

Approach to social issues

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

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

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

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

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

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

NSP2030

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

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

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

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

Human rights

Approach to human rights

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

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

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

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

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

Nissan’s Human Rights Want-to-be Statement

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

Nissan Human Rights Policy

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

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

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

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

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

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

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

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

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

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

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

Human rights management

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

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

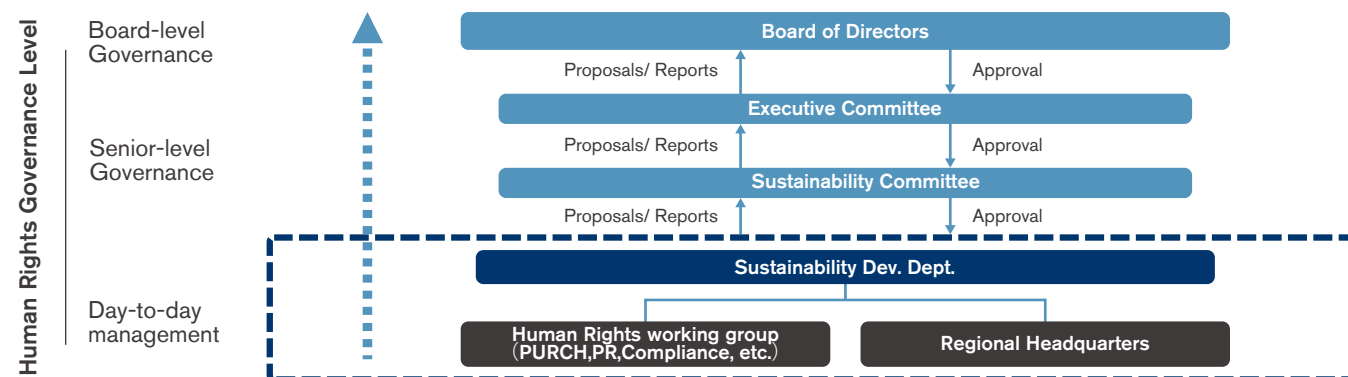
As part of our day-to-day management, we established a global and cross-functional human rights working group involving the Sustainability Development Department, Purchasing, Public Relations, Compliance and other related functions, including regional headquarters. This group strives to address the following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

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

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

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

Human rights governance structure



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

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

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

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

*5 TPC: An abbreviation for Third Party Compliance

Human rights achievements

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

Human rights due diligence

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

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

Human rights due diligence process



*Incl. Grievance Mechanism

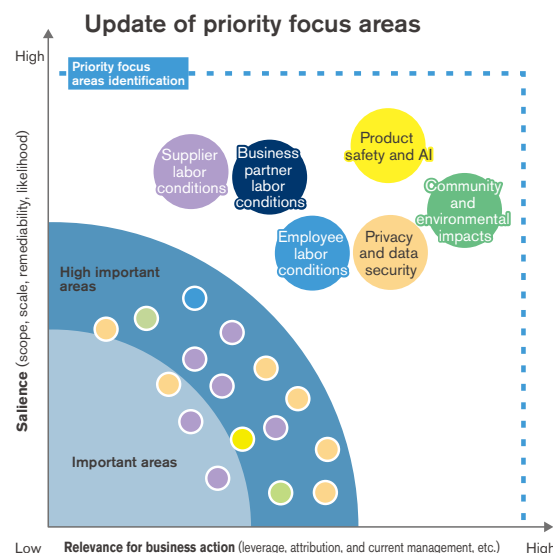
"Nissan Supplier Sustainability Guidelines."

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

Update of priority focus areas for respecting human rights

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

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



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

*1 Organization for Economic Co-operation and Development

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

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

Contents	Corporate direction				Environmental		Social		Governance			065
Approach to social issues	Human rights	Safety	Quality	Intellectual property	Responsible sourcing	Communities	Power of employees	Employee human rights	DEI	Learning and development	Health and safety	

Stakeholder engagement on human rights

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

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

Strengthening of engagement-based policies and activities

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

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

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

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

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

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

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

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

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

See below for more details about our policies and guidelines.

