

Community engagement management

In promoting these activities, we have established a global approach to community engagement, as well as targets and metrics for activities toward 2030. These matters are deliberated and determined by the Sustainability Committee*1. The person in charge of community engagement in each country or region plans activities tailored to local needs in accordance with these policies

and objectives, and reports progress to the Sustainability Committee.

Contributing to local communities: Achievements

Social contribution achievements in FY2025

Cumulative number of employees participating in global social contribution activities: Approximately 64,000
Cumulative number of beneficiaries from global social contribution activities: Over 1.1 million
Global social contributions*2: 1.51 billion yen

<Major humanitarian Support>

Flood Relief Support in Southern Thailand:

In response to the urgent needs of affected communities and disaster victims, Nissan Motor (Thailand) Co., Ltd. donated THB 150,000 to the Thai Red Cross. In addition, the company, together with local dealers, provided relief supplies in Nan Province.

Earthquake Relief Support in Cebu and Davao, Philippines: Nissan Philippines, Inc. provided a total of PHP 1,000,000 in donations to the Philippine Red Cross and Angat Buhay Foundation (a humanitarian NGO in the Philippines) to support affected communities.

*1 Click here for more information on the Sustainability Committee. >>> P009

*2 Please refer to Social data (P6) for details of Nissan's global social contributions https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/SR/2026/ASSETS/PDF/DB26_E_social_data.pdf#page=6

Social contribution achievements*1

Nissan has conducted environmental and STEAM*2 education for children in Japan and various countries to meet the diverse needs of local communities. Moreover, we have contributed to local societies through collaboration with NGOs and local governments. The following are representative activities in each region in fiscal year 2025.

Focus areas	Region	Program Name	Description	Achievements
Providing learning opportunities	Japan	School visit programs	NML*3 offers three types of school visit programs*4 in the areas of the environment, <i>Monozukuri</i> and design, making use of the technology and know-how Nissan has cultivated to date.	Number of schools visited:333(FY2025) Total number of employee participants: 1,408(FY2025) Cumulative number of students participating:459,900
	China	Nissan Dream Classroom	NCIC and DFN*3 provide a wide variety of lessons for elementary school students covering environment, manufacturing, design, intelligent driving, and the fundamentals of automotive culture and engineering.	Cumulative number of students participating: Over 2.3 million Total number of employee participants: 75 (FY2025)
	U.K.	Nissan Skills Foundation	NMUK*3 offers Nissan's own environment and <i>Monozukuri</i> programs, as well as supports local teams in schools through two external international education programs: VEX IQ Robotics and FIRST LEGO League by providing equipment, funding, and knowledge.	Cumulative number of students supported: Over 120,000 Total number of employee participants: 1,335 (FY2025)
Living aid in local communities	U.S.	Partnership with Habitat for Humanity	NGO Habitat for Humanity works to build homes and support self-sufficiency in more than 70 countries around the world. NNA*3 employees have volunteered at Nissan-funded build sites.	Cumulative number of hours of employee participation: Over 180,000 hours Total number of employee participants: 970 (FY2025) In 2025, participated in 10 house build projects. Cumulative donations: Over \$22 million
	Thailand	Support for WWF Ecosystem Conservation Program	NMT*3 supports WWF Thailand's field research and conservation activities related to forest preservation and wildlife protection through the provision of vehicles and supplies.	Support provided: Provision of vehicles and supplies equivalent to THB 60,000

Contributing to local communities and stakeholders

Proof-of-concept experiment for community development using new mobility

Nissan is promoting mobility services to address regional transportation issues. In the Hamadori region of Fukushima Prefecture, we introduced the Nissan Smart Mobility*5 on-demand mobility service in fiscal year 2022, and launched services supporting more efficient school bus operations in fiscal year 2024.

Since fiscal year 2017, Nissan has been conducting a pilot program for autonomous mobility services in Yokohama. In fiscal year 2025, in collaboration with four partner companies and the city of Yokohama, we are advancing the establishment of a remote monitoring system using a dedicated control room, and validating service operations. In addition, starting in fiscal year 2025, Nissan began pilot program of autonomous driving using Nissan LEAF in the Nada-Gogo area of Kobe City.*6 Furthermore, Nissan and Mitsubishi Corporation established Moplus Inc. in March 2025 to support the social implementation of regionally optimized mobility services.*7

Blue Switch Program: Contributing to Sustainable and Resilient Society with EVs

Blue Switch*8 aims to achieve decarbonization, bolster resilience to natural disasters, and promote the development of local communities through electrification solutions that leverage EVs. In collaboration with local governments and corporations throughout Japan, we promote solutions to regional issues in a wide range of fields, including the environment, disaster preparedness, energy management, and tourism, and at the end of March 2026, the number of local governments and organizations we partner with expanded to 286. Going forward, we will continue collaborating with partners to expand EV applications and contribute to the realization of a sustainable society.

*1 Click here for more information on social contribution activities in each country. <https://www.nissan-global.com/EN/SUSTAINABILITY/SOCIAL/CITIZENSHIP/>

*2 STEAM : Science, Technology, Engineering, Art, Mathematics

*3 NML: Nissan Motor Co., Ltd.; NCIC: Nissan (China) Investment Co., Ltd.; DFN: Dongfeng Motor Co., Ltd. Dongfeng Nissan Passenger Vehicle Company; NMUK: Nissan Motor Manufacturing (UK) Ltd.; NNA: Nissan North America, Inc.; NMT:Nissan Motor (Thailand) Co., Ltd.

*4 Click here for more information on the three types of school visit programs <https://www.nissan-global.com/EN/SUSTAINABILITY/SOCIAL/CITIZENSHIP/VISITINGSCHOOL/>

*5 Click here for more information on Nissan Smart Mobility. (Japanese Only) <https://www.smamobi.jp/>

*6 Click here for more information in the press release. <https://global.nissannews.com/en/releases/251003-01-e> <https://global.nissannews.com/en/releases/251128-01-e>

*7 Click here for more information on Moplus. (Japanese Only) <https://moplus.co.jp/>

*8 Click here for more information on Blue Switch Program. (Japanese Only) <https://www3.nissan.co.jp/blue-switch.html>

Power of employees – to demonstrate individual's potential to the fullest –

We are promoting our HR strategy, "HR Ambition 2030"^{*1}, established in 2022 to realize our corporate purpose and the vision, which includes strengthening the recruitment of engineers for core business areas. Optimizing workforce under the "Re: Nissan", recovery plan announced in May 2025, Nissan is committed to fostering a corporate culture in which both the company and its employees evolve together and where all employees can learn on their own initiative as well as demonstrate their abilities and realize their potential on the basis of HR Ambition 2030.

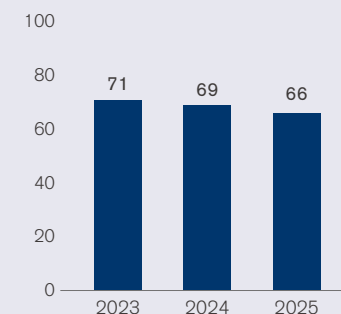
Under NSP2030, we have defined the human resource initiatives in HR Ambition 2030 that address social issues as "the power of employees." We have set goals for 2030 in the four areas of employee human rights; diversity, equity and inclusion; learning and development; and health and safety. The initiatives are aimed to help Nissan become a people centric company that grows together with employees, local communities, and partners.

Global Employee Survey

For Nissan, employees are our greatest asset. Since 2005, we have conducted Global Employee Survey to continuously improve employee engagement with the aim of creating an inclusive organization in which each and every one of our diverse human resources can demonstrate their capabilities and grow over the medium to long term. In addition to evaluating each indicator, the survey also includes an open-ended comment section to gather a wide range of candid employee opinions. We continuously monitor "Engagement"^{*2} as a key indicator, as well as priority areas that have high precedence throughout the company. Survey results are analyzed by each division and in each region, with improvement activities conducted under the direct ownership of top management. These key indicators are also set as one of the evaluation indicators for annual bonuses for executives and management-level employees.

In the Global Employee Survey^{*3} conducted in February 2026, the score for "Engagement" declined by three points from the previous year. Among other priority areas, the score for leadership increased, while the remaining areas showed unchanged. In addition to our ongoing improvement activities, we will reflect the comments of our employees in our future company initiatives, and work to create an even better organization.

Engagement score



*Score for the entire Nissan Group, including affiliated companies

^{*1} Please refer to the 2025 Securities Report (P24) for details of HR Ambition 2030. https://www.nissan-global.com/EN/IR/FINANCIAL_RESULTS/ASSETS/FR/2025/PDF/fr2025.pdf#page=26

^{*2} "Engagement" consists of two parameters: "Satisfaction with working at Nissan" and "I can recommend Nissan as a great place to work."

^{*3} Approximately 80,000 people responded globally. (86% participation rate)

Employee human rights

Approach to employee human rights

Nissan respects the International Labour Organization (ILO) Core Labour Standards, comprising freedom of association and the right to collective bargaining, the prohibition of forced labor and child labor, the elimination of discrimination, and safe, healthy working environments. Furthermore, in the event of a conflict between domestic law and internationally recognized human rights standards, Nissan will pursue ways to respect international human rights standards to the extent practical.

With the aim of ensuring thorough compliance with the Nissan Human Rights Policy (revised in fiscal year 2024)*¹, in March 2025, we also revised the Nissan Global Guideline on Human Rights,*² which outlines specific measures for employees regarding respect for human rights. In disseminating and enforcing these guidelines globally, we are further strengthening efforts to respect employee human rights. This guideline facilitates respect for the fundamental rights of employees in each country and region where we do business, enabling them to work with greater peace of mind. We are also enhancing various initiatives with the aim of aligning Nissan's activities with the human rights initiatives expected of companies by both international and local communities.

We set "Employee human rights" as one of the focus areas of the Nissan Social Program 2030 "Power of employees" area, and the program aims to "Respect human rights to realize 'People centric'" company by 2030. To this end, we

are establishing the organizational framework to achieve this goal, including the creation of working environments in which employees can work with peace of mind.

Employee human rights management

Respecting the human rights of employees is essential for an organization. Therefore, in addition to the Sustainability Committee chaired by the CEO, Nissan promotes efforts to respect human rights through each functional department at the day-to-day management level. Specifically, in the area of employee human rights due diligence, which is essential for managing and reducing the risk of human rights violations, we promote activities through global and regional collaborations.

Under the "Value Diversity and Provide Equal Opportunity" code within the Nissan Global Code of Conduct,*³ Nissan requires its employees to respect and value the diversity found among the company's employees, business partners, customers, and communities, while rejecting discrimination and harassment in all forms, regardless of magnitude.

Nissan executives and employees must respect the human rights of others and may not discriminate against or harass others based on race, ethnicity, national origin, culture, religion, gender, sex, sexual orientation, gender expression/identity, disability, marital status or any other characteristic; nor may they allow such a situation to go unchecked if discovered.

Furthermore, we endeavor to ensure that all employees, regardless of gender identity, can work in an environment free from sexual and other forms of harassment. As a

specific measure to achieve this goal, we have introduced mandatory e-learning programs on human rights and compliance with the aim of advancing employees' awareness of such issues.*⁴

We have also implemented a system called SpeakUp,*⁵ which enables internal reporting of any suspected breaches of all internal policies, including the Nissan Global Code of Conduct.

Additionally, from the perspective of protecting the safety and health of all employees, Nissan is making every effort to prevent long working hours and excessive labor.

Examples of specific initiatives

- Optimizing working hours and visualizing the status of various types of leave by introducing a management system using PC activity logs and card readers installed at production sites
- Promoting autonomous workstyles with the introduction of a non-core flextime system in indirect departments

*1 Click here for more information on the Nissan Human Rights Policy. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/HUMAN_RIGHTS/

*2 Click here for more information on the Nissan Global Guideline on Human Rights. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/HUMAN_RIGHTS_GUIDELINE/

*3 Click here for more information on the Nissan Global Code of Conduct. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/NISSAN_GCC_E.pdf

*4 Click here for more information on management of compliance with business ethics. >>> P109

*5 Click here for more information on the internal reporting system. >>> P112

Employees' human rights due diligence

Achievements

In fiscal year 2025, we conducted human rights assessments at two Nissan Motor Co., Ltd. locations, Global Headquarters and the Nissan Customer Service Center. While assessment results revealed no legal violations, action plans were formulated for issues requiring improvement to further enhance our response to the seven themes*¹ outlined in the Nissan Global Guideline on Human Rights.

- Raise awareness that employees other than those directly employed by Nissan can also use the staff sick room located in the onsite clinic
- Appropriately manage employees' workloads in light of workload changes resulting from organizational restructuring.

Along with issues identified in the above assessment, we plan to promote these improvements within the next three fiscal years in accordance with follow-up plans. We have set deadlines for addressing these findings and recommendations, and through regular follow-ups with local personnel, we are implementing improvements based on actual corrective actions taken and the results of those follow-ups, and we are reviewing the lessons learned and how to incorporate them into future human rights due diligence processes. Moreover, in the human rights assessment conducted at JATCO Ltd in fiscal year 2024, issues were identified with regard to ensuring awareness of the human rights policy, and this was addressed by incorporating policy content into mandatory harassment prevention training for all employees. Additionally, while some training sessions at Nissan Motor (Thailand) Co., Ltd. were previously conducted only in Thai or Japanese, we

are increasing the number of English-language sessions, including at new employee orientations. Moreover, various programs have been implemented to help Japanese expatriates deepen their understanding of Thai culture, language, and local labor regulations. These initiatives help reduce communication barriers and promote mutual respect in the workplace.

<Assessment process>

Regarding human rights assessments for employees, we select target sites by adopting a risk-based approach from the perspectives of business and sustainability, and conduct assessments in accordance with an internally defined human rights assessment process (see figure below: Formulated fiscal year 2023).

Specifically, we conduct self-assessments using human rights questionnaires and gain a comprehensive understanding of conditions through interviews with local employees.

