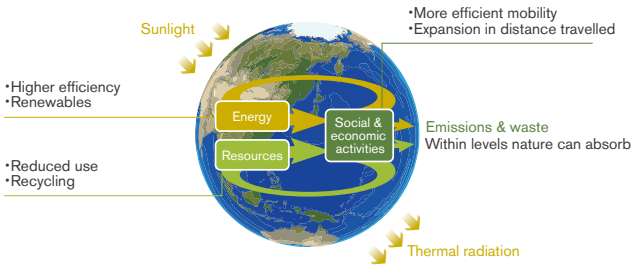
Environmental principles

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.



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

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.

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.

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."

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℃.

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.

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 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

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.

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 CO_2 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.

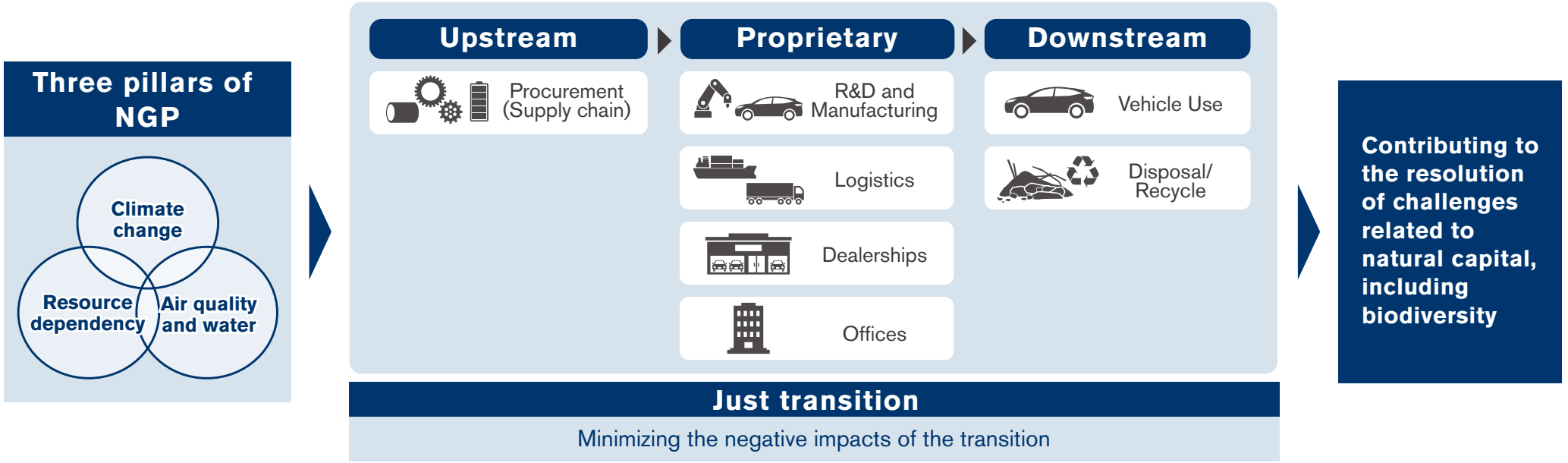
Strategic approach to environmental issues

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.

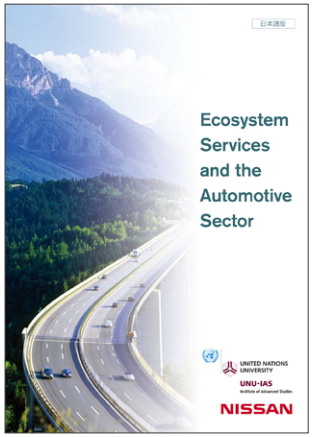
NGP and Nissan Value Chain



*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.

TNFD Taskforce on Nature-related Financial Disclosures

*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℃.
COP26 in 2021 announced its resolution "to continue efforts to limit temperature rise to 1.5℃" to emphasize 1.5℃ 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℃ 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℃ and 2℃ scenarios presented in the International Energy Agency (IEA) time horizon up to 2050 and the 1.5℃ 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℃, 2℃, and 4℃, and confirmed the range of risks for the 1.5℃ and 4℃ scenarios based on a 2℃ 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/

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℃	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℃	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℃ 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℃ 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 CO_2 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:

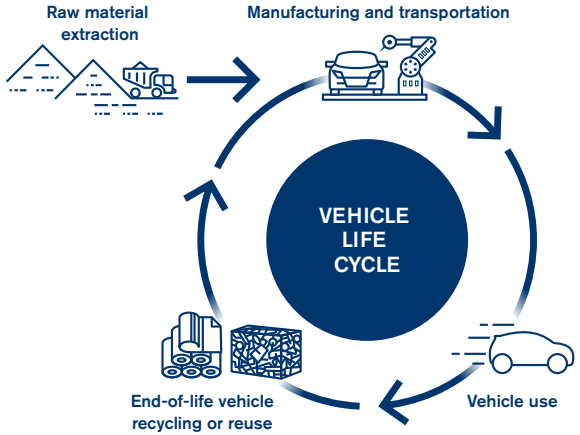
1) Corporate activities as of fiscal year 2018 have been continued, and
2) The Nissan Green Program promotes environmental activities and the impact of annual carbon tax could be curbed

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 CO_2 reduction on Nissan Ariya

We are intensifying our efforts to minimize CO_2 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 CO_2 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.

NGP2030 CO_2 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

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

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)

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 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

Business foundations — Responsible sourcing | Traceability | Environment governance

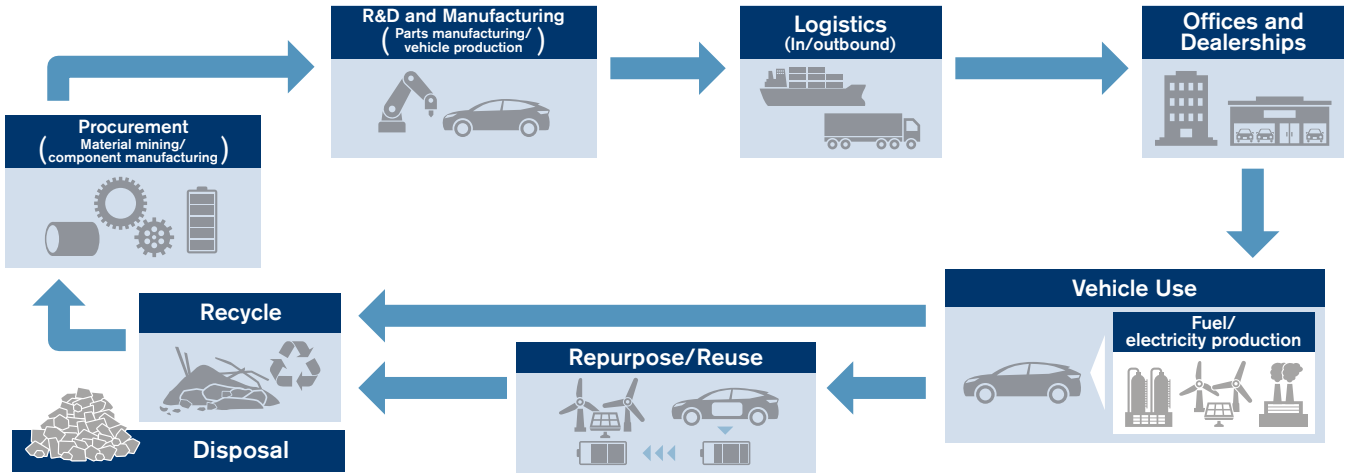
Climate change

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 CO_2 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℃ scenario, and working to reduce CO_2 emissions, put electrification technologies into practical use, and create environmental benefits and social value.

Efforts to reduce CO_2 emissions across product life cycles

Nissan is actively working on reducing CO_2 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 CO_2 reduction at every stage, from raw material extraction to manufacturing, transportation, product use, and disposal.
Nissan promotes CO_2 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 CO_2 emissions by 2030 across product life cycles.



Initiatives through corporate activities

Approach to corporate activity initiatives

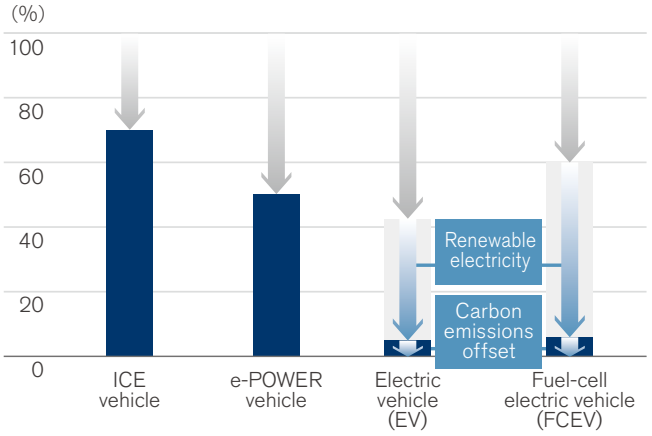
In 2018, the IPCC Special Report on Global Warming of 1.5℃ indicated the necessity of limiting the global average temperature rise to 1.5℃ above pre-industrial levels and achieving net zero emissions by 2050.
Based on the IPCC report, Nissan has estimated that it will need to reduce its total CO_2 emissions (Scope 1 and 2) by at least 50% by 2030 (compared with 2018 levels).
Aiming to achieve the 1.5℃ target, in corporate activities under NGP2030, we have set targets for reducing CO_2 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℃ target.