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

Safety

Approach to safety

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

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

Safety management

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

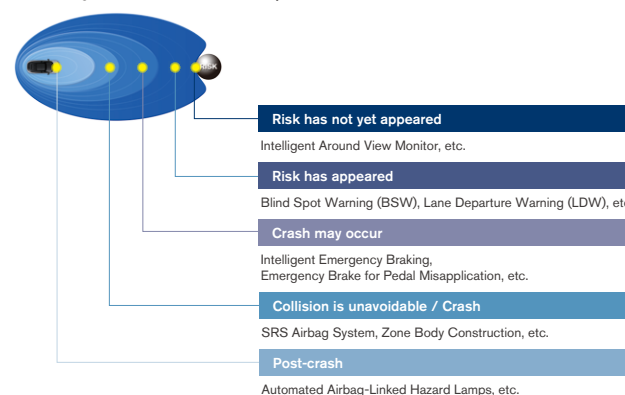
Safety achievements

Aiming for Virtually Collision-Free Cars

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

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

Safety Shield Concept*1



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

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

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

ProPILOT Assist - advanced driver assistance technology

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

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

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

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

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

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

Promote educational initiatives for traffic safety activities

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

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

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

Omoiyari Light Promotion

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

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



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

Traffic safety future creation lab

This laboratory is prioritizing reduction of the number of

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

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

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



Open-and-Close (Musunde Hiraite) Toe Exercise

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

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

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

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

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

Quality

Approach to quality

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

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

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

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

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

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

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

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

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

Quality management

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

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

Management systems for quality

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

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

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

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

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

*1 Excluding non-consolidated OEM plants

Quality achievements

Reflecting customer feedback in activities to enhance quality

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

Responding rapidly to customer feedback and timely sharing of information

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

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

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

Incorporating customer feedback into products and services

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

Nissan views addressing customer dissatisfaction as an

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

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

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

Adopting a customer perspective

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

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

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

Improving product quality

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

Approaches in development and at manufacturing plants

Improving perceived quality and developing vehicles with valued designs

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

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

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

Producing products of consistent quality worldwide

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

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

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

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

Implementing quality evaluation envisioning a myriad of situations

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

Activities to improve market quality

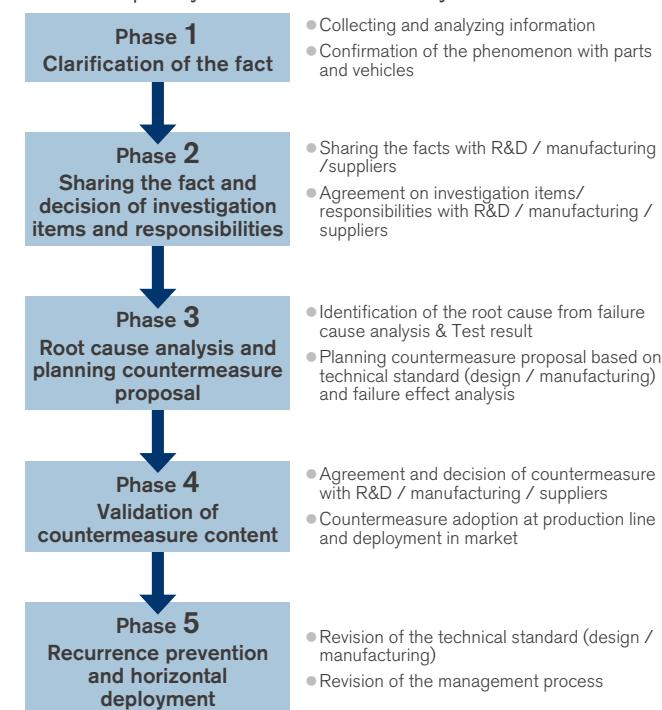
Swiftly improving quality in local markets

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

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

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

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



Improving initial quality

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

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

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

Enhancing durability

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

Fair and prompt response to material quality issues

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

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

Recalls in FY2025*1

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

Approaches with suppliers

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

Promoting risk evaluation and reduction management among suppliers

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

Supplier audits and training for improving product safety and quality

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

*1 Each recall action is counted as one case, so the total number of recalls in each country and region is not equal to the global number of recalls. We respond to all safety-related investigation requests from authorities in each country.

