

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.

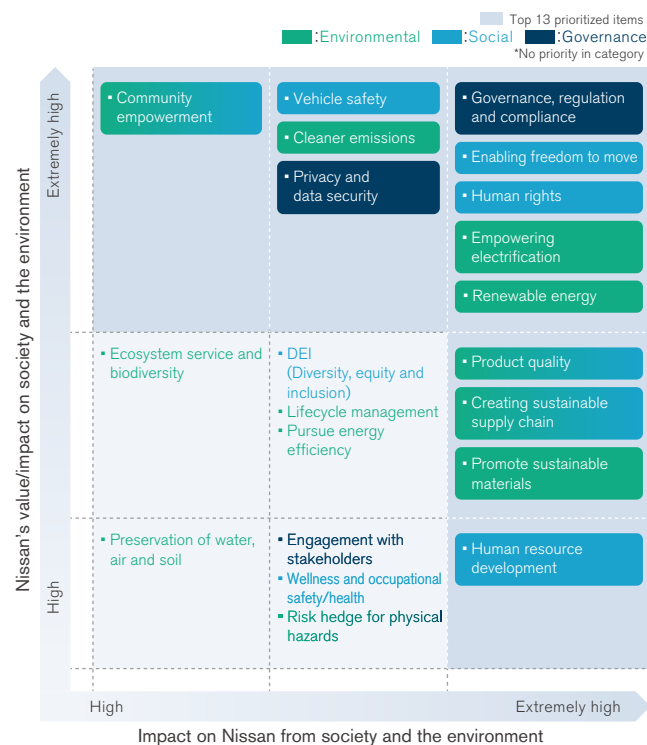
*1 Click here for more information on our vision. <https://www.nissan-global.com/EN/COMPANY/PLAN/VISION/>

Contents	Corporate direction	Environmental	Social	Governance	006
Our Vision	Executive message	Sustainability at Nissan			

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

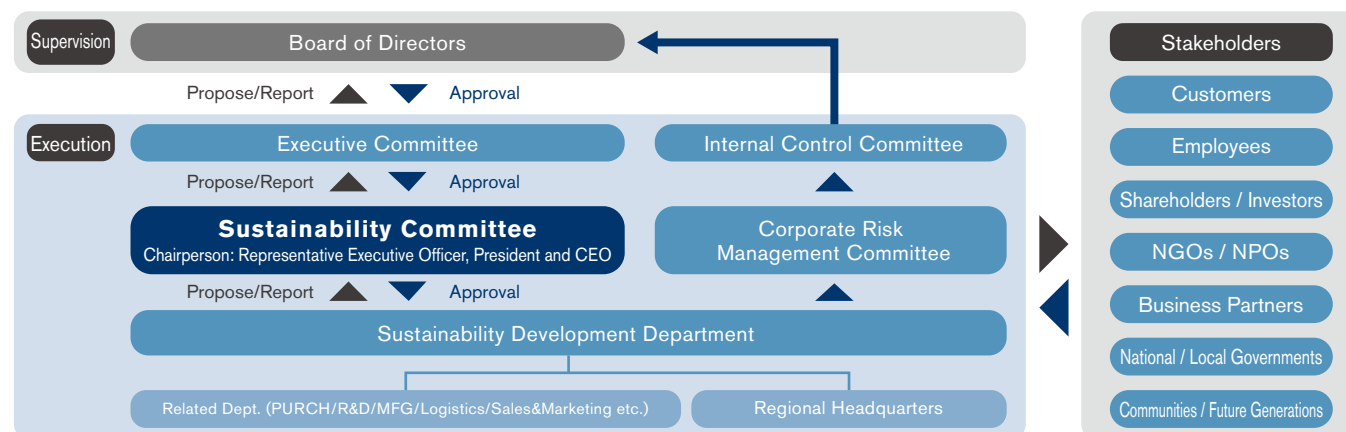
To further reinforce its sustainability initiatives, Nissan raises funds in accordance with the Nissan Sustainable Finance Framework.*¹ Funds raised through the framework have been allocated for a wide range of initiatives. These include the development and production of electrified vehicles and batteries 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/>

Contents	Corporate direction	Environmental	Social	Governance	011
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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