In selecting interviewees, we consider attributes such as

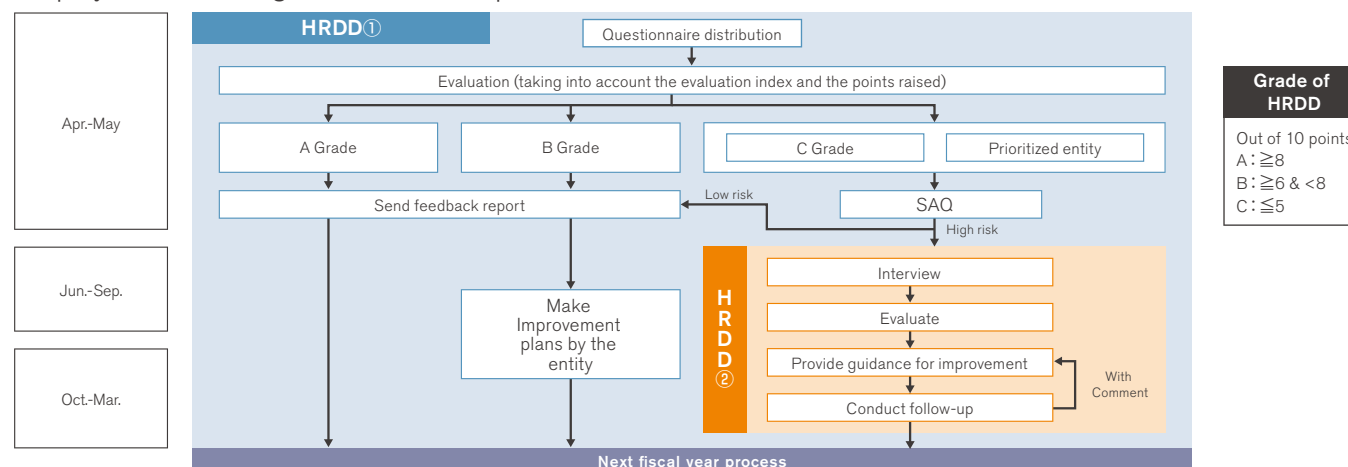
employment status, job type, gender, and race in order to include diverse perspectives.

The assessment criteria incorporated international standards from the International Labor Organization (ILO) and the Organization for Economic Cooperation and Development (OECD), as well as the Nissan Global Guideline on Human Rights. In addition, we also identify risks in consideration of geographical, economic, and social factors, such as identifying areas to be investigated based on a preliminary understanding of general labor practices and corporate culture in the region.

Human rights risks identified, detected, and assessed through the assessment process are communicated to target sites as recommendations. We work to prevent, mitigate, and address any adverse impacts through the implementation of improvement measures and dialogues with affected stakeholders.

This process is applied globally, and Global Headquarters continuously monitors the status of responses to recommendations and the effectiveness of improvement

Employee: Human rights assessment process



*1 Seven themes (evaluation items): Labor management system and access to remedy, forced labor, child labor and young workers, working conditions, discrimination, freedom of association, and health and safety

actions. It assesses whether any significant issues have been overlooked and whether the improvement actions were appropriate, reports these findings to the Sustainability Committee, and uses them to inform future activities. To gain a more accurate understanding of the challenges facing each location, in fiscal year 2025 we worked with Business for Social Responsibility (BSR), a US-based sustainability advocacy NPO, to improve the questionnaire used in our human rights assessments. Incorporating feedback from the Nissan Motor Workers' Union*¹, we have reconfirmed that there are no issues with the revised questionnaire form and interview content. Furthermore, we set indicators including human rights assessment implementation rates and identified issue improvement rates, and implemented them as planned in fiscal year 2025.

Employee education and training related to human rights, internal reporting system

The mandatory training program for all global employees, "Nissan Human Rights e-learning," updated in fiscal year 2025, focuses on introducing the content of the Nissan Human Rights Policy, and the Nissan Global Guideline on Human Rights, and consists of a CEO message, business and human rights, respect for human rights at Nissan, and tests. The training content is designed so that participants can learn basic knowledge related to human rights systematically and practice respect for human rights in their daily work. Offered to all indirect employees and directors, in fiscal year 2025, the training participation rate was 93.8% in Japan, 99.8% in ASEAN, 82% in China (NCIC), 93.6% in the Americas, and 87% in the AMIEO*² region. In addition, direct employees working at plants learned about concepts and approaches pertaining to respect for human rights, focusing on the Nissan Human Rights Policy and the Nissan Global Guideline on Human Rights during video training on the Nissan Global Code of Conduct. Training was conducted at shift start meetings at all global plants or through an in-person classroom format. As described in the Nissan Global Code of Conduct, employees can submit inquiries related to human rights issues via the SpeakUp*³ internal reporting system. We are committed to investigating, addressing, and responding to any concerns reported, and employees who make inquiries are protected from any form of unfair treatment or retaliation.

Harassment training initiatives

Nissan strives to prevent harassment and create work environments in which all employees can thrive and actively participate. For some time, we have implemented company-wide measures to thoroughly prevent harassment based on the Act on Comprehensive Promotion of Labor Policies (Power Harassment Prevention Act), and we are further strengthening the content and structure of our harassment training to ensure even greater prevention going forward. Specifically, we are implementing mandatory harassment training for newly appointed managers and supervisors. Additionally, as part of our awareness-raising activities aimed at preventing harassment, we are working to create an environment in which issues can be addressed before they lead to trouble, including the establishment of a harassment hotline and the implementation of programs that improve workplace communications.

*1 Click here for details regarding collaborations with BSR and the Nissan Motor Workers' Union. <https://www.nissan-global.com/EN/SUSTAINABILITY/SOCIAL/HUMANRIGHTS/INITIATIVES/>
*2 AMIEO (Africa, Middle East, India, Europe & Oceania)
*3 Click here for more information on the internal reporting system. >>> [P112](#)

Diversity, equity and inclusion

Approach to diversity, equity and inclusion (DEI)

Nissan continues to reinforce its long-standing commitment to being a truly diverse, equitable and inclusive company that empowers everyone to challenge themselves and drive innovations that make a difference, consistent with local standards.

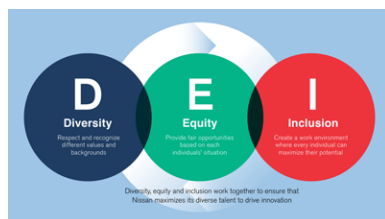
Our ambition is to further deepen and advance Nissan's DEI initiatives, ensuring that everyone is valued and respected while actively contributing to a more inclusive world.

We believe DEI will become ingrained in our corporate culture when all global employees understand and practice these principles. To this end, we aim to create an environment in which all employees can speak freely and realize their full potential.

Under the Nissan Social Program 2030 (NSP2030), we will promote initiatives with the goal of realizing an inclusive and exciting company that values uniqueness.

In an increasingly complex world, we need to bring together talented teams to address and cater our products to the different needs of customers and societies.

The global emphasis on DEI will help us to be truly inclusive with our innovations as we continue to deliver the future of mobility and enrich the world we live in.*1



Diversity, equity and inclusion according to Nissan

Globally, we define diversity as recognizing and respecting different values, backgrounds and attributes. By equity, we believe in providing opportunities for everyone based on each individuals' situation, recognizing unique circumstances, and providing the necessary resources and opportunities.

Finally, we believe inclusion means ensuring each individual is accepted and is able to maximize their potential. We seek to foster an inclusive culture by proactively bringing everyone together across the business, ensuring that everyone has a part to play in the decision-making process, and that their voices can be heard no matter their role in the company. In creating this cycle of diversity, equity, and inclusion, we will maximize the potential of our diverse human resources and continue driving innovation.

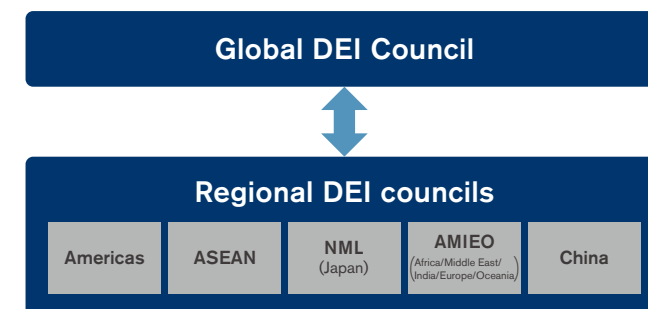
Signing the Women's Empowerment Principles

In August 2023, Nissan signed the UN Women's Empowerment Principles (WEPs), which are seven principles established by the United Nations Global Compact (UNGC) and UN Women.*2

Diversity, equity and inclusion management

DEI decision-making and action-driving bodies

Nissan has a framework to promote DEI worldwide through collaboration between the corporate organization and each region. The promotion of DEI is spearheaded by dedicated organizations or specific individuals in Japan and in each region where we have a business presence. They manage the DEI Council, collaborate among departments, and lead the development and execution of DEI strategies in each region aligned with the global DEI strategy, consistent with local standards. The Global DEI Council is chaired by the CEO, comprises members representing executives from each department and region, and determines global strategies, shares policies, and confirms and discusses progress in each region.



*1 Click here for information on the DEI section of the corporate website: <https://www.nissan-global.com/EN/SUSTAINABILITY/SOCIAL/DIVERSITY/>

*2 Click here for further information. <https://global.nissannews.com/en/releases/nissan-signs-un-womens-empowerment-principles>

Diversity, equity and inclusion (DEI) achievement in FY25

Our actions

At Nissan, while adhering to a global policy that defines the roles each individual should fulfill in the countries and regions where we operate, we are promoting unique initiatives tailored to local environments and conditions based on four perspectives: (1) Cultivating a corporate culture that promotes DEI; (2) Actions maximizing each individual's potential; (3) Creating an inclusive environment; and (4) Expanding DEI to partnerships and communities.

Cultivating a corporate culture that promotes DEI

Nissan offers many opportunities to develop a better understanding of mutual differences. Positioned as the foundation of the Our Nissan corporate culture reform initiative, through our principles we aim to cultivate a more inclusive corporate culture by providing opportunities for various dialogues, listening to and recognizing employees' voices, and creating an environment in which employees can communicate freely and openly.

Actions to deepen mutual understanding

To deepen understanding of what this concept means for Nissan, and how each employee can contribute to the inclusive corporate culture, we have introduced several training programs.

Details	
Global DEI e-learning	This program is designed to deepen Nissan employees' understanding of DEI and create a workplace infused with it.
LGBTQ+ e-learning (Japan)	We are implementing mandatory LGBTQ+ trainings for all employees to foster a workplace where everyone feels comfortable.
Global DEI Onboarding Journey	New Nissan employees have a DEI section in their Onboarding Journey where they can learn about Nissan's commitment to DEI and how DEI initiatives are implemented in each region.

Open communication

At Nissan, we value open communication that fosters a sense of unity across different positions and years of service. We provide a variety of opportunities for dialogue so everyone can share their ideas, respect differences and bring in unique perspectives.

Main initiatives (consistent with local standards)	
Talk sessions with leaders	Through fireside chats and ERG activities, we facilitate discussions based on the experiences and perspectives of senior management to promote a better understanding of DEI.*1
Global diversity awareness month	We have opportunities to reflect on and discuss the importance of DEI through executive officer messages, employee interviews and panel discussions.
Intranet newsletter	Information on various seminars, reports and other DEI-related content are posted on the company intranet. We also regularly publish an e-mail magazine to promote DEI throughout the company.
Inclusive language guidelines	We have created inclusive language guidelines comprising a glossary of terms that serves as a reference when addressing issues related to gender and disabilities. We encourage the use of appropriate terminology within the company.
Corporate website DEI section*2	As one of the key pillars of our management strategy, Nissan's vision, initiatives and top management messages are disclosed on our corporate website.

Practicing inclusive leadership

Nissan leaders are expected to understand the needs of each team member and colleague while at the same time creating an inclusive work environment. This expectation is included in the Nissan Leadership Way, which defines the leadership values and actions each individual should take. Additionally, we introduced reverse mentoring in the fiscal year 2024, in which young employees mentor to leaders, providing advice and insights based on their perspectives and experiences.

Main initiatives (consistent with local standards)	
Diversity management training	As part of the training for new senior managers, participants learn to manage diverse staff and maximize results for both individuals and the team through experiential learning that takes DEI issues and responses into consideration.
Childcare leave e-learning for managers and supervisors (Japan)	Once the childcare leave system is understood, this program helps managers and supervisors learn how to lead their teams in day-to-day management using the balancing of work with childcare and paternity leave as a starting point.
Reverse mentoring	As part of the corporate culture transformation aligned with the Nissan Leadership Way, young employees mentor leaders, providing advice and insights based on their perspectives and experiences. This interaction allows both parties to encounter new viewpoints, which accelerates innovation.

*1 Click here for information on the DEI session at the Nissan Sustainability Seminar 2023 : <https://global.nissannews.com/en/releases/nissan-sustainability-seminar-2023?origin=channel-NNG243>

*2 Click here for information on the DEI section of the corporate website : <https://www.nissan-global.com/EN/SUSTAINABILITY/SOCIAL/DIVERSITY/>

Contents	Corporate direction				Environmental		Social		Governance		088
Approach to social issues	Human rights	Safety	Quality	Intellectual property	Responsible sourcing	Communities	Power of employees	Employee human rights	DEI	Learning and development	Health and safety

Actions to maximize the abilities of each individual

To ensure employees of all backgrounds remain highly motivated and engaged, Nissan strives to create an environment that maximizes employees' abilities by providing learning and development opportunities.

Gender diversity initiatives (Japan)

Having women in positions of influence not only provides new perspectives, but also leads to improved internal policies and systems that are more inclusive. Furthermore, Nissan acknowledges the existing gender gap and is committed to addressing it, tailoring our efforts to local realities and needs, as we believe it affects aspects of our corporate culture. As of the end of March 2026, the global proportion of women in management positions (across 54 companies, including Nissan Motor Co., Ltd.) stood at 16.8%, a significant increase from 6.7% in 2008, reflecting the growing presence of women in leadership roles worldwide. *1*2*3

As a result of these initiatives, women now comprise 11.3% of managers in Japan as of the end of March 2026. This compares favorably to the average of 6.9% for Japanese manufacturers with 1,000 or more employees (according to the 2025 Basic Survey on Wage Structure from Japan's Ministry of Health, Labor and Welfare). As of the end of March 2026, 9.8% of positions from the level of general manager and up (excluding executives) are filled by women. This is 4.9 times higher than the 2008 level of 2.0%. Nissan Motor Co., Ltd., aims to bring the ratio of women in management closer to the overall percentage of women indirect employees in Japan. To accomplish this, we aim to raise the women ratio of indirect employees in Japan to 30% by actively accelerating the hiring and development of

women to enrich the pipeline. (As of the end of March 2026, the ratio of women managers was 11.3% and the woman ratio of indirect employees was 19.6%.)