Initiatives through products

Approach to climate change

CO_2 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 CO_2 emissions to its customers.

CO_2 emissions comparison by power train *1



After implementing maximum CO_2 emission reduction initiatives, Nissan will consider applying offsets to mitigate the unavoidable CO_2 emissions, aiming to achieve our life cycle CO_2 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 CO_2 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 CO_2 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 CO_2 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 CO_2 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) CO_2 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.

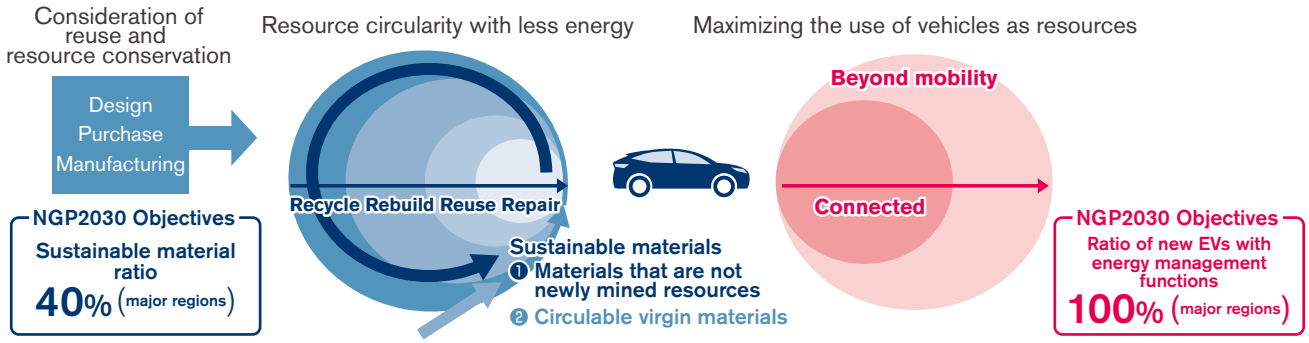
Long-term vision

We aim to achieve a 100% circular economy application rate by 2050.

NGP2030 targets

·40% sustainable materials ratio
(major regions: Japan, U.S.A., and Europe)
·100% adoption rate of energy management functions in new EVs: (major regions: Japan, U.S.A., and Europe)

Nissan's circular economy

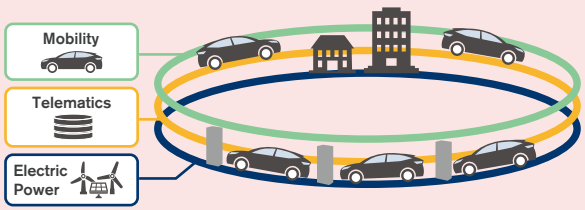


Resource circularity with less energy

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 CO_2 materials
· Non-toxic materials
· Ethically sourced materials

Approach to energy management

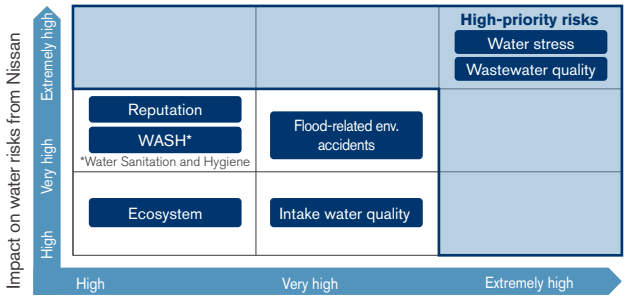
EVs can exchange battery power bidirectionally with residences and the community via V2X*3 while parked. This enables the effective use of vehicles, such as saving on electricity costs, promoting local production and consumption of renewable energy, and providing backup power during disasters, while 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.



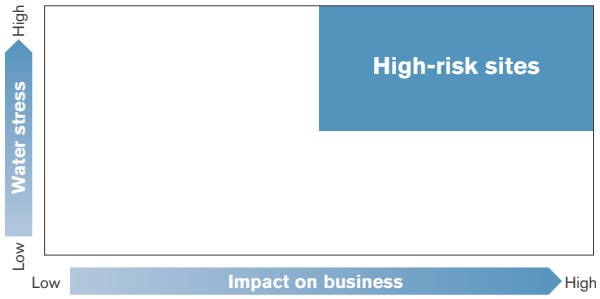
Water is an unevenly distributed resource, and we recognize it as a highly contextual issue. Nissan prioritizes activities to reduce water usage, such as recycling wastewater and making effective use of rainwater, in areas with high water stress, while also contributing to addressing local water issues.

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.

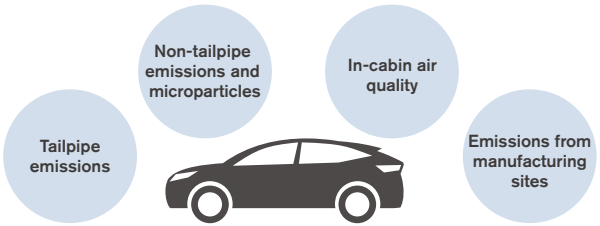
*1 Click here for more information on the Aqueduct Water Risk Atlas. https://www.wri.org/aqueduct

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 $\mu g/m^3$ 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.

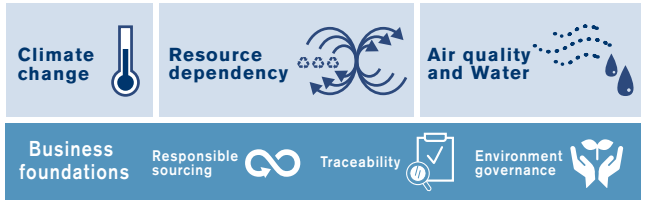
Reduction of emissions from manufacturing activities

Typical emissions from vehicle manufacturing plants include nitrogen oxides (NOx), sulfur oxides (SOx), and VOCs, and Nissan has continued to employ strict measures to address the emission of these substances.
Since NOx and SOx are released into the air when fossil fuels are combusted, we have been promoting the adoption of low-NOx burners, change to low-SOx 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

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 CO_2 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 CO_2 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

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% Magor 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.

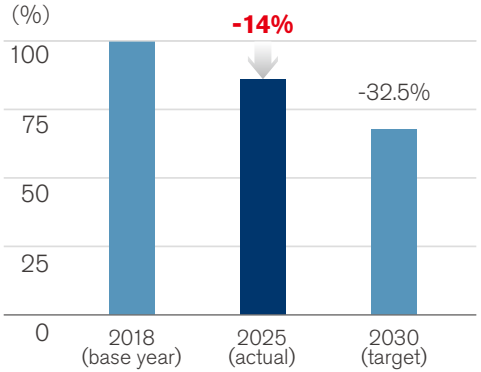
*1 Including the Company and its consolidated subsidiaries

NGP2030 progress update

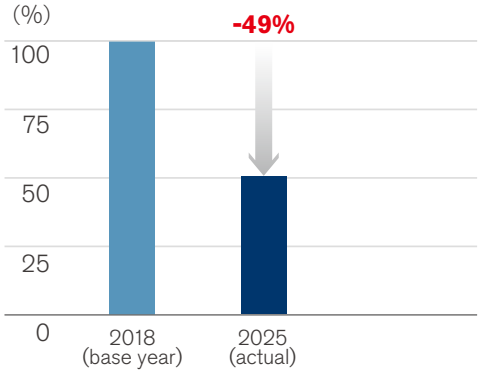
Under NGP2030, we monitor the progress of both CO_2 reduction effects per vehicle for certain categories, as well as overall CO_2 reductions, in order to assess their contribution toward halving global emissions by 2030 in line with the Paris Agreement.