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

Improving sales and service quality

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

Global dealership guideline

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

Dealer trainings and support

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

Dealer facility standard

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

Quick Voice of Customer (QVOC) to reflect customer feedback

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



New logo Nissan dealer outlet

Intellectual property

Approach to intellectual property

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

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

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

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

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

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

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

IP-related management

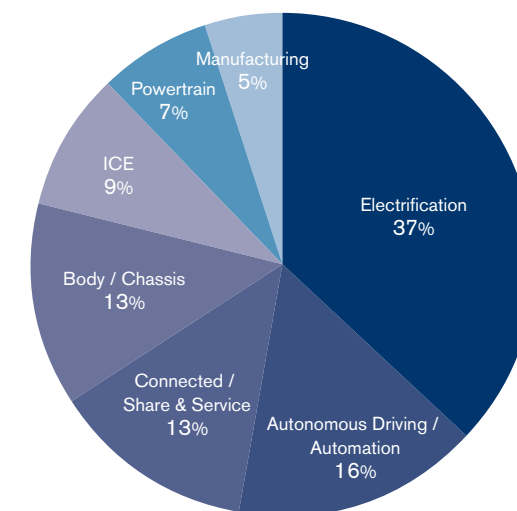
Under its global IP policy, Nissan is working to strengthen IP by fostering companywide awareness of its importance and the need for its effective management and operation, while strengthening governance. To better evaluate the IP-related issues from multiple angles and to rapidly decide on strategies,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

Efforts relating to IP

Promotion of innovation, patent portfolio management

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

Patent portfolio*2



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

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

IP licenses

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

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

Achievements and initiatives in IP licenses

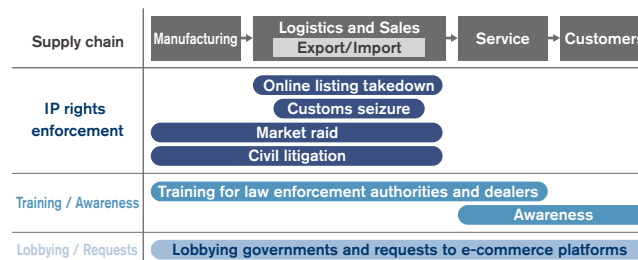
In fiscal year 2025, we participated in an intellectual property matching program organized by a municipality, and in the current fiscal year, we concluded license agreements covering four technologies with three local companies. Each license partner plans to develop and market its own products tailored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

Measures against counterfeit products

Anti-counterfeiting initiatives

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

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



Exercising IP rights

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

Awareness activities for counterfeit products

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



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

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

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

Responsible sourcing

Supply chain strategy

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

1. Fair and Equitable:

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

2. Mutual Trust and Prosperity:

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

3. Responsible Purchasing:

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

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

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

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

Approach to responsible sourcing

Initiatives with suppliers

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

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

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

*1 Formerly Subcontract Act

*2 Click here for more information on our initiatives to promote compliance >>> P110

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

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

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

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

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

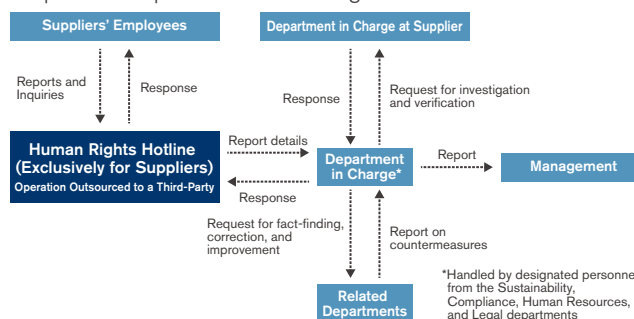
When issuing each policy, we distributed booklets that were explained at supplier meetings to ensure that suppliers were fully aware of these policies. In addition to Japanese and English language booklets, we also publish Chinese language versions as appropriate.