The NML DEI Council, which discusses issues unique to Japan, designated workstyle reforms as its theme for fiscal year 2025. The council held discussions on improving productivity and achieving a work-life balance tailored to each individual's circumstances, and will accelerate efforts to create a more inclusive workplace environment.

When male employee pay is set at 100, the ratio of the average pay of women to that of men is 84.7%. (The ratio is among all employees as of the end of March 2026) in NML.

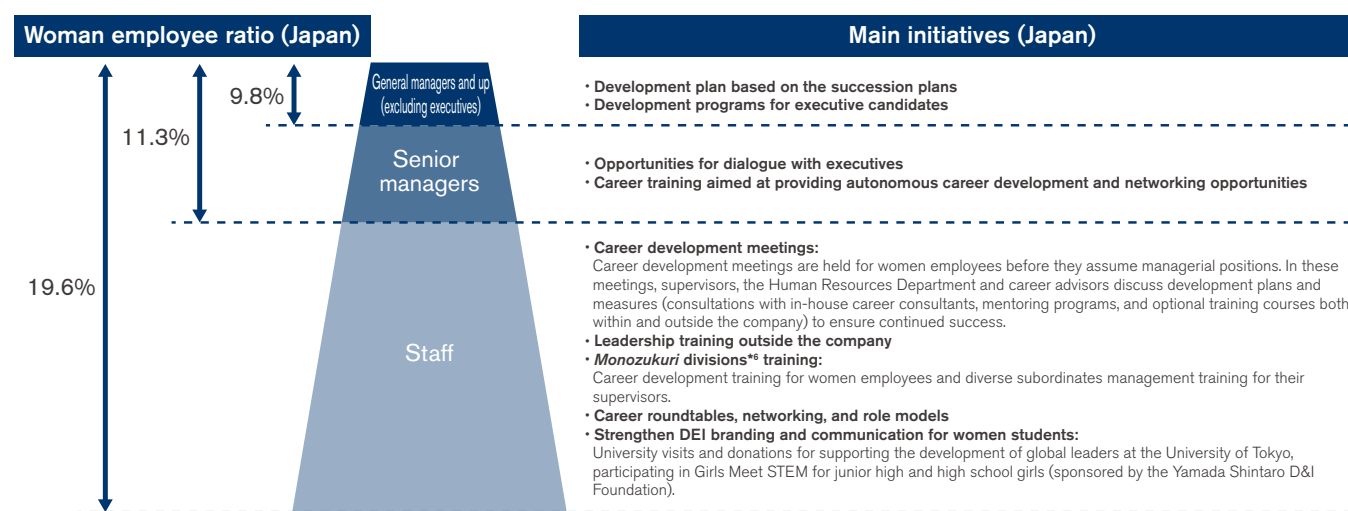
Although there is a gap in average pay per person due to differences in composition between men and women, such

as the ratio of managers, there is no difference in treatment between men and women in pay.

Development of women executives

We assign dedicated career coaches to women executive candidates, arrange executive mentors, and provide opportunities for external training. Additionally, during the creation of the executive succession plan, we ensure time is allocated for discussions on development plans for women candidates, continuously striving to nurture women executive candidates.*4

<Woman level-based human resource development initiatives> (Japan)*5



*1 Refer to our Corporate Governance Report (Principle 2-4-1). Click here for more information on ensuring diversity in core human resources. https://www.nissan-global.com/EN/SUSTAINABILITY/GOVERNANCE/ASSETS/PDF/g_report.pdf

*2 Click here for Nissan's action plan based on the Act on Promotion of Women's Participation and Advancement in the Workplace. (Japanese only) <https://positive-ryouritsu.mhlw.go.jp/positivedb/detail?id=727>

*3 Nissan is supporting Keidanren's goal of having women make up 30% of executives by 2030. Click here for more information on Challenge Initiatives for 30% of Executives to be Women by 2030. <https://challenge203030.com/EN.php>

*4 Please refer to Governance data for details of the ratio of women officers as defined under the Companies Act. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/SR/2026/ASSETS/PDF/DB26_E_governance_data.pdf

*5 For more information on the development of systems and environments, please refer to Creating an Inclusive Environment. >>> P091

*6 Monozukuri divisions include Manufacturing, R&D, Purchasing, Design and Total Customer Satisfaction.

Initiatives at car development/production sites and dealers (Japan)

Car development stage

Empathy training is provided for managers to enable them to draw out the maximum potential of each team member. We are working to create an environment in which managers enhance their ability to listen and carefully acknowledge team member thoughts and feelings in order to foster psychological safety and empower the full utilization of their creativity and technical expertise. In addition, our new Nissan LEAF has been named the overall winner for 2026 by Women’s Worldwide Car of the Year (WWCOTY), an international automotive award judged exclusively by women journalists from over 50 countries.*1

Production sites

To continuously produce supervisors, we provide opportunities for skill enhancement tailored to individual preferences, regardless of their life stage. In the fiscal year 2024, our first woman foreperson was appointed at the Oppama Plant (Yokosuka, Kanagawa Prefecture). The number of women employees in supervisory positions or higher will eventually exceed 50, creating an environment that encourages career advancement. Opportunities are continuously provided for networking both within and outside the workplace through social gatherings for women employees. We support each individual in envisioning the career path that best suits them by introducing management styles and role models, as well as providing opportunities to share and discuss challenges and concerns from a woman’s perspective. We are helping to create production lines that allow anybody to work regardless of age or gender. We are also developing processes in which not only women but people with disabilities can play an active role. Also, with the aim of promoting the acceptance of diversity and creating comfortable workplace environments for all employees, sessions to raise awareness on health support services are provided to technicians, and seminars on women’s health are held regularly in collaboration with clinics at local facilities.

Dealers

Many women car-life advisors (CAs) are active in our dealers nationwide in Japan and a woman president has been appointed at a dealership. As of the end of March 2026, 1,014 women CAs were employed across Japan. The ratio of women CAs is 10.9%. We support career development by transcending the boundaries between sales companies to organize round table discussions among women employees, offer career development workshops led by external instructors, and conduct career training and other programs that enable women to continue thriving at all life stages. In addition, women technical advisors (TAs) have been appointed to serve as bridges between customers and dealer technicians.

*1 Click here for more information on the award. <https://global.nissannews.com/en/releases/new-nissan-leaf-crowned-supreme-winner-for-2026-by-womens-worldwide-car-of-the-year>

LGBTQ+ related initiatives

Nissan Motor Co., Ltd., is making both internal and external effort to support LGBTQ+ people, creating a corporate culture that embraces difference in gender identities and sexual orientations, introducing systems and facilities considerate of them, and releasing supportive message to the public.

Activity pillars	Examples of activities
Fostering a climate of understanding	 Original stickers representing allies  LGBTQ+ e-learning required for all employees  LGBTQ+ seminars held annually since 2014  PRIDE month special issue information disseminated via an email newsletter and intranet  Launched in 2016, officially became an ERG in 2024  Created support handbook for LGBTQ+ employees and allies
Institutions and facilities	●Applicable to same-sex marriages and de facto marriages ●Leave system based on marriage and family-care reasons, provision of wedding gift money ●Private facility for annual health checkup ●Installation of multiuse restrooms ●External consultation service
Communication outside company	 Participation in Tokyo Pride since 2017; PRIDE parade participation in 2025  Holding LGBTQ+ study sessions within the automobile industry  Expressing support for marriage equality  Nine consecutive annual PRIDE Gold awards for being a top LGBTQ+ supportive company

Enabling diverse human resources

Initiatives on mid-career hires and senior employees

Nissan Motor Co., Ltd., has been hiring, developing and promoting talented individuals with various career backgrounds on a regular basis. We provide necessary training to employees with prior experience at other companies to enhance their performance at Nissan Motor Co., Ltd.

Nissan's mid-career recruitment ratio for management is higher than the average Japanese company and is even higher for indirect employees. (The mid-career recruitment ratio in management is 35.3% and for indirect employees 32.9% in Japan as of the end of March 2026.)

We also provide opportunities for senior employees.*1

Initiatives for hiring people with disabilities

At Nissan, we create workplace environments and systems to provide opportunities in which people with disabilities can work to their full potential. Disability-related ERGs were established in Americas in the fiscal year 2022 and in Japan and AMIEO in the fiscal year 2024. They are working to promote understanding of disabilities and create user-friendly vehicles for all.

Cross-cultural cooperation

Nissan's global workforce is composed of more than 100 nationalities. The senior management and team leadership levels also include diverse nationalities. The percentage of non-Japanese in management positions working for Nissan Motor Co., Ltd., in Japan (6.1% as of the end of March 2026) is high compared to other Japanese companies. In addition, 61.5% (As of July 1st, 2026) of Nissan's executives are non-Japanese nationals.*2

We provide opportunities to enhance skills and experience in working collaboratively across diverse cultures by

acquiring knowledge through personnel exchanges among offices outside Japan and project collaborations. In Americas and Japan, multicultural ERGs are working to create environments where employees can demonstrate their abilities regardless of nationality, cultural background, or language ability.

Employee Resource Group (ERG)*3

An Employee Resource Group (ERG) is a community formed by a group of employees with common aspirations (identities and interests) and is supported by executives. Nissan has a variety of organizations that cater to different interests, including LGBTQ+ Allies, Working Parents, Multiculture, Gender, Disability, Career & Communication and Caregiving. They organize events and share knowledge and experiences to create a workplace where employees can feel more confident and energized. We are proactively developing activities tailored to the characteristics of each of our operations in Japan, the Americas, AMIEO (Africa, Middle East, India, Europe and Oceania) and China.

Health promotion support service (Japan)

By focusing on and improving areas often neglected by people feeling unwell, including Femtech*4 and sleep improvement, Nissan promotes a work environment that facilitates improved productivity and the realization of a work-life balance. We provide online seminars and medical support for employees and their families and partners to promote understanding of various health issues.

*1 Click here for more information on "Support for the engagement of senior human resources." >>> P097

*2 Please refer to Governance data for details of the ratio of non-Japanese executive officers as stipulated by the Companies Act. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/SR/2026/ASSETS/PDF/DB26_E_governance_data.pdf

*3 Referred to as Business Synergy Teams (BSTs) in the Americas Nissan Group.

*4 Nissan has introduced self-care initiatives for both men and women, including Femtech, which refers to products and services that offer solutions to women's health issues such as menopause, menstruation and fertility treatment.

Creating an inclusive environment

To realize a working environment that provides equitable opportunities and support and allows every employee to reach their full potential, Nissan believes in the importance of maintaining a work-life balance that respects individual circumstances.

Balanced support (Japan)

Nissan Motor Co., Ltd., is introducing effective measures that approach work-life balance from three directions: (1) Support for employees balancing work and childcare, caregiving, medical treatments, and self-care; (2) Support for managers supporting the careers of employees who are balancing work-life; and (3) Development of infrastructure such as systems and equipment. Since 2022, with the aim of fostering a culture that makes it easier for men employees to take paternity leave, the following actions have been implemented: distributing messages of support to employees from executives and managers, rolling out mandatory e-learning for managers, and introducing cases of childcare leave by conducting interviews with employees who have previously taken paternity leave. The paternity leave acquisition rate was 75.5%, with an average period of 82 days in the fiscal year 2025.

Building on the existing Family Support Leave, from the fiscal year 2024 we have established a new Life Support Leave that can be used for medical treatment, recuperation and prevention, thereby creating an environment that can meet the individual needs of a wider range of employees. In addition, an employee-led community set up by working parents to exchange information has been active since 1990. In 2024, this group was officially designated an Employee Resource Group (ERG), and at present, more than 300 employees are participating in group activities. We also launched a new ERG focused on nursing care to serve as a forum for employees currently involved in nursing care or those who may be involved in the future to exchange information.

Creating an environment conducive to achieving an optimal work-life balance

Comprehensive support for employees: For themselves, managers, mindset and infrastructure



Supporting employees: Career development and work-life balance support

- Seminars for expectant parents before maternity and childcare leave, reinstatement seminars for employees utilizing childcare leave before they return to work, and work-life balance seminars providing employees with an opportunity to review their work style after returning to work. Provide employees with opportunities to think about their career paths and workstyles before and after maternity and childcare leave
- Caregiving seminars in preparation for future caregiving duties (twice per year)



Supporting managers who have employees engaged in work-life balance

- Guidance on offering promotion exams before childcare leave
- Childcare leave system e-learning for managers
- Diversity management training for managers
- Support for paternity leave



Developing programs, facilities and other infrastructure conducive to the work-life balance of employees and fostering a culture that is supportive of employees taking childcare leave

- Remote work program (all employees are eligible except those in manufacturing processes)
- Super flextime without core time (core time exists at some sites)
- Short-hour work program (for employees engaged in childcare, caregiving, or medical treatments)
- Family Support Leave (special paid holidays for marriage, childbirth by spouse, childcare, caregiving and fertility treatment available on an hourly basis)
- Life Support Leave (medical treatment, recuperation, and prevention support available on an hourly basis)
- Childcare leave (with splitting option), caregiving leave and maternity protection leave
- Fertility treatment leave
- Accompanying leave (three years maximum)

- Re-employment policy
- In-house daycare center (at four sites)
 - Supports employees by helping them balance work and childcare and perform at their best
 - Support for returning to work at the desired time without being affected by the waiting list issue
- Lending of personal computers to employees on leave (for intranet and email access)
- MM care room (lactation room)
- External caregiving hotline
- Established caregiving-related ERG (employee resource group)

Support systems for childbirth and childcare (Japan)

	Pregnancy	Childbirth	1year old	2	3	6	9	12
Leave	6 weeks before due date	8 weeks after birth		2 years old	End of first April after child turns 2			
	Maternity protection leave	Maternity leave	Childcare leave (with splitting option)					
Days off	Childcare-support holiday (Family Support Leave): From pregnancy to child's 6th year of elementary school; 15 days per year (5 paid, 10 unpaid from April 2025)							
Short-hour work program	Short-hour work program for childcare: For employees with children through the 6th year of elementary school; 3 hours a day							
Other		Daycare centers on company sites						
		Allowance for babysitting						
	Remote work program*							

* Available to all employees (excluding those in manufacturing processes) regardless of their reasons for childcare or caregiving.