CO_2 emission reduction rate from new vehicles*1

Product (Global, intensity)



Product (Global, absolute)

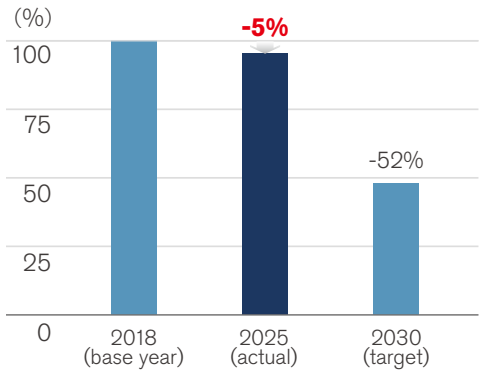


*Including joint venture companies 2025 actual -16%

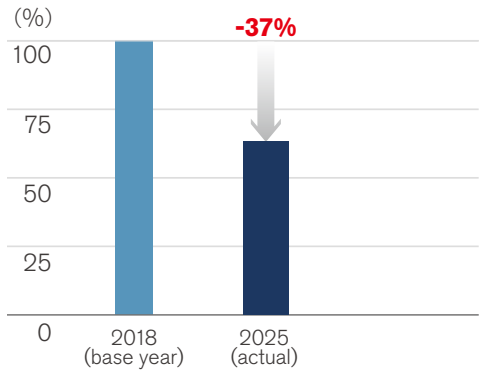
*Including joint venture companies 2025 actual -55%

CO_2 emission reduction rate from manufacturing activities

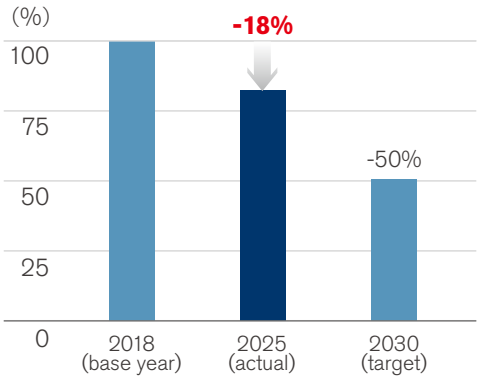
Manufacturing (Global, intensity)



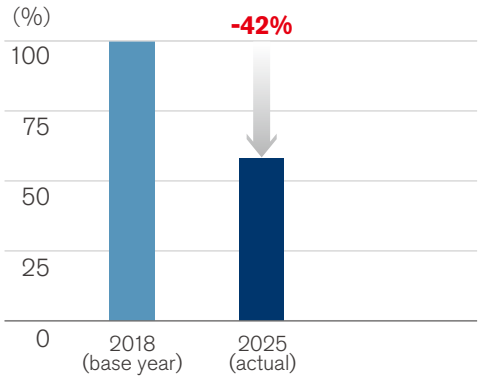
Manufacturing (Global, absolute)



Product (Major regions, intensity)



Product (Major regions, absolute)



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 CO_2 emissions will continue to be disclosed including joint ventures in China.

*1 CO_2 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

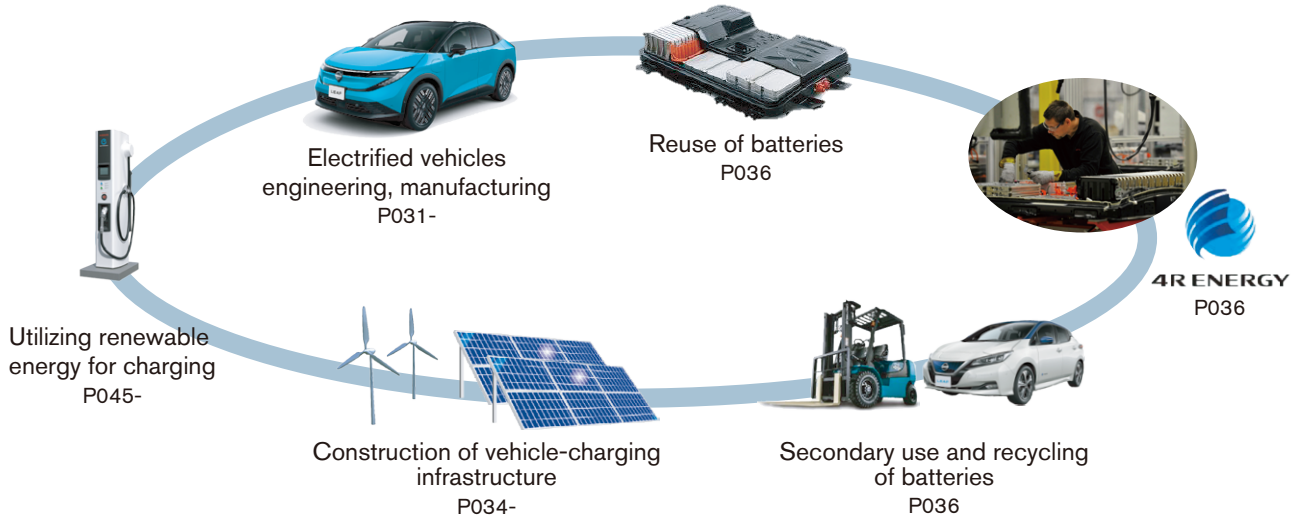
Nissan prioritizes Climate change, Resource dependency, and Air quality and Water, which are the key areas related to its business. In minimizing its dependence and impact on ecosystem services, Nissan also provides a range of value to society and the environment to realize its environmental philosophy 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 CO_2 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 CO_2 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

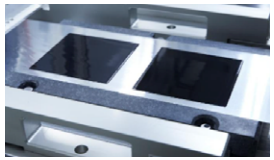
Nissan developed "X-in-1" which reduces costs by sharing core components between EV and e-POWER systems, while making them smaller and higher-performing.
For EVs, we incorporated "3-in-1" that integrated the motor, inverter, and reducer, starting with the all-new Nissan LEAF.
For e-POWER models, we introduced "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 CO_2 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

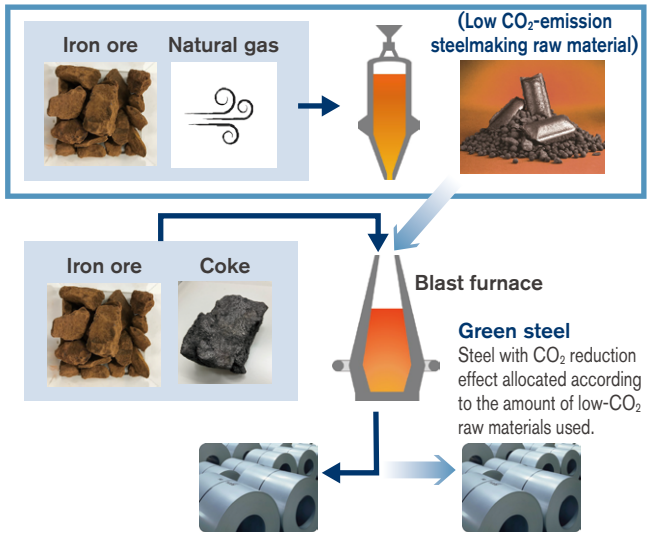
*1 Strong Tumble and Appropriately stretched Robust ignition Channel

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.

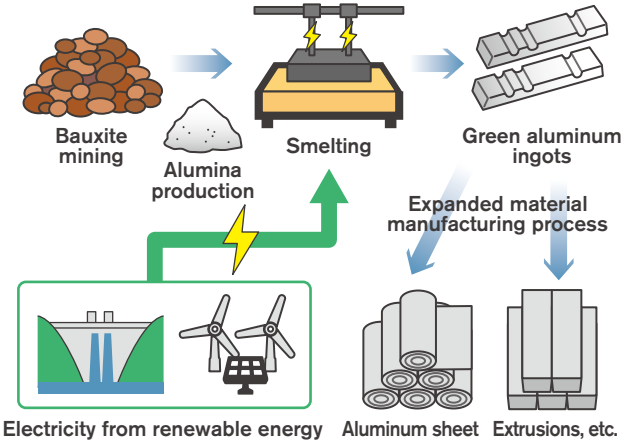
Efforts to reduce CO_2 emissions through use of green steel and green aluminum

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 CO_2 emissions.
In January 2023, we adopted Kobelco's green steel and green aluminum, which make it possible to significantly reduce CO_2 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 CO_2 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.