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

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

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

· Operational process: See the figure below



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

year 2023)

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

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

Approach to Supply Chain Management

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

Approach to Supply Chain Management

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

■ Compliance

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

■ Human Rights and Labour

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

■ Due Diligence

■ Responsible Sourcing of Raw Materials

■ Safety and Quality

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

■ Environment

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

■ Communities and Global Society

Contribution to community life, Disclosure of information to stakeholders

Nissan Green Purchasing Guidelines

■ Compliance with regulations and Nissan's basic environmental principles

- Establishment of management system
- Management of chemical substances

■ Activities to reduce environmental load

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

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

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

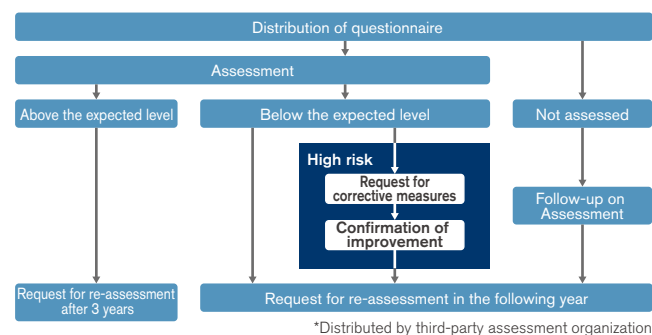
Responsible sourcing management

Evaluation, Monitoring, and Auditing of Suppliers' Sustainability Practices

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

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

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



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

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

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

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

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

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

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

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

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

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

Enhancing competitiveness through the optimization of visual quality standards

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

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

Engagement with suppliers

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

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

Recognizing supplier contributions worldwide

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

well as in each of the regions where we operate.

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

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

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

Responsible materials sourcing

Raw materials sourcing policy

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

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

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

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

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

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

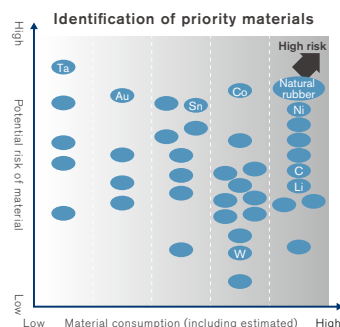
*⁴ Click here for more information on the Responsible Materials Sourcing Policy. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/MATERIALS_SOURCING/

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

Responsible materials sourcing management

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

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



Initiatives related to natural rubber

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

Initiatives related to cobalt and other minerals necessary for the manufacture of batteries

We are aware that cobalt poses geopolitical risks, environmental damage and human rights issues during mining. We have conducted interviews with lithium-ion battery suppliers, from the viewpoint of cobalt content, and since 2018, we have been working to identify supply chains and smelters and refiners. The results are disclosed annually in our "Actions for minerals sourcing" report.*² The EU battery regulation, which was adopted on August 17, 2023, requires due diligence on social and environmental risks for cobalt as well as natural graphite, lithium, nickel and their compounds. We are currently studying the implications using a third-party research organization. Additionally, in October 2025, we engaged in dialogue with non-regulated supplier regarding the key material nickel and

confirmed that no issues including human rights violations had been reported.

Initiatives related to minerals including 3TGs (tin, tungsten, tantalum, and gold) sourced from conflict and high-risk areas

Referring to the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict and High-Risk Areas, Nissan carries out due diligence. Nissan tracks minerals back through the chain of suppliers using CMRT (Conflict Minerals Reporting Template) provided by the RMI*³. This enables Nissan to identify smelting and refining companies that are not procuring minerals that are a source of funds for armed groups in their regions. In fiscal year 2025 we conducted surveys in 10 markets Japan, the U.S., Mexico, Europe, China, Thailand, India, South Africa and Brazil, and Argentina. No suppliers were found to be using minerals from smelters / refineries believed to be connected to armed groups. We will also continue to seek responses from suppliers that did not reply to the survey.

These initiatives are reported to executive management in accordance with the Nissan Sustainability Due Diligence Standard for use in determining future initiatives.