Legally mandated

Decided by Nissan

For parents of both sexes

Establishment of in-house daycare centers

In 2005, Nissan Motor Co., Ltd., opened its first daycare center at the Nissan Technical Center, and in 2017, opened the first in-house daycare center at the Oppama Plant. We currently operate in-house daycare centers at the Nissan Technical Center, Global Headquarters, the Oppama Plant, and the Yokohama Plant. Daycare center operating hours are aligned with shift schedules at each facility, enabling employees working at these facilities to continue pursuing their careers.

Promotion of inclusive workstyles

We are committed to create a working environment in which diverse employees can maximize their performance. Nissan's remote work program, which was introduced in 2006 for employees balancing childcare and caregiving, reflects the opinions of employees and management, expands work locations, introduces hybrid work arrangements, widens the scope of eligible employees, and since 2021, eliminated upper limits on working hours.

- Remote work program with no upper limit on hours (all employees except those in manufacturing processes)
- Super flextime without core time (core time applies at some sites)
- Standardized meeting times in consideration of global time differences (7:a.m.–8p.m.)

Happy 8 workstyle reform

In 2015, we introduced the Happy 8 program, a time-conscious workstyle reform emphasizing the ideal of an eight-hour workday. It aims to increase individual and organizational productivity while also improving work performance, private life, and personal health by increasing awareness of the eight-hour work-day. In February 2017, we introduced the Happy Friday program, which encourages employees to leave the office at 3 p.m. on the last Friday of each month, to promote an enhanced work-life balance.

We also conduct annual Happy 8 awareness surveys on workstyles to regularly gather employee feedback on work practices and policies, which is used to flexibly enhance the program.

Items from past Happy 8 surveys incorporated into the program

Jan. 2021	Family Support Leave in one-hour units
Jun. 2021	Removed upper limit on remote work hours
Jul. 2023	Health promotion support service
Apr. 2024	Life Support Leave
Apr. 2025	Fertility treatment leave, shorter working hours for medical treatment

Expanding DEI to partnerships and communities

Nissan will proactively contribute to the realization of a more inclusive world by expanding the scope of application of DEI concepts and activities within the company to business partners and local communities.

Main initiatives (Japan)	
Collaborations with schools	We conduct vocational lectures on the automotive industry, the work done by Nissan and the experiences of our employees.
Collaborations with universities	Executive speeches and donations for supporting the development of global leaders at the University of Tokyo.
Tokyo Pride	Alongside LGBTQ+ people and their supporters (allies), we sponsor events, and participate in parades with the aim of realizing a society in which all people, regardless of sexual orientation or gender identity, can live their lives more freely without discrimination or prejudice.
Participating member of D&I Kanagawa	We endorse and participate in this initiative, which aims to realize a gender-equal society in which all people can demonstrate their individuality and strengths.
Collaborations with Nissan Group companies	We regularly organize plenary meetings and information exchanges with DEI promotion members in Nissan Group companies for the purpose of sharing activities and networking.

Achievements at sites outside Japan

Initiatives in Americas

At Nissan Group of the Americas, we are committed to fostering a culture where every individual employee, customers and partners alike feels respected, valued and truly heard. Our mission is driven by the broad community of people who make, sell and use our products worldwide. We strive to cultivate an environment that unlocks each employee's full potential and celebrate the unique differences that make us stronger together. In the fiscal year 2025, we expanded our inclusion focus through impactful actions and initiatives, which are supported by three main pillars:

Fairness for all, executives as sponsors, and BSTs as connectors and breaking silos force. This year, our Inclusion team has continued to amplify its regional impact across the Americas. We strengthened our network to 23 BSTs (11 U.S., 6 NCI, 6 LATAM), engaging more than 5,000 members across the region, including over 150 in LATAM. Since November 2025, we have facilitated more than 10 Listening Sessions and launched monthly Office Hours to maintain open dialogue with employees. Our BSTs have already delivered more than 80 events, including high-visibility BST Fairs in more than eight locations, and additional sites to come.

Executives have played an essential role through initiatives such as the Coffee Chat, inclusion training, and participation in the LATAM Committee. Externally, our progress has been recognized through distinctions from the Human Rights Campaign (Chile, Brazil, Mexico), the UN Women WEPs LATAM, and our partnership with CONFE. We also enhanced visibility of internal career opportunities through the internal portal, reinforcing our commitment to transparency and equitable access.

We believe appreciation boosts morale, relationships, and innovation. In the fiscal year 2025, employees sent more than 18,000 Kudos showing strong progress in building a culture of recognition.

We create safe spaces of connection and transparent communication in "Ask me anything sessions", where more than 1,600 participants shared personal, professional and business topics.

NISSAN is a great place to belong! Our dedication to inclusion is further demonstrated by ongoing regional initiatives such as:

Adoption of the Women's Empowerment Principles (UN) since 2022

At Nissan, our approach continues to shape a culture of inclusion, feedback, and growth. Along with more of 20,000 hours of training and strong engagement through summits, kudos, and coffee chats, we're building a feedback driven culture and fostering inclusive leadership to drive innovation and trust.

Initiatives in AMIEO (Africa, Middle East, India, Europe, Oceania)

The AMIEO region, established in April 2021, is geographically wide and diverse. We operate in more than 100 markets, which offers a tremendous opportunity to leverage the inherent diversity within the region. AMIEO has a workforce that is 14.5% women across the business (both direct and indirect employees), with five women in key leadership roles.

Nissan AMIEO's DEI strategy has matured from establishing strong foundational commitments to embedding inclusion deeply across the region. The DEI manifesto articulates the mission and goals and the focus in the fiscal year 2025 shifted to translating this into actions with measurable impact. The region's new strategic plan supports the Re: Nissan recovery plan objectives with speed and empathy

and is defined with three core pillars: Accelerate, Elevate and Represent.*¹

In the fiscal year 2025 the AMIEO team aligned with the new strategic direction developed and delivered a number of core activities. The SPRINT program created nine cross functional, diverse teams to solve business challenges. Leaders in Action an innovative development program targeting woman leaders was launched in Q2 with 56 participants. Our Communications and Marketing teams worked together to create and launch DEI guidelines deployed centrally, at markets and dealers. In addition, local DEI Councils across the region worked tirelessly to tailor DEI initiatives to the unique needs of teams. From mobilities colleagues around inclusion campaigns, supporting ERGs and embedding DEI practices into everyday work, their dedication has powered local engagement and amplified voices.



AMIEO DEI Annual Report

*1 Click here for more information on AMIEO initiatives in our AMIEO DEI Annual Report FY2024. Link to the AMIEO DEI Annual Report <https://reports.nissanamieosustainability.com/dei-2024/article/1/>

Initiatives in China (NCIC and Nissan China JVs)

In China, we are committed to creating a truly diverse, inclusive and equitable environment in which individuals can demonstrate their potential to the fullest. The following initiatives have been taken:

DEI awareness enhancement

Communication: Holistic communication channels established for DEI concept penetration, including townhalls, skip-level meetings and employee roundtables with DEI topics to create vertical and horizontal dialogue. In addition, culture ambassadors and a dedicated DEI resources site promote employees' engagement.

Training: Multiple learning resources provided to ensure a better understanding of DEI.

Leaders equipped with DEI tools through leadership training and intergeneration leadership workshops. DEI e-learning, unconscious bias and safe mindset e-learning were launched.

Inclusive workplace building

A flexible working scheme: Allowing employees to work with more flexibility based upon their personal needs.

Internal policy review: Internal policy and rule were reviewed to ensure they align with DEI principles. Our recruitment processes are free from any discrimination based on gender, age, or personal background. We actively promote equal opportunities in all recruitment advertisements and maintain a fair and unbiased CV screening process.

ERGs: There are two ERGs in China that help foster an inclusive workplace. "Keep Growing in Nissan" is tailored for the younger generation at NCIC, focusing on their career development. "Tri-Role Wonder Women," was launched in 2025 at our joint venture DFIB, supports working mothers by

addressing their unique needs and empowering their voices.

Gender diversity: In the fiscal year 2025, many initiatives related to gender diversity were implemented including the following programs.

- Comprehensive maternity, paternity, caregiving and parental leave to support employees' needs in taking care of family members
- Woman talent career development facilitated with regular IDP (Individual Development Plan)/CDP (Career Development Plan), which provide clear, personalized roadmaps for addressing skill gaps, setting career goals and accessing growth opportunities.
- Held on International Women's Day, the webinar "The Evolution of 'She Power' in the AI Era" promotes mindset development in the AI era and strengthens mental resilience in a complex environment.

Young generation development: We have also implemented the following programs for young generation development.

- Engage young people through the Culture Ambassadors' program, Cross Functional Team (CFT) projects and skip level meetings with management.
- Management actively participates in mentoring program focus on strengths communication with talented young employees.

Initiatives in ASEAN

We advanced our DEI priorities across ASEAN through targeted programs designed to enhance inclusion, support career development, and promote cross-cultural collaboration. Highlights included in the following:

Celebrating and Empowering women

We celebrated International Women in Engineering Day and International Women's Day to foster gender equality and celebrate the many contributions of women. This was done through leadership communication, employee testimonials and women development activities.

Equal opportunities

We provide equal access to development opportunities by supporting employees in shaping their careers and strengthening critical capabilities. All indirect employees receive guidance on creating Career Development Plans (CDP) and Individual Development Plans (IDP) and are encouraged to participate in instructor-led learning aligned with their needs. Key learning areas included presentation and communication skills, leadership presence, collaboration, and effective feedback. To deepen capability building, we introduced a regional mentoring program connecting employees across functions and countries. This initiative promotes cross-functional and cross-entity learning, enhances leader sponsorship, and expands professional networks across ASEAN.

We also launched a Career and Culture site to enhance employees' access to career resources and to support ongoing culture transformation efforts across the region.

Wellness month

We supported employee well-being by promoting physical activity and mental health awareness across the region. To encourage movement and strengthen collaboration, we launched a regional steps initiative that engaged employees in friendly competition through individual and team-based goals.

Employee Appreciation Day

We take the opportunity to give everyone a chance to show their appreciation and recognition to their bosses, peers and team members, regardless of their job level. To show appreciation to all employees, various appreciation activities are launched. The recognition program was incorporated into the Workday system to increase convenience, equal opportunity for recognition and process improvement.

DEI e-learning

We launched an e-learning for all employees to deepen understanding of DEI concepts and how they can be applied in everyday workplace interactions.

External recognition for DEI at Nissan

Both Nissan's DEI initiatives and its attitude of placing emphasis on employee diversity, have received considerable external recognition.*1

Japan

Kurumin certification

In 2015, we became the first company in Kanagawa Prefecture to earn a Platinum Kurumin certification, which is granted to Kurumin-accredited companies (certified as supporting childcare) that provide an even higher standard of childcare support. Nissan was the first transportation equipment company to be certified.



Eruboshi

The Ministry of Health, Labor and Welfare recognizes companies that successfully promote woman participation in the workplace. We received the highest third-level Eruboshi accreditation in 2017.



PRIDE Index

This is an award that recognizes efforts to support LGBTQ+ employees. In 2017, we became the first Japanese automotive company to receive the top gold rating in the PRIDE Index, and have been awarded it every year since.



*1 Please refer to Social data (P3) for details of the main examples of external recognition of our diversity and inclusion initiatives to date. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/SR/2026/ASSETS/PDF/DB26_E_social_data.pdf#page=3

Learning and development

Approach to learning and development

Nissan is committed to providing value to society by enhancing the employability of its employees through skill development programs, thereby fostering talent who can respond to the ongoing major changes in society. We are implementing a number of initiatives to ensure that Nissan continues to be a company where each and every employee is equipped with high-level skills and is strongly motivated to work. Above all, we value a self-directed stance toward learning by employees, and are working to foster a corporate culture in which they can demonstrate their abilities and potential so that both the company and employees can continue to grow together and develop human resources.

Management of learning and development

Continually improving human resource systems

Nissan strives to continually improve its human resource systems to achieve development and growth for its people and individuals as well as the organization and company over the medium to long term. In fiscal year 2025, Nissan significantly revamped its grading, evaluation, and compensation systems, which form the foundation of human resource management. In addition to employees taking ownership of their careers and proactively developing their skills, we are also encouraging superiors to support the development of their subordinates and to promote the realization of shared values through the PCC/PMD

program*1. Specifically, we are revamping our evaluation system in fiscal year 2024–2025, introducing the four values of the Nissan Leadership Way into the evaluation criteria in addition to the five values of the traditional Nissan Way. This defines the leadership values and behaviors that all employees should adopt as the basis for implementing the Nissan Way.



The new systems incorporate various revisions with the aim of promoting corporate cultural reform, improving the quality of human resource development, and realizing future-oriented evaluations and communication.

- (1) Promoting corporate cultural reform: To facilitate the transition toward a corporate culture of evaluating results as well as the taking on of challenges themselves, we revised our traditional evaluation system centered on target management to one that encourages the proactive taking on of challenges.
- (2) Improving the quality of human resource development: We integrated the evaluation of results and actions taken, which up to now had been handled separately, and from fiscal year 2025, comprehensively reflect this metric in compensation as "Performance Appraisal." These revisions create a system that makes it easier to sense one's personal effort and growth.
- (3) Realizing future-oriented evaluations and communication: Having integrated the results and actions evaluation

cycles, we revised the system to make it easier for managers and employees to engage in ongoing dialogues aimed at professional growth.