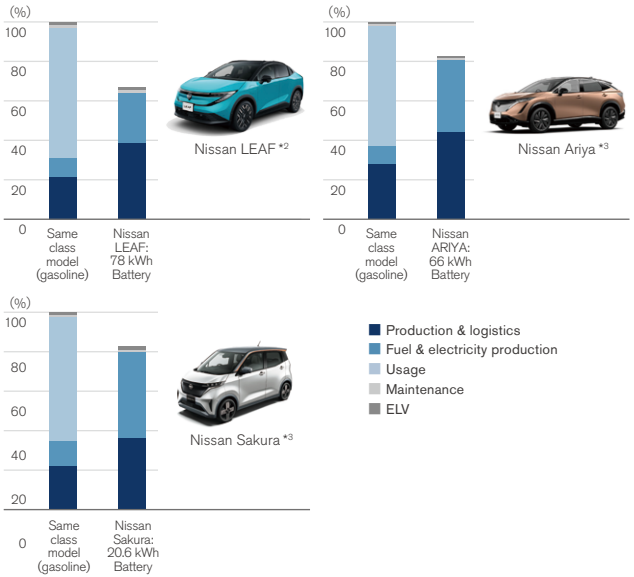
*1 Green steel: Low-CO_2 steel with significantly reduced CO_2 emissions in the steelmaking process
*2 Green aluminum: Aluminum that is electrolytically smelted using only electricity generated by solar power and other renewable energy sources, thereby reducing CO_2 emissions during aluminum ingot production 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-CO_2 products) and raw materials without said characteristics are mixed, depending on the amount of raw materials with said characteristics. The CO_2 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 CO_2 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 CO_2 emissions are approximately 30% lower than gasoline-powered vehicles of the same segment in Japan.

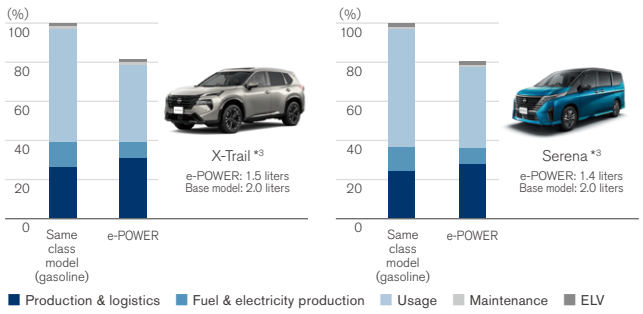
Life cycle CO_2 equivalent emissions



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 CO_2-equivalent emissions of approximately 20% compared to the gasoline-powered versions.

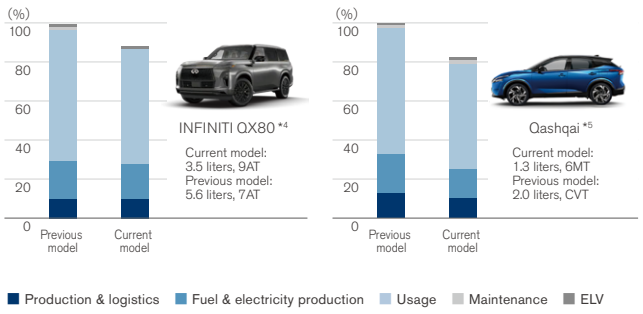
Life cycle CO_2 equivalent emissions



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 CO_2 equivalent emissions have been reduced compared to the previous models through improvements in powertrain efficiency and vehicle weight reductions.

Life cycle CO_2 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

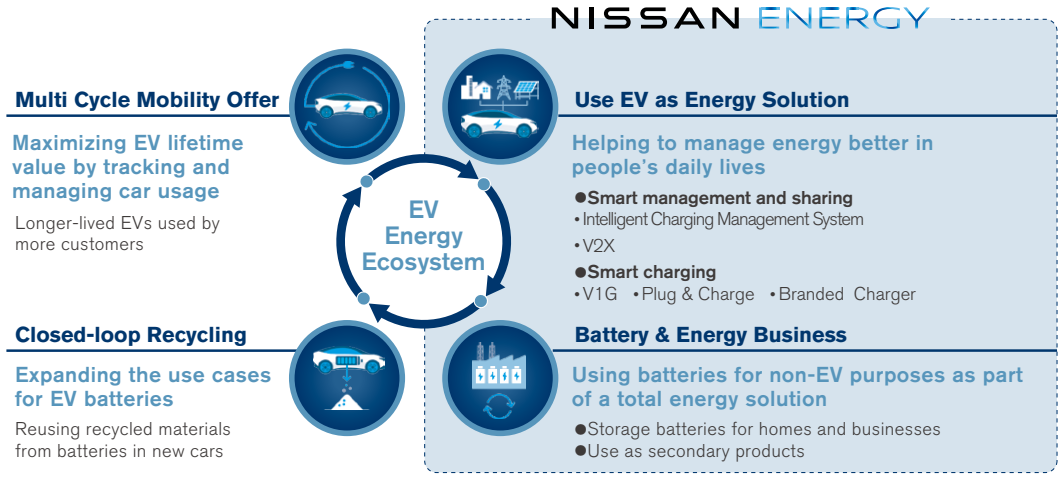
The EV energy ecosystem is a mechanism for providing new value to customers that maximally leverages the potential of Nissan EVs by recycling resources. Within this ecosystem, NISSAN ENERGY*1 is a new solution designed to enable the smart and efficient use of electricity by transforming EVs into tools 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

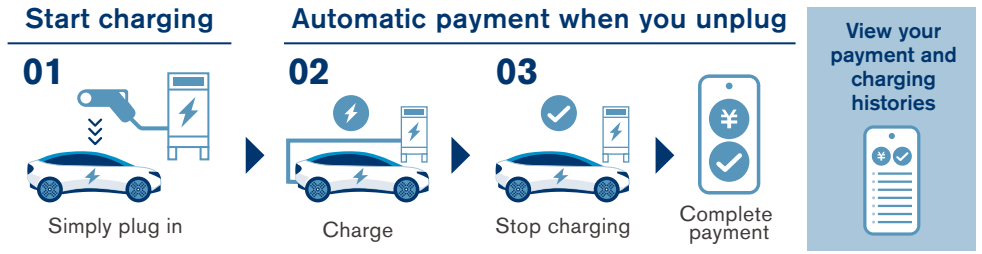
Nissan provides various electric charging solutions to enable customers to enjoy safe and convenient lifestyles with EVs. Charging at home is the most convenient charging method, as it is completed while the car is parked at home. For safe charging at home, Nissan partners with installers of EV charging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

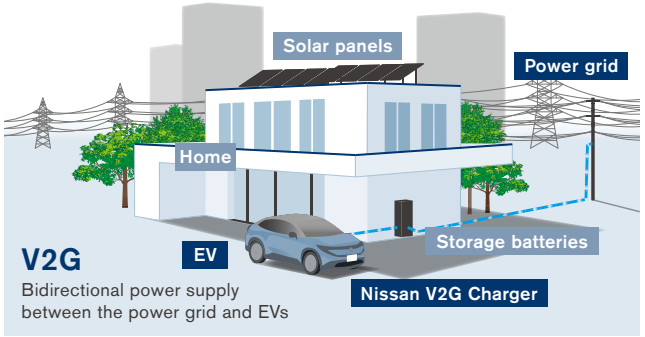
The electricity stored in an EV's battery can do more than just power a vehicle—when combined with a bidirectional charger, it can be shared between the vehicle and external systems. This technology is called Vehicle to Everything (V2X). By storing electricity during low-tariff nighttime periods and 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.

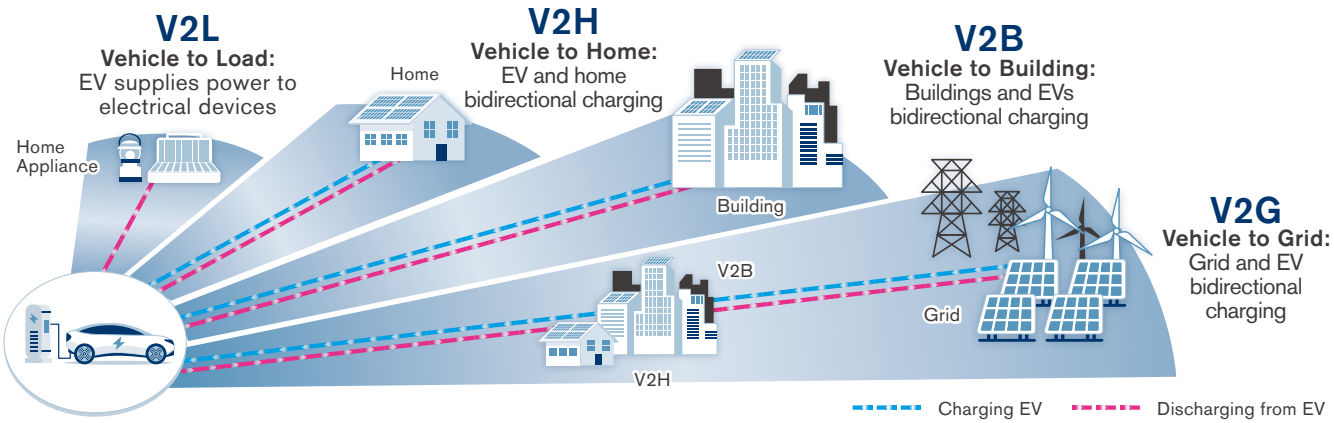
Nissan has announced that it will introduce Vehicle to Grid (V2G) technology in selected EVs in the U.K. from 2026. V2G technology enables electricity stored in EV batteries to be used to power homes or sold back into the power grid, making it possible to efficiently utilize renewable energy sources 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 CO_2 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.