Potential risks of materials ● : High risk ○ : Risk present

Potential risks of materials		Natural rubber	Cobalt (Co)	Nickel (Ni)	Lithium (Li)	Natural graphite (C)	Tin (Sn)	Tungsten (W)	Tantalum (Ta)	Gold (Au)
Ethics	Countries with weak rule of law	●	●	○	-	○	●	●	●	●
	Countries experiencing corruption	●	●	○	-	○	●	●	●	●
Social	Child labor	●	●	-	-	-	●	-	●	●
	Forced labor	●	●	-	-	-	●	-	●	●
Environment	Impact on indigenous peoples/communities	●	○	●	●	○	○	○	-	●
	CO ₂ emissions	○	○	○	-	-	-	-	-	●
	Impact on biodiversity	●	●	●	-	-	●	-	●	●
	Environmental pollution during refining (acid discharge)	-	●	●	-	-	●	-	●	●
	Toxicity of the substance	○	○	●	-	○	-	-	-	●

Identifying potential risks that Nissan considers significant, this list was compiled from "Material Change" (Drive Sustainability, The Responsible Minerals Initiative, Dragonfly Initiative) and other sources. Insufficient information is indicated by -.

*1 Global Platform for Sustainable Natural Rubber <https://sustainablenaturalrubber.org/>

*2 Click here for more information on our Actions for minerals sourcing. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/Minerals_e.pdf

*3 RMI stands for Responsible Minerals Initiative, an organization with member companies and associations from the information and communications technology and other industries that works to improve global social and environmental awareness.

Communities

Approach to relationship with local communities

Nissan maintains a broad global footprint in production, sales, and other business activities, and engages closely with the local communities in which it operates.

In addition to delivering attractive products and services, we believe one of our important missions involves proactively contributing as a member of the local communities.

When companies provide a variety of resources to communities, support their development, and proactively address the issues they face, these efforts create a better business environment and new markets that can grow sustainably, leading to growth for both companies and local communities.

To address increasingly complex social issues, Nissan collaborates with NGOs, NPOs, governments, and a variety of other stakeholders to develop activities that make the most of our respective strengths.

In addition to financial support, we promote highly distinctive activities that leverage specialized skills and knowledge, proprietary products, and other resources accumulated through our business activities, and encourage employees to proactively participate.

Two focus areas for Nissan's social contributions program

Nissan focuses on activities in the areas of providing learning opportunities and living aid in local communities with the goal of solving social issues through "Nissan-ness" as well as to empowering youth and children in communities by 2030.

Providing learning opportunities

Nissan believes in the importance of empowering youth and children to realize a more inclusive society and is working to provide them with more learning opportunities. Nissan offers a variety of educational programs, for example, those to deepen understanding of climate change, and other lessons to leverage the creativity and technology that Nissan has cultivated since its founding.

Living aid in local communities

Nissan respects the rights of all stakeholders and provides diverse support worldwide to address social issues. This includes financial and in-kind support for the socially and economically disadvantaged, psychosocial support, and emergency aid for victims of natural disasters and humanitarian crises.

In addition to cooperating in local events, Nissan conducts activities to improve the environment around its business sites, such as cleanup events, and opens its own facilities to the public.

Community engagement management

In promoting these activities, we have established a global approach to community engagement, as well as targets and metrics for activities toward 2030. These matters are deliberated and determined by the Sustainability Committee*¹. The person in charge of community engagement in each country or region plans activities tailored to local needs in accordance with these policies

and objectives, and reports progress to the Sustainability Committee.

Contributing to local communities: Achievements

Social contribution achievements in FY2025

Cumulative number of employees participating in global social contribution activities: Approximately 64,000
Cumulative number of beneficiaries from global social contribution activities: Over 1.1 million
Global social contributions*²: 1.51 billion yen

<Major humanitarian Support>

Flood Relief Support in Southern Thailand:

In response to the urgent needs of affected communities and disaster victims, Nissan Motor (Thailand) Co., Ltd. donated THB 150,000 to the Thai Red Cross. In addition, the company, together with local dealers, provided relief supplies in Nan Province.

Earthquake Relief Support in Cebu and Davao, Philippines: Nissan Philippines, Inc. provided a total of PHP 1,000,000 in donations to the Philippine Red Cross and Angat Buhay Foundation (a humanitarian NGO in the Philippines) to support affected communities.

*¹ Click here for more information on the Sustainability Committee. >>> [P009](#)

*² Please refer to Social data (P6) for details of Nissan's global social contributions https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/SR/2026/ASSETS/PDF/DB26_E_social_data.pdf#page=6

Social contribution achievements*1

Nissan has conducted environmental and STEAM*2 education for children in Japan and various countries to meet the diverse needs of local communities. Moreover, we have contributed to local societies through collaboration with NGOs and local governments. The following are representative activities in each region in fiscal year 2025.