Going forward, we will continue to review and restructure our human resource systems and development programs.

Support for self-designed careers

At Nissan, we hold career discussions with all employees three times a year, establishing a system that enables employees to reach a consensus regarding career development through dialogues with supervisors. Additionally, to improve the quality of these discussions, we provide evaluation skills training for managers, as well as career guides, e-learning, and other measures for employees, while ensuring consistency in evaluations using a dedicated system to centrally manage past evaluation record. We also conduct employee surveys to identify necessary measures and operational improvements. We annually monitor employee satisfaction with career discussions, and there has been an improvement in employee understanding and acceptance regarding assessments. Additionally, as systems enabling employees to take on challenges in their desired area of work, in Japan we established the Shift Career System (SCS) and the Open Entry System (OES). The SCS enables employees to freely apply for positions in other departments or functions, regardless of whether those positions are open. The OES enables employees to apply for all openly announced positions. In fiscal year 2025, a total of 173 employees applied for 235 open positions, with 105 employees successfully attaining their desired posts.

*1 PCC program: Nissan's general employee evaluation and compensation system. The performance, competency, and career (PCC) program comprises four parts: 'role rank by career course', 'appraisal system', 'compensation system' and 'career', all of which are based around the core skills and competencies needed to conduct work activities.

PMD program: The performance evaluation and compensation system for managers and above. PMD stands for performance management and development.

Support for the engagement of senior human resources

Following the principles of diversity, equity, and inclusion, Nissan introduced the “Senior Partner System” in April 2013 as a career stage for senior employees with a high level of expertise and experience, enabling them to continue working regardless of their age. This system is designed to establish a flexible work style that balances the diverse needs of senior careers with the needs of the company and provides employment opportunities after retirement at age 60 up to age 65. The number of senior partners has grown from over 200 when the program began to approximately 2,600 as of the end of 2025, and these partners are active in a variety of occupations and positions.

The company introduced a system that allows senior partners who meet certain criteria to continue to be active beyond age 65 until age 70, thereby broadening the range of life plan options for senior employees.

Offering learning opportunities

At Nissan, we focus efforts on human resource development based on the concept of mutual growth, through which individuals and the Company both achieve continuous growth. We offer a variety of training programs, including management skills, business skills, and leadership development, so that each employee can realize their career vision. We also offer opportunities to acquire skills in areas such as electrification, connected and automated driving, and digital and advanced technologies, which are especially important in today’s mobility industry. Specifically, in addition to mandatory trainings for each career stage, we implement elective trainings which allow employees to choose what they want to learn. We also expand global common e-learning content to encourage self-learning. With these measures, we strive to foster a corporate culture of continuous learning and development.

Nissan Learning Center

Amid accelerating technological innovation in the mobility industry, Nissan is focused on developing human resources who understand advanced technologies and possess both management skills and a sense of humanity. To this end, we established the Nissan Learning Center to facilitate various learning opportunities aimed at developing leaders in *monozukuri* and passing on technologies and skills to future generations.

The Center develops a variety of training programs aimed at developing human resources with “Nissan DNA” who are able to continuously deliver results by practicing the evolved Nissan Way. In recent years, to make courses more accessible, we transitioned them to online and on-demand formats comprising 154 courses that include AI and IoT.

Engineering and technical skill training around the world

To strengthen our efforts to expand our business globally, we must further improve the engineering skills of individual employees working across the globe. We offer opportunities for personal growth equally to all employees in both R&D and manufacturing, whether they work in Japan or elsewhere, to help them enhance their capabilities.

Training for engineers

Since 2012, we have implemented the Global Training Program (GTP), a common global basic training program for engineers at R&D sites worldwide. Furthermore, in recent years, we have moved forward with plans for more advanced and specialized training, including training in the areas of electric vehicles, autonomous driving technologies and connected car services, in order to develop talent that can lead R&D related to autonomous vehicles and connected cars.

Additionally, in 2017, we established the Nissan Software Training Center (STC), located within the Nissan Advanced

Technology Development Center (NATC), where we are engaged in the development of engineers with both automotive and software skills. As software including the development of SDV platforms and the application of AI is becoming a key source of vehicle competitiveness, STC is fostering talent capable of responding to digitization through its programs which cover the entire process from knowledge acquisition to implementation.

Training for technicians

Nissan formulates all principles and standards based on the Nissan Production Way (NPW) concept, a common global production method. In order to improve the operational management level of on-site supervisors, Nissan has a common NPW education program for the Nissan Group, aiming at the promulgation and implementation of the NPW.

Improving management quality

We are working to improve the quality of leadership and management at the global level.

From fiscal year 2021 onward, in addition to companywide training by job level (for new employees, for newly promoted managers, etc.), we have continued to promote the understanding and practice of behaviors related to the expected roles of each position, and we will also revamp the training program structure and create an environment that fosters the leadership skills necessary to uphold the Nissan Way, ensure psychological safety, and develop human resources.

In fiscal year 2025, we further advanced the global common framework “Nissan Charge” and revamped the global learning platform to establish a system that makes it easier for employees to access learning aligned with their growth needs.

We are also making efforts to improve our mid-career hire onboard training program to create a comfortable working environment for mid-career hires, including expanded orientations, the provision of effective support

from supervisors and colleagues, and support based on onboarding surveys.

Developing future leaders

To continuously develop future management and specialized leaders, Nissan promotes a strategic and systematic human resources management approach that combines training, job rotation, and recruitment.

We select employees at various stages of their careers, from young employees and middle managers, to potential executive candidates, and implement development programs after identifying their strengths and areas for further improvement. We also strategically and systematically implement cross-functional and cross-regional rotations to provide opportunities for employees to gain experience in management roles and global functions.

Furthermore, as we are in a period of transition from the era of car ownership to one of new mobility services—driven by trends such as electrification, autonomous driving, car-sharing, and connectivity to the internet—we are also committed to developing leaders who can drive new business initiatives. In terms of recruitment, we are focused on hiring both new graduates and mid-career professionals, particularly engineers, while also working to strengthen our workforce by attracting top external human resources, including experienced professionals and mid-level managers. To ensure the effective implementation of our human resource management system, the executive team holds human resource meetings to identify key talents, build and execute development plans, and formulate succession plans. Top management executives also proactively participate in dialogues with succession candidates. Strategic human resource management is executed through collaborations across regions and functions based on globally coordinated framework.

The Nissan Expert Leader System: Passing down Nissan's technologies and expertise

Helping employees develop specialized skills over the medium to long term is vital for sustainable corporate growth. The Nissan Expert Leader System is a means of strengthening and fostering further development of specialized skills in a wide range of technical and nontechnical areas such as purchasing. In fiscal year 2025, marking the 20th anniversary of the program's launch, 51 Expert Leaders and two fellows are active across 86 fields of specialization, contributing to the company's overall growth by applying their expertise in their respective areas.

Company-wide training system

Compulsory training

New general manager training	Role and Competencies
New manager training	Orientation, Role, and Competency
	Personnel Evaluation
	Management
	Diversity Management
New assistant manager training	Harassment Prevention
	Role and Competencies
Leader training	Role, Competencies and Career
3rd year employee training	Career
New graduate induction training	Onboarding Training/e-learning
Training for mid-career hires	Onboarding Training /e-learning

Elective and selective training*1

	General employees		Management-level employees	
	Leader	Assistant manager	Manager	General manager
Face-to-face/Online			Quality Management	
			Team Leadership	
			Building a Culture of Trust	
			Advanced Coaching for Managers	
	Coaching Training			
	Project Management			
				Issue Setting Program Training*2
			V-Expert Training*2	
			V-Pilot Training*2	
	V-FAST Facilitator Training*2			
	V-up Fundamental Training*2			

Learning and development achievements

Please refer to Social data for Nissan Motor Co., Ltd. training results.*3

*1 In addition, we have prepared more than 100 in-person and e-learning courses for specialized knowledge and skill development.

*2 Training on "V-up" Program, the issue solving program developed by Nissan.

*3 Please refer to Social data (P2) for details of training results. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/SR/2026/ASSETS/PDF/DB26_E_social_data.pdf#page=2

Health and safety

Approach to health and safety

Nissan established the Global Occupational Health and Safety Policy to clearly demonstrate its commitment to prioritizing occupational health and safety in all business activities, as well as to foster a corporate culture that respects human health and safety.

As a shared value, the policy declares that “From top management to each individual employee, Nissan recognizes that the health and safety of everyone is our top priority.” Its basic principle states: “The company continuously and aggressively strives toward realizing zero-accidents, zero-illness, and vigorous workplace safety by optimizing the working environment and business processes, and promoting individual physical and mental health.”

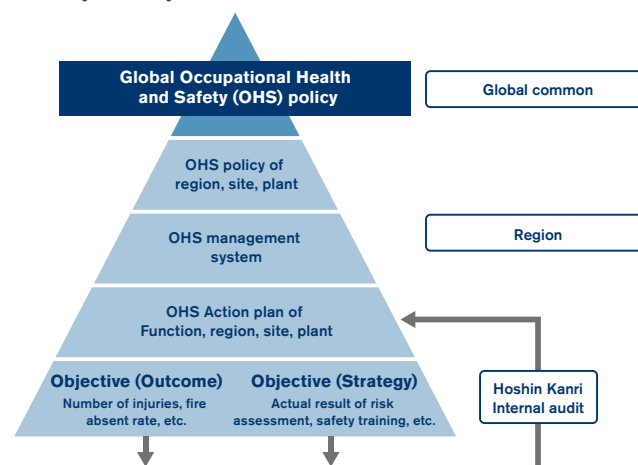
Nissan also stipulates the following specific policies in eight areas, as well as the roles and responsibilities of all officers and employees regarding health and safety.

1. Compliance
2. Health and safety activity planning and monitoring
3. Preliminary health and safety evaluations when planning equipment and operations
4. On-site partner company management
5. Health and safety education, work guidance
6. Accident reports and similar accident prevention
7. Health promotion
8. Infectious disease control

We are working toward fiscal year 2030 to maintain and improve a vibrant workplace where employees can work safely, securely, and healthily on an ongoing basis. Through such initiatives, we will not only improve productivity but

also provide value to society in the shape of higher quality employee happiness.

Positioning of the Global Occupational Health and Safety Policy



Management of health and safety

At bases in Japan and overseas, we introduced Occupational Safety and Health Management Systems (OSHMS) in accordance with the Global Occupational Health and Safety Policy and the guidelines of each country's government. Many business sites are ISO 45001^{*1} compliant and have established systems to ensure occupational health and safety activities are implemented consistently.

The Global Safety Meeting, held twice annually, facilitates the global sharing of information and discussions of key issues, and the Plan-Do-Check-Act (PDCA) cycle is implemented in each region and business site.

In Japan, the Central Health and Safety Committee meets once a year, attended by representatives from each business site and labor union representatives. The committee reviews activities and decides on plans for the next fiscal year, focused on topics that include workplace safety, fire prevention, health, and traffic safety. Health and Safety Committees at each facility meet on a monthly basis, with the participation of labor union representatives, to manage the progress of activities. Supervisors at each workplace take the lead, working together with “promoters” selected from the workers to enhance the effectiveness of day-to-day occupational health and safety activities.

Furthermore, as part of Nissan's efforts to counter infectious diseases, we are working to strengthen measures aimed at preventing infectious diseases, with the highest priority placed on the safety of our employees and other related parties. To fulfill our social responsibilities while maintaining business continuity, we have formulated a business continuity plan (BCP), established a rapid response system, and conducted training sessions on preventing the spread of infectious gastroenteritis.

^{*1} ISO 45001: An international standard for occupational health and safety management systems.

Health and safety achievements

Safety initiatives

Global standardization of occupational safety standards

Nissan has introduced its own occupational safety and fire risk management diagnostic method to proactively identify occupational accident and fire risks, and is taking measures to address them.

Creating safe workplaces

To comprehensively monitor occupational accidents, we adopted the occupational accident frequency rate (FR1)*¹ and serious accident count (GUR)*² as global indicators and manage the progress of each metric. We set annual targets with the goal of reducing the frequency of workplace accidents by 50% in fiscal year 2030 compared to fiscal year 2020. We also aim to achieve zero fatal accidents. Monitoring results for fiscal year 2025 confirmed that the occupational accident frequency rate was 0.76 and 44 serious accidents occurred, of which one resulted in fatality (one from the Nissan Group).

We have established common standards for reporting on work accidents or outbreaks of fire that occur in any of our global production sites. The person in charge where the accident or fire occurred must report without delay to Nissan Motor Co., Ltd. We promptly share information on the occurrence and response measures with our sites to prevent the recurrence of similar accidents.

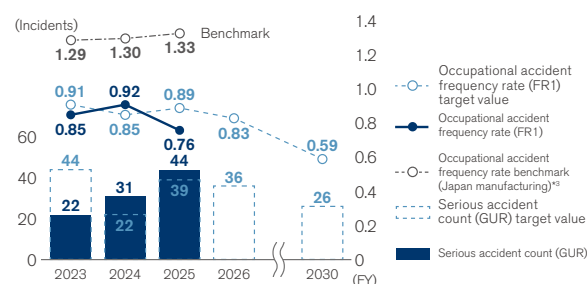
In terms of accident prevention activities, Nissan developed two proprietary tools, the Safety Evaluation System (SES) and the Fire-Prevention Evaluation System (F-PES), to

identify workplace accidents and fire risks at all global sites. They call for workplace patrols in accordance with established evaluation standards, enabling everyone from senior management to general employees to identify potential workplace accidents and fire risks from a unified perspective. Conducting the same assessments before starting new projects or when changes occur helps reduce the risk of workplace accidents and fires.

At production sites, to ensure all workers are aware of potential hazards and can prevent accidents before they occur, business sites in Japan have been systematically conducting ongoing Kiken Yochi Training (KYT; hazard prediction training) since 2011, with this practice having been established in each workplace.

We also have a system in place where employees who have received risk assessment training identify risks for each piece of equipment and task, and use that information to implement safety measures, thereby supporting the creation of safe workplaces.