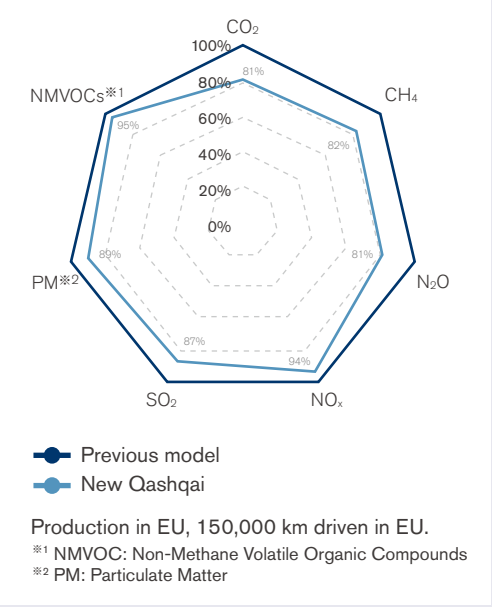
- Sentra CA (2000 / U.S.A.): The first gasoline-powered vehicle to receive Partial Zero Emissions Vehicle (PZEV) certification, the exhaust gas standard set by the California Air Resources Board
- Bluebird Sylphy (2000 / Japan): The first in Japan to achieve Ultra-Low Emission Vehicle (U-LEV)*1 certification.
- 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 CO_2 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)



Production in EU, 150,000 km driven in EU.
※1 NMVOC: Non-Methane Volatile Organic Compounds
※2 PM: Particulate Matter

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 (NOx) 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.

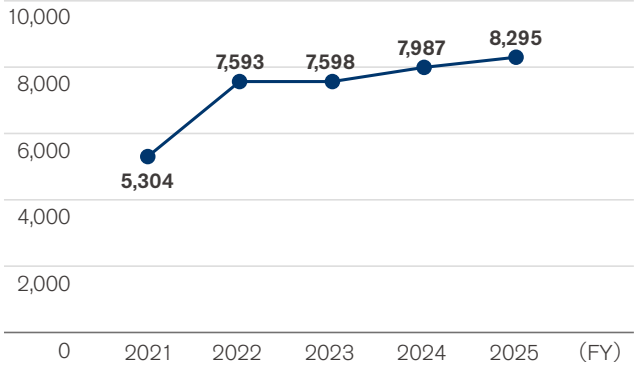
Based on the above-referenced policies, Nissan developed a specific Nissan Engineering Standard (NES) for the Restricted Use of Substances, which identifies the chemical substances whose use is either prohibited or controlled. The NES is applied in material selection and in the components and parts used 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.

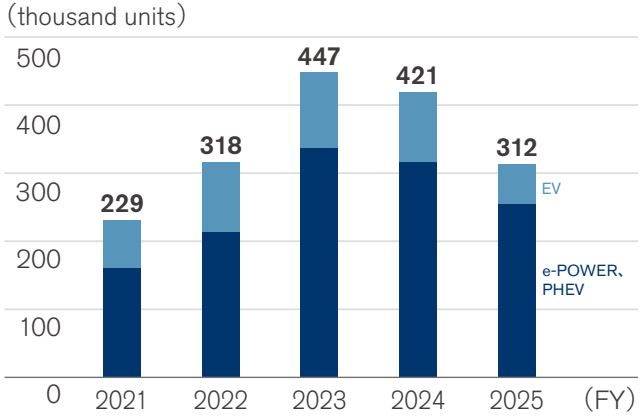
Powertrain type ratios (FY2025 shipment-based)*1

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)

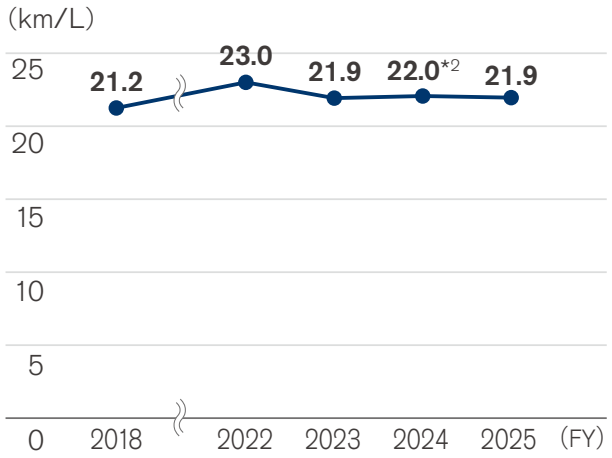
We aim to expand our electrified vehicle lineup and increase the share of electrified vehicle sales. In fiscal year 2025, the number of electrified vehicles sold declined compared with the previous year due to a challenging competitive environment.

Sales volume of EV, e-POWER, PHEV*1*2



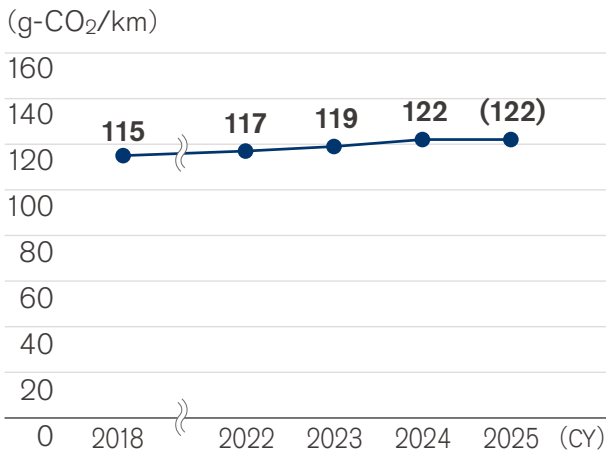
*1 From fiscal year 2025, the scope of sales and production volume calculations is aligned with the consolidated financial group.
*2 In line with the revised calculation scope, historical figures have been restated.
*3 Production volumes in the U.S.A. and Mexico
*4 Production volume in the U.K.
*5 Production 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



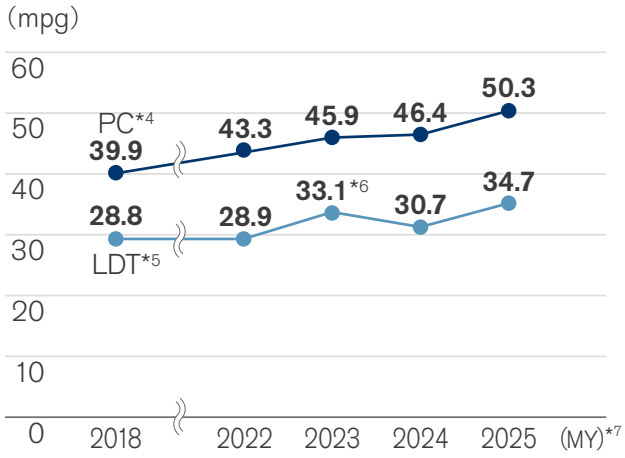
In fiscal year 2025, the company's average fuel economy*3 in Japan was 21.9km/L.
Despite sluggish sales of electrified vehicles due to challenging market conditions, the launch of the new ROOX boosted the proportion of "kei" cars, helping to maintain sales at previous fiscal year levels.

CO_2 emission index from Nissan vehicles in Europe*8



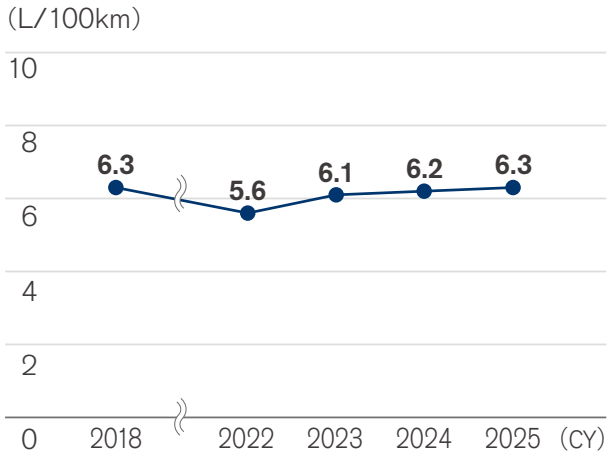
In 2024, the company's average CO_2 emissions were 122 g-CO_2/km. In 2025, although the EV sales ratio temporarily declined due to the model transition of the Nissan LEAF, the contribution of the Qashqai e-POWER is expected to improve the electrified vehicle ratio, maintaining a level equivalent to the previous fiscal year.*9

Corporate average fuel economy (CAFE) in the United States



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



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.