Focus areas	Region	Program Name	Description	Achievements
Providing learning opportunities	Japan	School visit programs	NML*3 offers three types of school visit programs*4 in the areas of the environment, <i>Monozukuri</i> and design, making use of the technology and know-how Nissan has cultivated to date.	Number of schools visited:333(FY2025) Total number of employee participants: 1,408(FY2025) Cumulative number of students participating:459,900
	China	Nissan Dream Classroom	NCIC and DFN*3 provide a wide variety of lessons for elementary school students covering environment, manufacturing, design, intelligent driving, and the fundamentals of automotive culture and engineering.	Cumulative number of students participating: Over 2.3 million Total number of employee participants: 75 (FY2025)
	U.K.	Nissan Skills Foundation	NMUK*3 offers Nissan's own environment and <i>Monozukuri</i> programs, as well as supports local teams in schools through two external international education programs: VEX IQ Robotics and FIRST LEGO League by providing equipment, funding, and knowledge.	Cumulative number of students supported: Over 120,000 Total number of employee participants: 1,335 (FY2025)
Living aid in local communities	U.S.	Partnership with Habitat for Humanity	NGO Habitat for Humanity works to build homes and support self-sufficiency in more than 70 countries around the world. NNA*3 employees have volunteered at Nissan-funded build sites.	Cumulative number of hours of employee participation: Over 180,000 hours Total number of employee participants: 970 (FY2025) In 2025, participated in 10 house build projects. Cumulative donations: Over \$22 million
	Thailand	Support for WWF Ecosystem Conservation Program	NMT*3 supports WWF Thailand's field research and conservation activities related to forest preservation and wildlife protection through the provision of vehicles and supplies.	Support provided: Provision of vehicles and supplies equivalent to THB 60,000

Contributing to local communities and stakeholders

Proof-of-concept experiment for community development using new mobility

Nissan is promoting mobility services to address regional transportation issues. In the Hamadori region of Fukushima Prefecture, we introduced the Nissan Smart Mobility*5 on-demand mobility service in fiscal year 2022, and launched services supporting more efficient school bus operations in fiscal year 2024.

Since fiscal year 2017, Nissan has been conducting a pilot program for autonomous mobility services in Yokohama. In fiscal year 2025, in collaboration with four partner companies and the city of Yokohama, we are advancing the establishment of a remote monitoring system using a dedicated control room, and validating service operations. In addition, starting in fiscal year 2025, Nissan began pilot program of autonomous driving using Nissan LEAF in the Nada-Gogo area of Kobe City.*6 Furthermore, Nissan and Mitsubishi Corporation established Moplus Inc. in March 2025 to support the social implementation of regionally optimized mobility services.*7

Blue Switch Program: Contributing to Sustainable and Resilient Society with EVs

Blue Switch*8 aims to achieve decarbonization, bolster resilience to natural disasters, and promote the development of local communities through electrification solutions that leverage EVs. In collaboration with local governments and corporations throughout Japan, we promote solutions to regional issues in a wide range of fields, including the environment, disaster preparedness, energy management, and tourism, and at the end of March 2026, the number of local governments and organizations we partner with expanded to 286. Going forward, we will continue collaborating with partners to expand EV applications and contribute to the realization of a sustainable society.

*1 Click here for more information on social contribution activities in each country. <https://www.nissan-global.com/EN/SUSTAINABILITY/SOCIAL/CITIZENSHIP/>

*2 STEAM : Science, Technology, Engineering, Art, Mathematics

*3 NML: Nissan Motor Co., Ltd.; NCIC: Nissan (China) Investment Co., Ltd.; DFN: Dongfeng Motor Co., Ltd. Dongfeng Nissan Passenger Vehicle Company; NMUK: Nissan Motor Manufacturing (UK) Ltd.; NNA: Nissan North America, Inc.; NMT:Nissan Motor (Thailand) Co., Ltd.