Occupational accident frequency rate and serious accident count (Global)



Improved production line environment

Nissan seeks to fulfill its mission of engaging in "human friendly production" by continuously improving the workplace environment at its manufacturing facilities worldwide. At workplaces with high temperatures, for example, the physical burden on employees is heavy and there is the risk of suffering from heatstroke. In workplaces with particularly high workloads, we measure WBGT*⁴ and proactively promote measures that include facility cooling and scheduled water breaks to create more comfortable working environments. In terms of countermeasures, we distributed ice slurry and held heatstroke seminars, and starting in fiscal year 2024, we introduced digital devices to visualize risks in an effort to strengthen measures aimed at preventing serious illness.

*1 Occupational accident frequency rate (FR1: Frequency Rate 1): Frequency rate of accidents with predefined symptoms (Number of accidents with predefined symptoms x 1,000,000/ total working hours x 1.1)

*2 Serious accident count (GUR): The number of fatal accidents (G: Grave), accidents resulting in residual disability (U: Unrecoverable) and serious injuries with no aftereffects but with predefined symptoms (R: Recoverable but serious) 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).

*3 Source: Ministry of Health, Labour and Welfare, Government Statistics. These figures include fatalities and injuries resulting from industrial accidents during the applicable year involving one or more days of lost work time, or the loss of a body part or its function.

*4 WBGT: Wet Bulb Globe Temperature. This is an index that incorporates three factors that significantly impact the body's heat balance: Humidity, the surrounding thermal environment (insolation, radiation, etc.), and air temperature.

Health promotion initiatives (Japan)

Basic approach

In accordance with its global policy, Nissan Motor Co., Ltd., considers the health and safety of employees to be not only an issue for individuals but also an important issue for Nissan to grow as a company that continues to contribute to society. In the Global Occupational Health and Safety Policy, we make the Health Declaration: "Health and Safety is a core value and the highest priority at Nissan." We are thus working on the realization of health and productivity management, in which we consider the health of our employees from a management perspective and implement measures strategically and honestly.

Nissan's health and productivity management



Organizational structure for health promotion

Nissan Motor Co., Ltd.'s health promotion activities are carried out to promote the physical and mental health of employees in cooperation with the Nissan Health Insurance Association (Workplace Health Promotion Center), Tokio Marine & Nichido Medical Service Co., Ltd., the Human Resources departments of both headquarters and related departments at each site, and other medical professionals.

Approaches to health issues

In Japan, we established absence rates (both physical and mental) as key indicators for promoting employee health and monitoring progress^{*1}. Under our health promotion organization, we use data to visualize, analyze, and forecast employee health status, and based on these results, we implement health promotion activities and individual improvement programs. In order to engage in more effective efforts, we create a health management strategy map to visualize company health issues and promote companywide efforts, while also creating strategy maps for each site to conduct health promotion activities incorporating regional characteristics and conditions at each site. We also hold regular meetings on health management to strengthen the implementation of health promotion efforts.

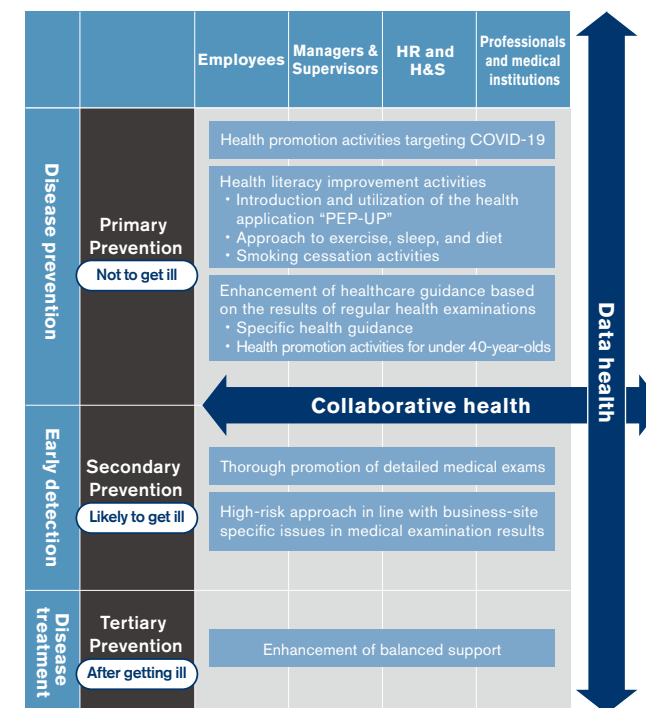
Please visit our website for details regarding health management, external evaluations, and other information.^{*2}

Actual percentage of employees on leave per 1,000 workers

	Fiscal year 2025 targets	Fiscal year 2025
Workers on leave for physical reasons	6.6 or fewer	6.0
Workers on leave for mental reasons	9.9 or fewer	8.8

Solid efforts toward physical healthcare

In Japan, Nissan is focusing efforts on the following physical healthcare initiatives:



Since 2018, we have provided ongoing education on the prevention of lifestyle diseases to younger employees under the age of 40, maintaining a participation rate of 98%. We also hold seminars on menopause to address health issues associated with the ageing of our employees. Health support is provided for employees of all ages. The obesity rate among Nissan employees is improving due to the activity to reduce weight gain during COVID-19. We are also promoting companywide health activities from various angles, such as oral care and diet to prevent heat stroke. We began focusing on physical exercise in fiscal year 2024.

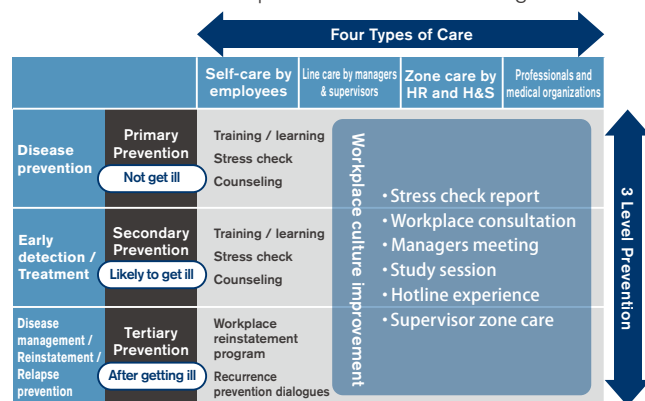
^{*1} Please refer to Social data (P2) for details of health indicators. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/SR/2026/ASSETS/PDF/DB26_E_social_data.pdf#page=2

^{*2} Click here for more information on health initiatives. https://www.nissan-global.com/EN/SUSTAINABILITY/SOCIAL/HEALTH/HEALTH_MANAGEMENT/

In fiscal year 2023, as part of our DEI promotion activities, we introduced the self-care support program "Cradle" and newly established "Life Support Leave" that can be used for prevention of illness and other purposes for one's health. While reducing the number of employees who are absent from work through comprehensive activities as a company, we are also making steady efforts in physical healthcare, such as preventing illnesses by raising health awareness.*1

Comprehensive mental healthcare

Mental healthcare in Japan includes the following features:



Achieve the "Four Types of Care" and "Primary, Secondary, and Tertiary Prevention" within the EAP*2

- * Enhancement of "self-care" through implementation of stress checks
- * Promotion of "line care," workplace climate improvement activities based on the results of in-house questionnaires
- * Introduction of stratified "zone care"
- * Comprehensive reinstatement support program
- * Enhanced prevention of recurrence through in-house rework facility

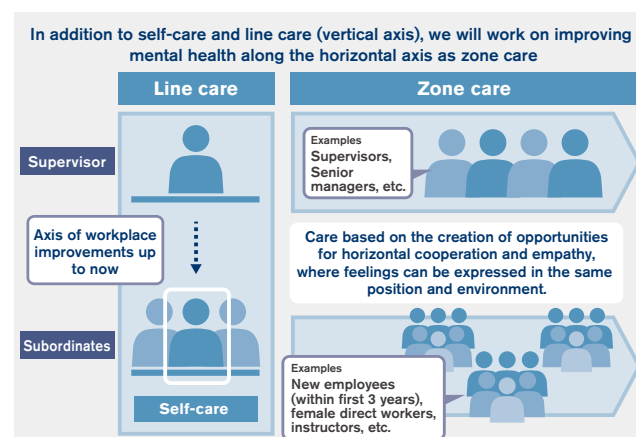
For many years, Nissan has been proactively working

on line care, which is an improvement in workplace culture, by analyzing stress levels through using in-house questionnaires.

In addition, we hold meetings in each department to report on the results of organizational analyses. In recent years, rather than limiting these meetings to the department or division level, we have been conducting them at smaller units to help expand improvement initiatives.

In proceeding with our organizational analysis and activities, it became clear that a certain segment of employees needed special care, based on recent analyses of mental health leave and stress levels. Nissan calls this "Zone Care," and at present we are engaged in the following activities:

- Hotline experience providing counseling to new graduates and mid-career hires
- Online sessions for indirect employees
- Roundtable meetings and sessions for young direct employees
- Roundtable meetings and coaching activities as zone care for foremen



The hotline experience in particular, which serves as a support for young employees, is provided annually until the third year of employment, and helps with the early detection of employee mental health issues. In fiscal year 2023, we expanded the scope eligibility to enhance employee care. Since 2019, we have also provided self-care training as mental health support for employees, as well as line-care training for supervisors and managers.

Self-care training and line care training (FY)

	2023	2024	2025
Self-care training attendance rate (%)	96.2	97.4	97.2
Line care training attendance rate (%)	93.5	96.5	95.2

*1 Click here for more information on Nissan's physical healthcare activities. https://www.nissan-global.com/EN/SUSTAINABILITY/SOCIAL/HEALTH/HEALTH_MANAGEMENT/ASSETS/PDF/strategy_map_en.pdf

*2 EAP: Employee Assistance Program

Approach to governance

In order to create unique and innovative automotive products and services, and deliver superior measurable value to all stakeholders, Nissan will enrich people's lives as a company that is trusted by society, and address improvement of corporate governance*¹ as one of its most prioritized managerial tasks. In addition to addressing risks and opportunities associated with climate change, we will conduct our business while considering society's expectations and our social responsibilities and devote ourselves to the development of a sustainable society by aiming for sustainable growth of our business.

To be a sustainable company, Nissan must have a high level of ethics and transparency, as well as a strong foundation for the organization. It is also expected that we will actively disclose our initiatives to this end. We have extensive global operations with numerous stakeholders around the world. It is essential that we continue to earn their trust while ensuring the high ethical standards and compliance of all employees. In 2001, we established the Nissan Global Code of Conduct*², which is rigorously followed by Nissan group companies around the world.

Basic principles of the internal control system

We aim to provide superior value to all stakeholders, consider healthy governance the foundation for this, and are engaged in a range of activities to achieve it. In line with this principle, and in accordance with Japan's Companies Act and its related regulations, the Board of Directors has decided on internal control systems*³ to pursue these goals and its own basic policy. The Board of Directors continually monitors the status of implementation regarding these systems and the policy, making adjustments and improvements if necessary. The internal control system that was established in 2007 is chaired by the CEO under the monitoring and supervision of the Board of Directors. All executive officers, corporate officers, and departments, as well as group companies, cooperate closely under the CEO to improve the internal Control system.

Click here for more information on the internal control systems.

[Internal control systems](#)

*1 Click here for more information on the Corporate Governance Guidelines. https://www.nissan-global.com/EN/SUSTAINABILITY/GOVERNANCE/ASSETS/PDF/Guidelines_EN.pdf

*2 Click here for more information on the Nissan Global Code of Conduct. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/NISSAN_GCC_E.pdf

*3 Please refer to the 2025 Securities Report (P56-60) for details of the internal control systems. https://www.nissan-global.com/EN/IR/FINANCIAL_RESULTS/ASSETS/FR/2025/PDF/fr2025.pdf#page=58

Corporate governance

Approach to corporate governance

Nissan adopted a Company with Three Statutory Committees governance structure in response to executive misconduct that came to light in 2018.

This governance model was selected to prevent an excessive concentration of authority and to enhance transparency in corporate governance.

By clearly separating management execution from supervisory and audit functions, Nissan promotes greater transparency in decision-making while enabling agile and flexible business execution.

The structure also strengthens the effectiveness of the company's internal controls, compliance, and risk management systems.

A majority of the Board of Directors, including members of the statutory committees, are independent outside directors. In addition, the Compensation Committee is composed entirely of outside directors, and the Chair of the Board as well as the chairs of all three statutory committees are independent outside directors.

Corporate governance system

Nissan discloses clear management objectives and policies to all stakeholders, and promptly provides highly transparent disclosure on progress toward and results of those objectives. While utilizing various monitoring systems, Nissan has established a governance structure that maintains the soundness of management and appropriately identifies, evaluates and manages internal and external risks that may

affect the achievement of its business objectives. In response to a challenging business environment, Nissan is implementing its recovery plan, "Re:Nissan," which is centered on improving the cost structure, redefining market and product strategies, and strengthening partnerships. Through the implementation of Re:Nissan, Nissan continues to reinforce the foundations of control and decision-making that support management soundness and execution capability, and works to further strengthen transparent governance in order to realize its long-term vision, "Mobility Intelligence for Everyday Life" as the direction for the next phase of growth and value creation beyond the recovery.

Board of Directors

The Board of Directors led by independent outside directors, decides basic management policies by taking a variety of perspectives into account and plays the role of supervising the execution of duties by executive directors and other officers.

Nissan positions Sustainability, Risk management, and Internal control/Compliance as important matters that affect the management of Nissan, and has established and operates processes for communicating these initiatives to the Board of Directors in accordance with the policies and structure stated as below.

In addition, the following items were reported to the Board of Directors during fiscal year 2025, among which were reports regarding the response to requests from relevant authorities based on the Subcontract Act and the Antimonopoly Act as matter of critical concern.

Click here for more information on the Board of directors.