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.

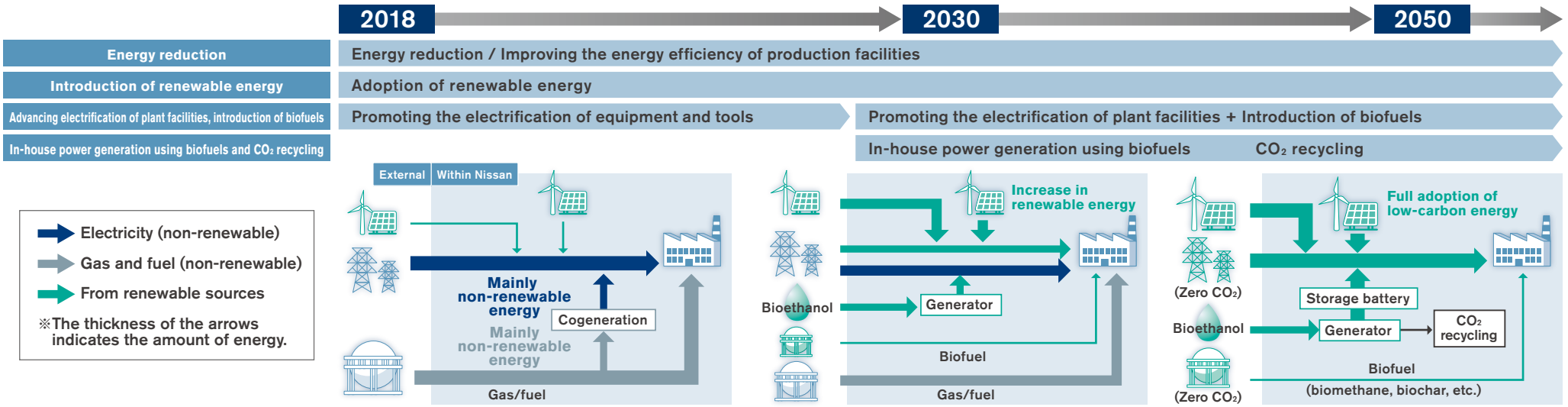
Efforts toward carbon neutrality

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

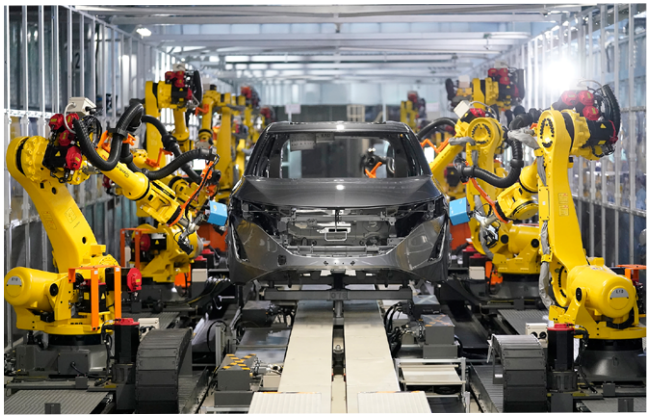


*1 Click here for more information on our roadmap for carbon neutrality. https://global.nissannews.com/en/releases/nissan-sets-carbon-neutral-goal-for-2050?origin=channel-NNG243

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)

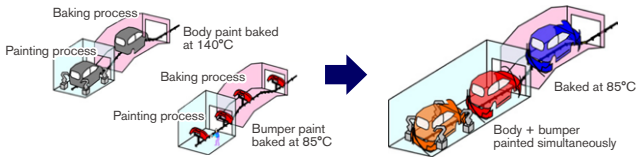
Most CO_2 emissions in the manufacturing process come from the consumption of energy generated by fossil fuels. We engage in a variety of energy-saving activities in the manufacturing process in pursuit of the lowest energy consumption and CO_2 emissions among automakers.

Initiatives in automotive production technology

In the painting process, we are promoting CO_2 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 CO_2 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 CO_2 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 CO_2 emissions from the painting process by 25% or more. *2

Simultaneous Painting of Body and Bumpers



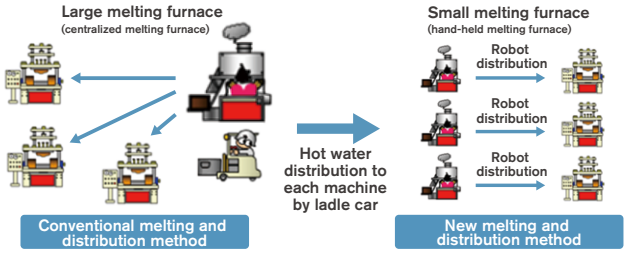
CO_2 emissions have been reduced by simultaneously painting the body and bumpers using a new technology and consolidating them into one process (right) and drying at a low temperature (85℃) instead of the conventional two-step process (left).

In addition, at the Nissan Intelligent Factory, we are implementing various CO_2 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 CO_2 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℃. 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

in CO_2 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℃, which has a significant impact on CO_2 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 CO_2 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 CO_2 through these operational improvements.

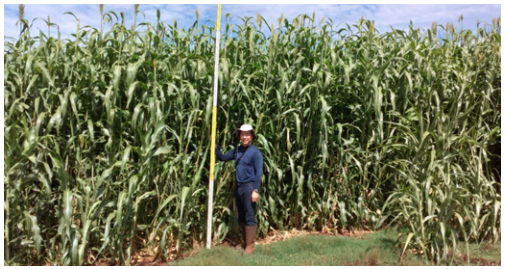
Promoting renewable energy

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 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.

Solar power generation at the Sunderland Plant

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)

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 CO_2 emissions.

Office initiatives

Nissan promotes efforts to reduce CO_2 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 CO_2 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 CO_2 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 CO_2 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 CO_2 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

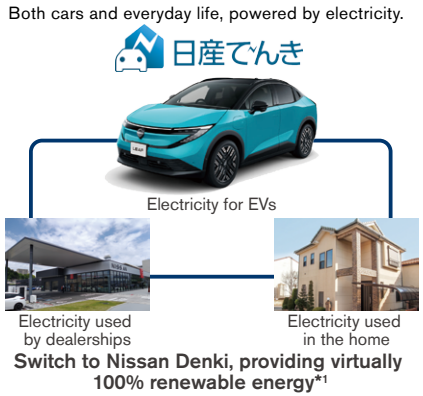
Each retail outlet of our dealerships works proactively to conserve energy through continuous enhancements to daily operations, while also identifying potential areas for reduction and promoting efficient energy use. Furthermore, we aim to achieve carbon neutrality by combining multiple approaches, such 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 electricity-related CO_2 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 CO_2 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

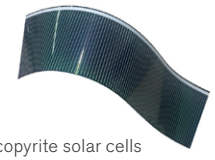
As part of its initiatives to develop eco-friendly dealerships, Nissan was selected for Kanagawa Prefecture's "Next-Generation Solar Cell Promotion Project." Consequently, from October 2025 to February 2026, we conducted a demonstration experiment at the R1 Higashi-Totsuka dealership (Yokohama City) 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 CO_2 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 CO_2 emissions data for the 2024 fiscal year from Nissan dealerships nationwide.

Climate change (Corporate activities) data

Energy input*1

(FY)

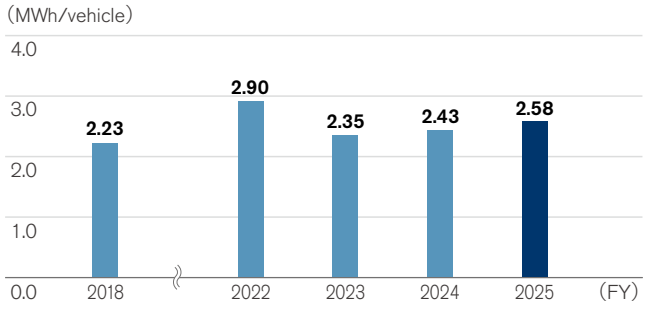
	Unit	2018	2022	2023	2024	2025
Total	GWh	7,755.2	6,442.7	6,053.6	5,807.0	5,571.0★
By region						
Japan	GWh	3,845.6	3,403.2	3,045.9	2,862.9	2,769.3
North America	GWh	2,397.7	1,971.4	2,074.6	2,070.0	1,947.7
Europe	GWh	862.0	545.1	511.4	474.7	491.8
Other	GWh	649.8	523.0	421.8	399.5	362.2
By energy source						
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.