*4 Click here for more information on the three types of school visit programs <https://www.nissan-global.com/EN/SUSTAINABILITY/SOCIAL/CITIZENSHIP/VISITINGSCHOOL/>

*5 Click here for more information on Nissan Smart Mobility. (Japanese Only) <https://www.smamobi.jp/>

*6 Click here for more information in the press release. <https://global.nissannews.com/en/releases/251003-01-e> <https://global.nissannews.com/en/releases/251128-01-e>

*7 Click here for more information on Moplus. (Japanese Only) <https://moplus.co.jp/>

*8 Click here for more information on Blue Switch Program. (Japanese Only) <https://www3.nissan.co.jp/blue-switch.html>

Power of employees – to demonstrate individual's potential to the fullest –

We are promoting our HR strategy, "HR Ambition 2030"^{*1}, established in 2022 to realize our corporate purpose and the vision, which includes strengthening the recruitment of engineers for core business areas. Optimizing workforce under the "Re: Nissan", recovery plan announced in May 2025, Nissan is committed to fostering a corporate culture in which both the company and its employees evolve together and where all employees can learn on their own initiative as well as demonstrate their abilities and realize their potential on the basis of HR Ambition 2030.

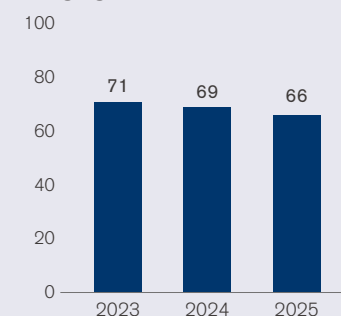
Under NSP2030, we have defined the human resource initiatives in HR Ambition 2030 that address social issues as "the power of employees." We have set goals for 2030 in the four areas of employee human rights; diversity, equity and inclusion; learning and development; and health and safety. The initiatives are aimed to help Nissan become a people centric company that grows together with employees, local communities, and partners.

Global Employee Survey

For Nissan, employees are our greatest asset. Since 2005, we have conducted Global Employee Survey to continuously improve employee engagement with the aim of creating an inclusive organization in which each and every one of our diverse human resources can demonstrate their capabilities and grow over the medium to long term. In addition to evaluating each indicator, the survey also includes an open-ended comment section to gather a wide range of candid employee opinions. We continuously monitor "Engagement"^{*2} as a key indicator, as well as priority areas that have high precedence throughout the company. Survey results are analyzed by each division and in each region, with improvement activities conducted under the direct ownership of top management. These key indicators are also set as one of the evaluation indicators for annual bonuses for executives and management-level employees.

In the Global Employee Survey^{*3} conducted in February 2026, the score for "Engagement" declined by three points from the previous year. Among other priority areas, the score for leadership increased, while the remaining areas showed unchanged. In addition to our ongoing improvement activities, we will reflect the comments of our employees in our future company initiatives, and work to create an even better organization.

Engagement score



*Score for the entire Nissan Group, including affiliated companies

^{*1} Please refer to the 2025 Securities Report (P24) for details of HR Ambition 2030. https://www.nissan-global.com/EN/IR/FINANCIAL_RESULTS/ASSETS/FR/2025/PDF/fr2025.pdf#page=26

^{*2} "Engagement" consists of two parameters: "Satisfaction with working at Nissan" and "I can recommend Nissan as a great place to work."

^{*3} Approximately 80,000 people responded globally. (86% participation rate)

Employee human rights

Approach to employee human rights

Nissan respects the International Labour Organization (ILO) Core Labour Standards, comprising freedom of association and the right to collective bargaining, the prohibition of forced labor and child labor, the elimination of discrimination, and safe, healthy working environments. Furthermore, in the event of a conflict between domestic law and internationally recognized human rights standards, Nissan will pursue ways to respect international human rights standards to the extent practical.

With the aim of ensuring thorough compliance with the Nissan Human Rights Policy (revised in fiscal year 2024)*¹, in March 2025, we also revised the Nissan Global Guideline on Human Rights,*² which outlines specific measures for employees regarding respect for human rights. In disseminating and enforcing these guidelines globally, we are further strengthening efforts to respect employee human rights. This guideline facilitates respect for the fundamental rights of employees in each country and region where we do business, enabling them to work with greater peace of mind. We are also enhancing various initiatives with the aim of aligning Nissan's activities with the human rights initiatives expected of companies by both international and local communities.