[Structure](#)

[Member](#)

[Director Independence Standards](#)

[Board activities](#)

Sustainability

Policies and structure

- Corporate Governance Guidelines*1
- Chapter III Appropriate Cooperation with Stakeholders

Items reported to the Board of Directors

- Sustainability related report: 2 time

Risk management

Policies and structure

- Corporate risk management*2
- Annual process of corporate risk management*2

Items reported to the Board of Directors

- Corporate Risk Management Report: 1 time

Internal control/Compliance

Policies and structure

- Corporate Governance Guidelines*1
- Chapter 1 General Provisions Article 2. 4
- Corporate Governance Report*3
- IV-1. Internal Control System
- Internal control system*4
- Compliance system*5

Items reported to the Board of Directors

- Internal Control Report: 2 times
- Audit Committee Report: 2 times
- Corporate Governance Report approval: 1 time

*1 Click here for more information on the Corporate Governance Guidelines. https://www.nissan-global.com/EN/SUSTAINABILITY/GOVERNANCE/ASSETS/PDF/Guidelines_EN.pdf

*2 Click here for more information on the Corporate risk management, Annual process of corporate risk management. https://www.nissan-global.com/EN/COMPANY/GOVERNANCE/RISK_MANAGEMENT/

*3 Click here for more information on the Corporate Governance Report. https://www.nissan-global.com/EN/SUSTAINABILITY/GOVERNANCE/ASSETS/PDF/g_report.pdf

*4 Click here for more information on the internal control system. <https://www.nissan-global.com/EN/COMPANY/GOVERNANCE/>

*5 Click here for more information on the compliance system [>>> P109](#)

Board of Director Skills Matrix

The Board of Directors skills matrix is as follows.

Board of Directors skills matrix (As of July 1st, 2026)

		Global Management	Corporate Strategy	Automobile Industry	Legal / Risk Management	Finance / Accounting	ESG	Products / Technology	Sales / Marketing	Digital Transformations
1	Akiyoshi Koji	✓	✓		✓	✓	✓		✓	
2	Bernard Delmas	✓	✓	✓			✓	✓	✓	
3	Andrew House	✓	✓			✓	✓	✓	✓	✓
4	Mariko Tokuno	✓	✓		✓	✓	✓		✓	
5	Brenda Harvey	✓	✓				✓	✓	✓	✓
6	Junichi Shinbo	✓	✓		✓	✓	✓			✓
7	Joy M. Greenway	✓	✓	✓	✓	✓	✓	✓		
8	Valerie Landon	✓	✓		✓	✓	✓			
9	Timothy Ryan	✓	✓		✓	✓	✓			
10	Ivan Espinosa	✓	✓	✓			✓	✓	✓	✓
11	Eiichi Akashi	✓	✓	✓			✓	✓		✓

Committees

Nomination Committee

The Nomination Committee has the authority to determine the content of the General Shareholders Meeting agenda concerning the appointment and dismissal of Directors. In addition, the committee has the authority to decide on the content of the Board of Directors meeting agenda concerning the appointment and removal of the Representative Executive Officer and the authority to formulate an appropriate succession plan regarding the President and Chief Executive Officer.

Compensation Committee

The Compensation Committee has the statutory authority to determine the policy of individual compensation of the company's directors and executive officers and the contents of individual compensation for directors and executive officers.*1*2

Audit Committee

As part of audits on business execution including the organization and operation of Nissan's internal control systems, the Audit Committee receives reports from executive officers, corporate officers, and employees on their business execution for Nissan and its group companies, in accordance with the Audit Committee's annual audit plan and on an ad-hoc basis as necessary.

Click here for more information on the committees.

[Business Report](#)

[Governance data](#)

Executive officer system

Executive officers decide on business activities which are delegated in accordance with the resolutions of the Board of Directors and execute the business of the Nissan Group. Several conference bodies have been established to deliberate on and discuss important corporate matters and the execution of daily business affairs. Furthermore, in the pursuit of more efficient and flexible management, the authority for business execution is clearly delegated as much as possible to corporate officers and employees.*3

Audit system

We have adopted a system under which the outside directors, Auditing Committee, internal audit department, and outside accounting auditors coordinate to improve the effectiveness of our internal control systems.

Independent outside directors lead the Board of Directors, deciding the basic direction of management and supervising the execution of duties by directors, executive directors. The Audit Committee takes charge of internal audit department and instructs it with regard to auditing, and internal audit department shall report to the Audit Committee the status of the performance of duties and any findings therefrom on an ongoing basis. The Audit Committee also receives reports from the accounting auditors, as well as detailed explanations on the status of the quality control of internal audits, to confirm whether their oversight is at a suitable level.

Click here for more information on the committees.

[Securities Report](#)

[Corporate Governance Report](#)

*1 Please refer to the 2025 Securities Report (P75-82) for details of the performance indicators of the compensation program. https://www.nissan-global.com/EN/IR/FINANCIAL_RESULTS/ASSETS/FR/2025/PDF/fr2025.pdf#page=77

*2 Click here for more information on the executives' roles on sustainability and its performance assessment. [>>> P010](#)

*3 Click here for more information on each executive officer. <https://www.nissan-global.com/EN/COMPANY/PROFILE/EXECUTIVE/EO/>

Avoidance of conflict of interest

In case of any transaction that involves any conflict of interest between the company and a director or executive officer, the Board Regulations provide that Board approval, as well as a post-facto report to the Board of important facts associated with the transaction, are required.

In addition, in 2019 the company established a Director Conflict of Interest Resolution Policy (updated in 2023) which defines conflict of interest between a director and the company, conducts annual conflict of interest questionnaires, requires directors to report any actual, potential or perceived conflicts, and also establishes procedures to resolve such conflicts. Further, the Global Conflict of Interest Code came into force in March 2022 and applies to all officers and employees.

Three key pillars of director conflict of interest resolution policy

Three key pillars of director conflict of interest resolution policy

Duty to report

Mandates two affirmative duties for directors:

- i . Timely reporting of actual and potential conflicts;
- ii . Advance disclosure of interested transactions

Confirmation of specific conflicts of interest

In the event that a potential conflict of interest is detected in a Board of Director or committee proposals, the Board of Director or committee secretariats shall review whether the proposal has a specific conflict of interest and confirm with the chairperson of each meeting body on actions necessary to resolve said conflict. In confirming potential conflicts of interest, when necessary, the company will seek the opinion of a neutral and impartial outside law firm.

Specific conflict of interest resolution procedures and management

Procedures for resolving specific conflicts of interest shall include the following.

- i . In the event that a specific conflict of interest is identified by a director, the chairperson of each meeting body shall report the results of said confirmation to the director in question prior to the meeting.
- ii . The director who receives the report shall not receive any materials related to proposals, nor participate in meeting deliberations or resolutions.
- iii . Conflicts of interest shall be managed in a database.

Risk management

Approach to risk management

Our Global Risk Management Policy defines risk as “events or situations that could prevent Nissan Group from achieving its corporate purpose, strategies, business objectives.” Accordingly, Nissan promotes group-wide risk management activities. Detecting risks as early as possible, evaluating the magnitude of impact and probability of occurrence, and examining and implementing the requisite measures reduces the probability and likelihood risk events will occur. In the event that risks occur, we strive to minimize losses and ensure the risk is managed commensurately with its magnitude.

Click here for more information on risk management.

[Risk management](#)

Privacy and data security

Approach to information security

We share our Information Security Policy with group companies worldwide as a basis for reinforced information security. We strive to maintain the confidentiality, integrity, and availability of information in accordance with the ISO/IEC 27001 guidelines. To prevent information leaks, the release of incorrect information, or situations where information becomes unavailable — potentially causing adverse effects on business operations or legal violations — we have established these measures in our Information Security Policy.

Information security management

The Information Security Management Committee is implementing enhanced information security measures through the PDCA cycle. We reliably address issues by identifying internal and external information leaks as they occur worldwide and reinforce information security on a timely basis. The Information Security Management Committee responds promptly to major security incidents.

Information security achievements

To thoroughly educate and motivate employees to adhere to Information Security Policy, we institute regular in-house educational programs. To strengthen global governance, we conducted annual information security maturity assessments, implemented annual company-wide training, department-specific training, and various drills in fiscal year 2025. We also regularly review and revise our policies and processes.

Vehicle cybersecurity

To address automobile cybersecurity risks, we have established and operating development, production and monitoring systems in compliance with UN regulations (UN-R155^{*1}) and standards (ISO/SAE 21434^{*2}). Through these efforts, we strive to protect our customers' personal information and ensure the safely provide in-vehicle electronic systems and connected car services. Also, by participating in industry organizations such as the Auto-ISAC^{*3} in both Japan and USA, we gather the latest trends and work to strengthen security.

Approach to data privacy

We recognize our responsibility to properly handle personal information in full compliance with the respective personal information protection law in each jurisdiction. We formulated the Global Data Privacy Policy^{*4} to ensure a unified global approach to the use of personal information, including customer data. This policy ensures that the handling of information is consistent and treated as an important duty at all Nissan sites. This policy sets out Nissan's basic commitment to privacy.

Data privacy management

We have set up internal governance systems, rules, and procedures for handling personal data. Global governance is organized such that regional data privacy leads work together with the Ethics & Compliance Office for coordination and, through their Regional Compliance

Officers, ultimately report to the Global Compliance Committee. Nissan Group companies are fully enforcing these processes where required.

Data privacy achievement

The privacy teams are improving processes, in particular, when supporting Nissan functions handling personal data as they implement relevant data privacy controls.

*1 The regulation on vehicle cybersecurity established by the United Nations

*2 The international standard that outlines cybersecurity requirements and implementation methods throughout the entire lifecycle of a vehicle

*3 The term refers to the Automotive Information Sharing & Analysis Center, an organization dedicated to sharing cybersecurity information within the automotive industry and collaboratively enhancing countermeasures and technologies

*4 Click here for more information on the Global Data Privacy Policy. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/Data_Privacy_e.pdf

Compliance

To raise compliance awareness throughout the company and all employees to act with integrity and high standards, Nissan has established the Ethics & Compliance Office, as well as specialized departments, and appointed officers to promote ethics and compliance in each region where it operates. Ethics & Compliance office manages policies, quintessentially the Nissan Global Code of Conduct, and programs such as risk assessment and monitoring and internal reporting system and runs corporate culture initiatives such as the ethics day. Nissan also expects same ethical standard and applies equivalent compliance governance and programs to all Nissan Group companies including affiliates and dealerships.

Approach to business ethics

Nissan Global Code of Conduct

The Nissan Global Code of Conduct*¹ contains our core principles for doing business with honesty and integrity, in full compliance with established laws and regulations in all locations in which we operate.

The Code of Conduct's principles apply to all employees within Nissan Group companies globally, and every employee is responsible for upholding and adhering to the Code. Since it was established in 2001, the Code of Conduct is reviewed for revision at least once every three years to ensure that it evolves along with the company and society. In 2024, a new booklet format*² of the Nissan Global Code of Conduct was published in 16 languages with launch activities across the globe to communicate and remind employees of the importance to understand and follow the Code.

Awareness is also raised through the Nissan Global Code of Conduct annual training, which is mandatory for all executives and employees direct and indirect. The training is provided in various formats tailored to each audience, such as e-learning, video, and handout, and is available in multiple languages. The contents are renewed every year with business scenarios and ethical dilemmas to enhance understanding. The completion rate for fiscal year 2025 was 98.3%. And the results are reported annually to the Internal Control Committee, the Audit Committee and also to the Board of Directors.

Compliance Governance

The Global Compliance Committee (GCC), chaired by the CEO, is held twice a year, where global compliance strategies are deliberated, annual programs are validated, and compliance issues are discussed. The results of the GCC are reported to the Executive Committee and the Audit Committee.

Under the oversight of our GCC, we have established a Regional Compliance Committee*³ in each region of operation, forming a worldwide system for detecting and deterring noncompliance and unethical behavior. The Global Headquarters works with all regions and bases of operation to ensure full awareness of compliance issues and prevent noncompliance activity, and has processes in place to take appropriate disciplinary action against those who violate or infringe the Nissan Global Code of Conduct or laws and regulations. Our Ethics & Compliance Office further increases the rigor of our compliance management.

In addition, to enhance compliance at the regional level, standalone, independent, regional compliance officers are appointed in Japan-ASEAN, China, Americas, and AMIEO (Africa, Middle East, India, Europe & Oceania) regions. Furthermore, for automobile manufacturing companies, ensuring strict compliance with laws and regulations in certification processes is the highest priority, taking precedence over costs and schedules. The Chief Technology Officer (CTO) serves as the person responsible for certification operations.

Culture of ethics and compliance

The sixth Nissan Ethics Day was held globally in 2025 to enhance a culture of ethics and compliance in the company. This event focuses on reinforcing both Nissan's tone at the top and employees at all levels of the company had an opportunity to discuss "Respect and Resilience as fuel to build Nissan's future". The choice of theme was inspired both by the results of the previous fiscal year's Global Employee Survey and Ethics Day survey and by an acute awareness of this fiscal year as the first in the action-driven recovery plan "Re:Nissan".

Ethics Culture Leaders Kit is also available for leaders who are expected to lead by example, reinforcing Nissan's commitment to integrity and behaving in a manner consistent with our Nissan Global Code of Conduct, other company policies, values, and applicable laws. Leaders are also responsible for providing guidance and support to their colleagues and for setting healthy, ethical work environments for their teams. This Leaders Kit explains the important role

*1 Click here for more information on Nissan Global Code of Conduct. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/NISSAN_GCC_E.pdf

*2 Click here for more information on the Nissan Global Code of Conduct booklet. https://www.nissan-global.com/EN/COMPANY/ASSETS/PDF/Nissan_Booklet_External.pdf

*3 Each Regional Compliance Committee oversees various local compliance committees as appropriate.

as a leader and provides practical tips and reminders to help improve ethical leadership.

Business ethics management

Compliance risk management

At Nissan, after the discovery in 2017 of nonconformities in the final vehicle inspection process at vehicle assembly plants in Japan*1, we have conducted compliance risk check and monitoring as measures to prevent recurrence. Since fiscal year 2021, the Ethics & Compliance Office started compliance risk assessment (CRA) covering all Nissan group companies globally completed.

In CRA, 15 risk categories including Anti-corruption, Fair competition/antitrust, Data privacy is established, and a system has been developed to evaluate the magnitude of risks defined for each category as well as the management systems in place to address those risks.