(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 CO_2 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

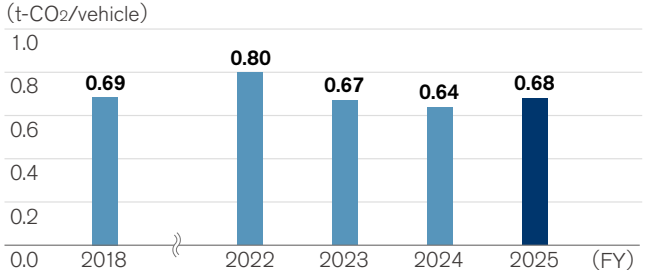
Greenhouse gas (GHG) emissions other than energy-derived CO_2

(FY)

By type	Unit	2018	2022	2023	2024	2025*5
CH_4 (methane)	t-CO_2e	4,846	5,054	5,705	4,810	5,649
N_2O (nitrous oxide)	t-CO_2e	1,425	1,071	1,801	2,094	1,304
HFCs (hydrofluorocarbons)	t-CO_2e	3,594	1,878	148	121	526
PFCs (perfluorocarbons)	t-CO_2e	0	0	0	0	0
SF_6 (sulfur hexafluoride)	t-CO_2e	43	43	128	117	13,680
NF_3 (nitrogen trifluoride)	t-CO_2e	2	0	0	0	0

Scope1 and 2 CO_2 emissions per vehicle produced

In fiscal year 2025, overall corporate emissions were 0.68 t-CO_2/vehicle produced.



*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 CO_2 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

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

CO_2 emissions from logistics

In fiscal year 2025, CO_2 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

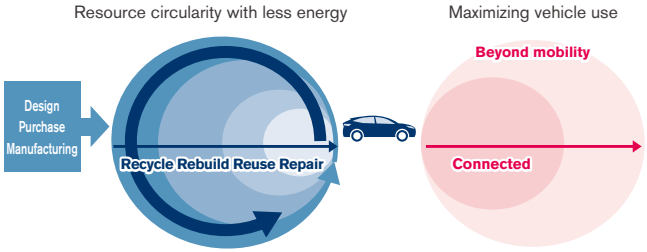
*1 From fiscal year 2025, the aggregation scope has been revised to align with the consolidated financial group.
(Previous scope: Nissan Motor Co., Ltd., its consolidated subsidiaries, and certain associates accounted for using the equity method. Revised scope: Nissan Motor Co., Ltd. and its consolidated subsidiaries.)
*2 CO_2 emissions include those from transportation of parts to our manufacturing bases and transportation of vehicles from our manufacturing bases to dealerships.
*3 "Inbound" includes parts procurement from suppliers and transportation of knockdown parts 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.

★ 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 circulable materials that have a minimal environmental impact.

Nissan's circular economy



Resource efficiency with less energy input.

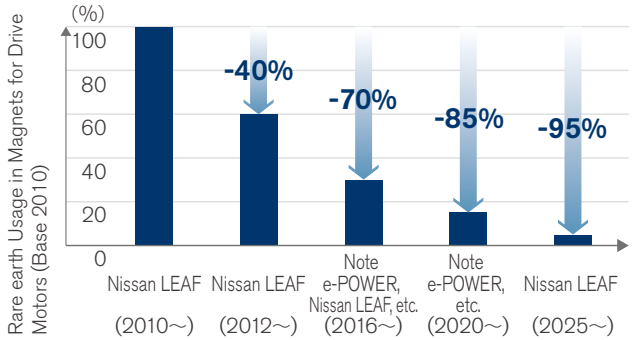
Effective use of resources in the design, purchase, and manufacturing phases

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)

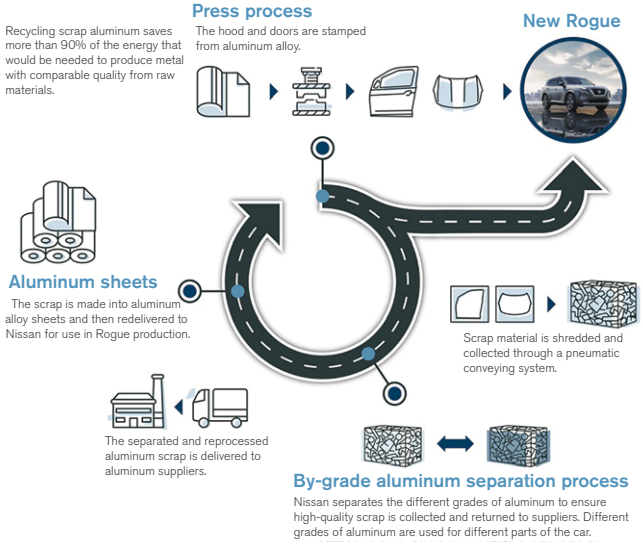
In fiscal year 2025, ferrous metals accounted for 60% of the materials used in our automobiles by weight. Nonferrous metals made up another 13% and resins 16%, with miscellaneous materials making up the final 11%. To reduce our use of natural resources, we are advancing initiatives to expand the use 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.

Closed-loop recycling of aluminum



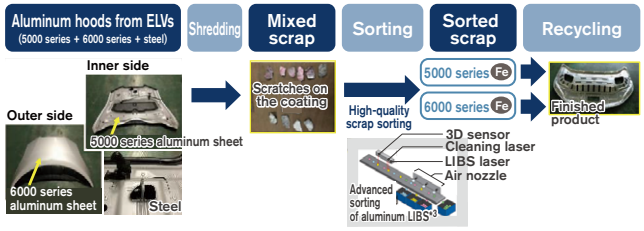
Horizontal recycling of aluminum

Collection and sorting of aluminum wheel scraps

Melting and casting (Yokohama and Tochigi Plant)

Suspension part (Skyline, etc.)

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 CO_2 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

Shredded bumper products (with coating)

Products with coating removed

Recycled plastics material

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

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

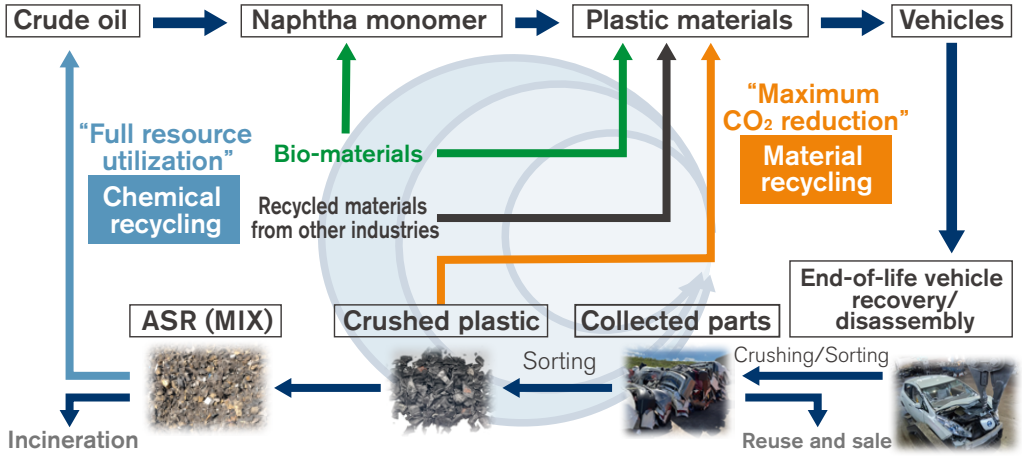
The amount of industrial waste generated from plastic products in Japan during fiscal year 2025 was 4,860 tons.

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

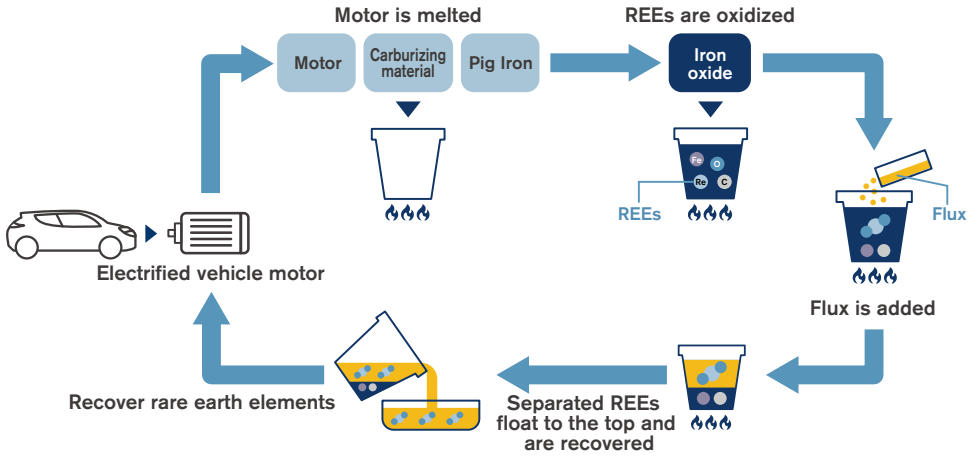
Reuse of rare earth metals (motor magnets)

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

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_TECHINICAL_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.

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

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
CO_2 emissions	kt-CO_2	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

*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.

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 m³	17,470	17,569	18,019	16,909	16,150
Japan	thousand m³	10,164	10,506	10,760	10,046	9,496
North America	thousand m³	3,845	4,084	4,286	4,141	4,295
Europe	thousand m³	1,115	1,234	1,310	1,307	1,301
Other	thousand m³	2,346	1,745	1,663	1,415	1,058

Water withdrawal by source

(FY)

	Unit	2025
Total	thousand m³	16,150
Surface water	thousand m³	641
Groundwater	thousand m³	5,315
Third-party water	thousand m³	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
m³/vehicle	9.06	7.91	6.99	7.07	7.49

(FY)

By region	Unit	2024	2025
Japan	m³/vehicle	15.66	17.02
North America	m³/vehicle	3.55	3.87
Europe	m³/vehicle	4.73	4.66
Other	m³/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 m³	13,342	13,192	13,224	12,652	12,455
Japan	thousand m³	8,558	9,322	9,381	9,020	8,738
North America	thousand m³	3,110	2,702	2,670	2,540	2,745
Europe	thousand m³	827	655	660	648	639
Other	thousand m³	847	513	513	444	333

Water discharge by destination

(FY)

	Unit	2025
Total	thousand m³	12,455
Surface water	thousand m³	7,592
Underground seepage	thousand m³	0
Third-party water	thousand m³	4,393
Seawater	thousand m³	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.

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

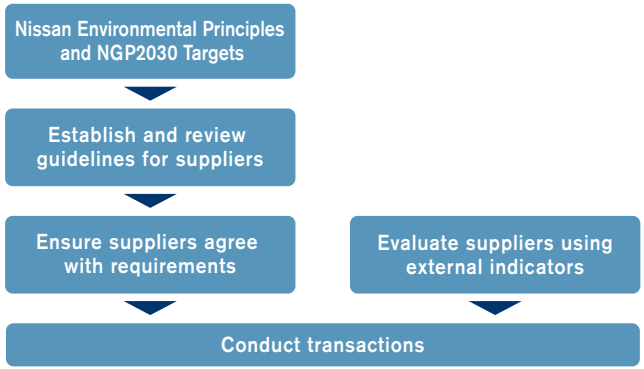
Policies and approaches to supply chain management

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

CO_2 emission reduction activities with suppliers in Japan

With suppliers who wish to do so, we share information on CO_2 reduction progress as well as on Nissan's expected values and improvement measures to encourage further CO_2 reduction activities at their sites.
In terms of collaboration with suppliers, we will promote the use of low-CO_2 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 CO_2 emissions · Plan and promote CO_2 reduction plans · Set science-based CO_2 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 CO_2 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.

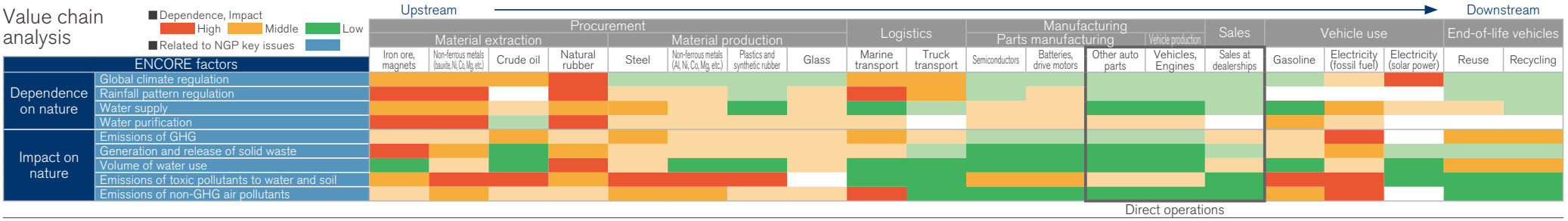
In addition, reducing water usage helps prevent declines in river and groundwater levels, and by strictly managing wastewater discharge to prevent water pollution, we mitigate the impact on the ecosystems of the water bodies near our plants. In addition, technology studies aimed at reducing brake wear 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.

Value chain analysis



*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 CO_2 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

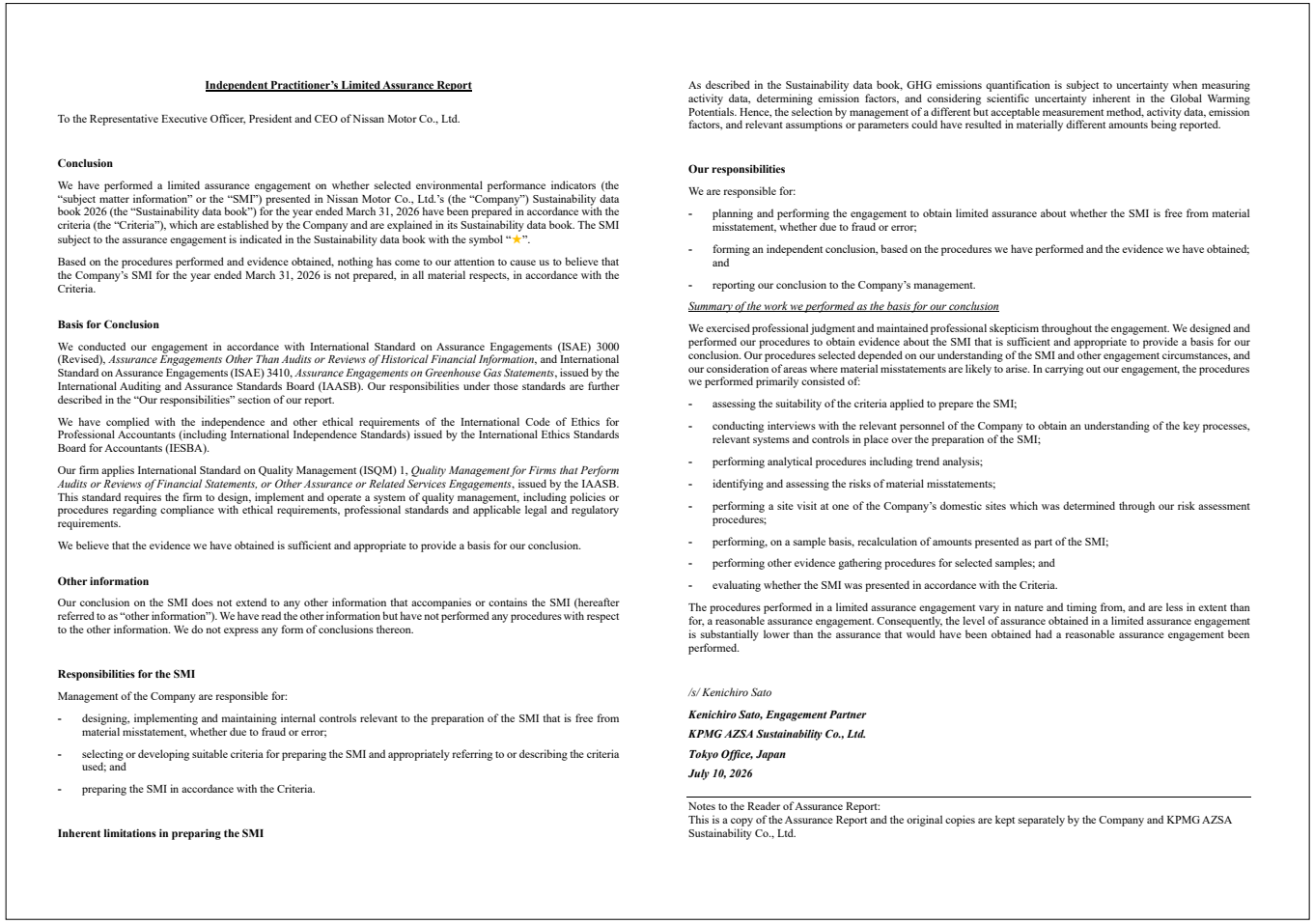
When the Paris Agreement was adopted at COP21 in 2015, we recognized the importance of the common goals of "holding the increase in the global average temperature to well below 2℃, and pursuing efforts to limit the temperature increase to 1.5℃ above preindustrial levels."
Recognizing the need to enhance 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/EV/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/

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 CO_2 emissions subject to third-party assurance

- CO_2 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 CO_2 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
- CO_2 emissions from purchased goods & services: For each major product in the segments defined based on vehicle size and powertrain, the amount of CO_2 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 CO_2 emissions.
- CO_2 emissions from the use of sold products: Calculated using the average regional CO_2 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 CO_2 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 CO_2 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).