Based on the results, monitoring is conducted to develop a remediation plan for reducing risks as necessary.

Related to risks of third parties, Nissan maintains a Global Third-Party Compliance Risk Management Policy and program to address compliance risks associated with third parties.

The Ethics & Compliance Office and business functions conduct Third-Party Compliance risk monitoring initiatives as part of this program. In this program, Nissan monitors various risks of third parties(suppliers/contractors/agents/distributors) including bribery, human rights and environment risks.

Since receiving a recommendation from the Japan Fair Trade Commission in March 2024, Nissan has implemented various improvement and corrective measures and submitted a corrective action report in March 2025.*2

In addition to discontinuing the use of rebates and

establishing an external window (hotline) to receive inquiries and reports from our business partners, we are actively gathering feedback from our business partners and implementing measures to improve and correct any issues. Furthermore, in 2024, we established a dedicated compliance department in the Purchasing Division. Starting in April 2025, the department was elevated to an all-company regulatory compliance department for the Act on Preventing Delay in Payment to Small and Medium-Sized Entrusted Business Operators in Relation to Manufacturing Consignment and related laws and regulations, thereby strengthening our company-wide control structure. We are working together as a company to conduct fair transactions.*3

Approach to Anti-corruption and Associated Issues

Nissan does not tolerate corruption of any kind, whether individual or systemic.

Nissan has established various global policies related to anti-corruption and associated issues, including the Global Anti-Bribery, Gifts & Hospitality Policy,*4 the Global Conflict of Interest Policy, the Global Regulations on Preventive Control Against Insider Trading, and the Global Anti-Money Laundering Policy.

Nissan also developed training to learn about not only the laws and regulations but also the basics of the bribes, potential and common conflict of interest, risk areas and red flags through business cases.

With these policies and education in place, Nissan is working to heighten awareness and reduce infractions.

Security-related export controls

Nissan is committed to supporting national and international peace and security by maintaining strict adherence to export control laws in Japan and all regions where we operate.

These regulations help prevent sensitive goods, software, and technologies from reaching parties associated with terrorism, espionage, or human rights abuse.

Our export compliance program is overseen by the executive responsible for export controls and managed through the Export Control Global Secretariat, consisting of a Global Director and Regional Managers. The Secretariat works closely with each business unit to establish, monitor, and maintain mechanisms that ensure compliance with security-related export control requirements.

The Global Export Regulatory Compliance Policy provides a unified framework for the Nissan Group, defining governance structures, roles, and responsibilities. Each group company

*1 Please refer to the 2025 Securities Report (P30) for details of measures to prevent recurrence of nonconforming of final vehicle inspections. https://www.nissan-global.com/EN/IR/FINANCIAL_RESULTS/ASSETS/FR/2025/PDF/fr2025.pdf#page=32

*2 Click here for more information. <https://global.nissannews.com/en/releases/250313-00-e>

*3 Click here for more information on initiatives undertaken by the Purchasing Division. >>> P075

*4 Click here for more information on Global Anti-Bribery, Gifts and Hospitality Policy https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/Anti-Bribery_GH_e.pdf

implements its own processes based on its risk profile, and we closely track regulatory changes to ensure timely compliance. Priority initiatives for the current fiscal year include addressing rapidly evolving global regulations, expanding Secretariat networks in the Americas and AMIEO*¹ regions, and strengthening the digital capabilities that support our procedures.

To enhance employee awareness of compliance obligations, we have completed the development and deployment of an export control and sanctions training package within our global training system. We also continue to advance our response to export requirements related to emerging and advanced technologies, including electrification, autonomous drive, and connected vehicle systems across Japan, the United States, Europe and other regions.

By integrating export control practices into product development and design, Nissan aims to further reinforce compliance across the organization. We also compile and publish annual information on controlled goods, software, and technologies by region, enabling comprehensive and consistent application of export controls across all business operations.

Global export control policy framework



Approach to tax

In line with its Global Code of Conduct, Nissan is committed to complying with the laws and regulations of all countries in which Nissan operates, as well as with international tax treaties and tax-related financial reporting rules. To support effective and compliant business operations worldwide, Nissan has implemented a documented tax policy, available on Nissan global website*².

Nissan is consistently fulfilling all tax disclosure requirements under domestic and international rules (such as OECD Country-by-Country Reporting) and other country specific transparency requirements such as those in Australia or the U.K.*³.

Nissan effectively manages its tax risks by involving its Tax department into key business decisions. Nissan's Tax department collaborates with and supports other functions to ensure tax implications are properly evaluated and addressed in operational and strategic decision-making on a timely basis. Through a formal delegation of authority process, the Tax department validates key business decisions from a tax perspective, thereby ensuring the tax strategy is aligned

with the wider business objectives, in a consistent and timely manner.

Nissan applies established international standards (such as those developed by the Organisation for Economic Cooperation and Development (OECD)) for the pricing of transactions between the companies within the group. Intercompany transactions are priced on an arm's-length basis, which means that Nissan entities transact with each other as if they were independent entities.

Nissan is transparent about its approach to tax. Nissan aims to pay the appropriate amount of taxes in the jurisdictions in which it operates, and to avoid tax-related interest payments and penalties for failure to comply with local and international tax rules.

Nissan's business is structured according to the commercial substance of its operation. No artificial or unusual business structures are used to evade taxes. Nissan does not engage in any transaction aimed at tax avoidance or not aligned with its normal course of business.

The CFO reviews and approves the tax strategy and the tax policy. The Global Head of Tax through the CFO updates annually the Board of Directors on Nissan's tax risks, its risk management tools and overall adherence to the group's tax strategy. The CFO is responsible for the tax governance of the Nissan group. Nissan's financial reports including tax report are audited by an independent accounting firm*⁴.

Tax management

Nissan effectively manages tax risks within the group by participating in and through the delegation of authority process at local, regional, and global level validating key business decisions from a tax perspective in a consistent manner.

Nissan seeks to close tax audits by reaching an agreement

*¹ AMIEO (Africa, Middle East, India, Europe & Oceania)

*² Click here for more information on the Tax Governance Policy. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/Tax_Governance_Policy_e.pdf

*³ Click here for more information on Nissan's U.K. tax strategy. <https://www.nissan.co.uk/legal/nissan-uk-tax-strategy.html>

*⁴ Please refer to the 2025 Securities Report (P183,188,190) for details of the Independent Auditor's Report, Internal Control Report, Confirmation Note. https://www.nissan-global.com/EN/IR/FINANCIAL_RESULTS/ASSETS/FR/2025/PDF/fr2025.pdf#page=185

with the tax authorities on the appropriate tax treatment of items under review. In case Nissan is unable to reach an agreement with the tax authorities, Nissan will take necessary actions to defend its tax positions, including seeking recourse to litigation.

Nissan has several methods for identifying and managing tax risks.

For example, the Tax department maintains a global database containing a list of the group's ongoing audits, uncertain tax positions and topics that may represent a tax risk in the future (such as new tax rules and inconsistent application of existing rules by tax authorities). It includes all potential tax risk: both direct and indirect taxes. All such risk items are extensively documented and qualified. Reports can be produced as needed and key findings are discussed quarterly with global senior management.

Specifically for income tax, Nissan has a process in place at local, regional, and global level to recognize uncertain tax positions as required by the Interpretation No. 23 of the International Financial Reporting Interpretations Committee (IFRIC 23). Nissan adopted IFRIC 23 from the beginning of fiscal year 2019.

Regarding transfer pricing topics, Nissan's Tax department has internal procedures and controls in place to identify transfer pricing risks, assess, monitor, and mitigate such risks, and report material risks to all stakeholders. The executive-level position within the organization accountable for compliance with the tax strategy is the Global Head of Tax. The Tax function is under the Corporate Governance of the Chief Financial Officer (CFO) of Nissan. Compliance with the tax governance and control framework is evaluated regularly by the following departments, at local, regional, and global level: Tax, Compliance, and Internal Audit. The Compliance department checks with the Tax department regularly to assess how the policies are enforced and whether they reflect the latest business operations in Nissan.

The Audit Committee, as part of the company's corporate governance system, sets the key audit items for each fiscal year. A department under the Audit Committee is specialized in internal audit for the purpose of regularly auditing group companies' business and their observance of processes, policies including the implementation of the tax policy, laws, and other matters as appropriate. Reports on activities related to internal control and risk management are regularly submitted to the Board of Directors.

Nissan has a hotline "SpeakUp" where employees can anonymously report unethical or illegal activities they have witnessed or that they suspect may exist.

It is a means to bring potential tax-related violations to the attention of management.

Stakeholder engagement and management of concerns related to tax

Nissan seeks to build and maintain long-term, open, and constructive relationships with national tax authorities by proactively engaging with them, as well as other governmental and industry bodies, directly and indirectly. Nissan strives to develop cooperative relationships with tax authorities through regular meetings and partnership programs. Nissan has ongoing communication with tax authorities including, where applicable, use of advance rulings and Advanced Pricing Agreements (APAs). Nissan regularly engages with policy makers to support the development of tax rules and regulations based on sound tax policy principles that reflect the business reality of its operations. Nissan's Investors Relations department engages with the Global Tax department each time there is a question from stakeholders related to tax topics. The Tax department will ensure that such questions are answered in a satisfactory way.

Corporate income tax by main market

Nissan discloses the corporate tax paid globally, with domestic and international breakdown by main markets.

Income Tax paid (billions of yen)

	Japan	The United States	China	Mexico	Other	Total
FY2023	9.2*1	105.2	50.3	30.2	32.2*1	227.1*1
FY2024	40.1	60.9	53.8	39.8	40.4	235.0
FY2025	39.1	4.7	28.5	33.2	17.9	123.4

Internal reporting system for corporate soundness

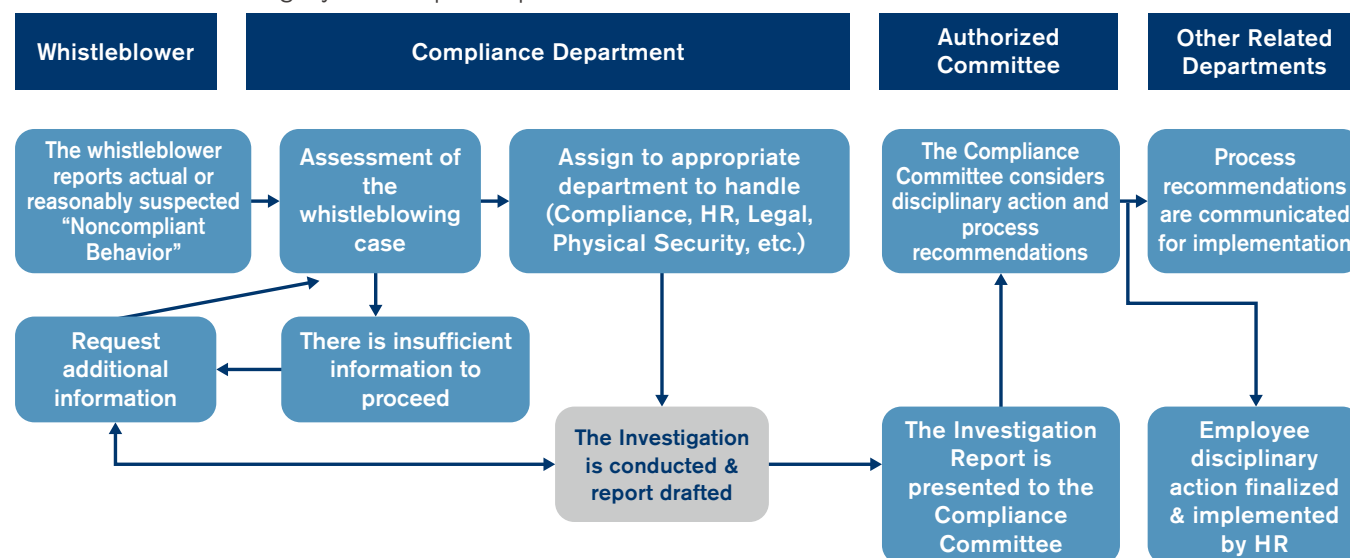
Nissan has established a globally integrated reporting system to promote thorough understanding of compliance among employees worldwide and facilitate sound business practices. The system, known as SpeakUp, is operated by an independent third party, NAVEX Global, which specializes in ethical hotlines. SpeakUp can be used by employees to ask questions or voice concerns to the company, thereby improving workplaces and operations. SpeakUp permits anonymous reporting and two-way confidential communication. It is available 24 hours a day, 365 days a year, in around 17 languages via website. SpeakUp is promoted to employees through various internal communication means, such as posters, intranet banners, internal articles, and events such as Nissan's annual Ethics Day. Employees are encouraged to report violations of the Nissan Global Code of Conduct or other company rules, and are protected from retaliation by our Global Whistleblowing Policy, a cornerstone of our compliance program. Reports are assigned by compliance personnel to the appropriate team for handling, such as HR, security, or legal. Compliance cases are handled by independent compliance

*1 Corrected due to an error in FY2023 corporate tax figures.

officers, and substantiated cases are presented to a cross-functional compliance committee. The SpeakUp system is subject to audit by the internal audit department. In fiscal year 2025, 2,475 concerns were reported globally. Among those, 17% were compliance-related matters while 66% were human resource related. These figures include 271 inquiries, making "Inquiry" the most common report category. In addition to inquiries, the recurrent types of reports were related to "aggressive or inappropriate communication in the workplace," "harassment (excluding gender-related cases)," and "employee communication and

interpersonal relationships." Measures taken range from termination of employment to procedural improvements. In 2024, SpeakUp Culture Training was launched, allowing employees to feel safe and protected. This course helps employees to understand what stops people from speaking up, the power of their voices, and how they can contribute to building a culture of escalation in Nissan.

Global Whistleblowing System (SpeakUp) Process



Additional resources

Data

 [Social data](#)

 [Governance data](#)

*Environmental data is included in the Environment section.

Reporting guideline indexes

 [GRI content index](#)

 [TCFD/TNFD content index](#)

 [SASB content index](#)