We set "Employee human rights" as one of the focus areas of the Nissan Social Program 2030 "Power of employees" area, and the program aims to "Respect human rights to realize 'People centric'" company by 2030. To this end, we

are establishing the organizational framework to achieve this goal, including the creation of working environments in which employees can work with peace of mind.

Employee human rights management

Respecting the human rights of employees is essential for an organization. Therefore, in addition to the Sustainability Committee chaired by the CEO, Nissan promotes efforts to respect human rights through each functional department at the day-to-day management level. Specifically, in the area of employee human rights due diligence, which is essential for managing and reducing the risk of human rights violations, we promote activities through global and regional collaborations.

Under the "Value Diversity and Provide Equal Opportunity" code within the Nissan Global Code of Conduct,*³ Nissan requires its employees to respect and value the diversity found among the company's employees, business partners, customers, and communities, while rejecting discrimination and harassment in all forms, regardless of magnitude.

Nissan executives and employees must respect the human rights of others and may not discriminate against or harass others based on race, ethnicity, national origin, culture, religion, gender, sex, sexual orientation, gender expression/identity, disability, marital status or any other characteristic; nor may they allow such a situation to go unchecked if discovered.

Furthermore, we endeavor to ensure that all employees, regardless of gender identity, can work in an environment free from sexual and other forms of harassment. As a

specific measure to achieve this goal, we have introduced mandatory e-learning programs on human rights and compliance with the aim of advancing employees' awareness of such issues.*⁴

We have also implemented a system called SpeakUp,*⁵ which enables internal reporting of any suspected breaches of all internal policies, including the Nissan Global Code of Conduct.

Additionally, from the perspective of protecting the safety and health of all employees, Nissan is making every effort to prevent long working hours and excessive labor.

Examples of specific initiatives

- Optimizing working hours and visualizing the status of various types of leave by introducing a management system using PC activity logs and card readers installed at production sites
- Promoting autonomous workstyles with the introduction of a non-core flextime system in indirect departments

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

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

*3 Click here for more information on the Nissan Global Code of Conduct. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/NISSAN_GCC_E.pdf

*4 Click here for more information on management of compliance with business ethics. >>> P109

*5 Click here for more information on the internal reporting system. >>> P112

Employees' human rights due diligence

Achievements

In fiscal year 2025, we conducted human rights assessments at two Nissan Motor Co., Ltd. locations, Global Headquarters and the Nissan Customer Service Center. While assessment results revealed no legal violations, action plans were formulated for issues requiring improvement to further enhance our response to the seven themes*¹ outlined in the Nissan Global Guideline on Human Rights.

- Raise awareness that employees other than those directly employed by Nissan can also use the staff sick room located in the onsite clinic
- Appropriately manage employees' workloads in light of workload changes resulting from organizational restructuring.

Along with issues identified in the above assessment, we plan to promote these improvements within the next three fiscal years in accordance with follow-up plans. We have set deadlines for addressing these findings and recommendations, and through regular follow-ups with local personnel, we are implementing improvements based on actual corrective actions taken and the results of those follow-ups, and we are reviewing the lessons learned and how to incorporate them into future human rights due diligence processes. Moreover, in the human rights assessment conducted at JATCO Ltd in fiscal year 2024, issues were identified with regard to ensuring awareness of the human rights policy, and this was addressed by incorporating policy content into mandatory harassment prevention training for all employees. Additionally, while some training sessions at Nissan Motor (Thailand) Co., Ltd. were previously conducted only in Thai or Japanese, we

are increasing the number of English-language sessions, including at new employee orientations. Moreover, various programs have been implemented to help Japanese expatriates deepen their understanding of Thai culture, language, and local labor regulations. These initiatives help reduce communication barriers and promote mutual respect in the workplace.

<Assessment process>

Regarding human rights assessments for employees, we select target sites by adopting a risk-based approach from the perspectives of business and sustainability, and conduct assessments in accordance with an internally defined human rights assessment process (see figure below: Formulated fiscal year 2023).

Specifically, we conduct self-assessments using human rights questionnaires and gain a comprehensive understanding of conditions through interviews with local employees.

In selecting interviewees, we consider attributes such as

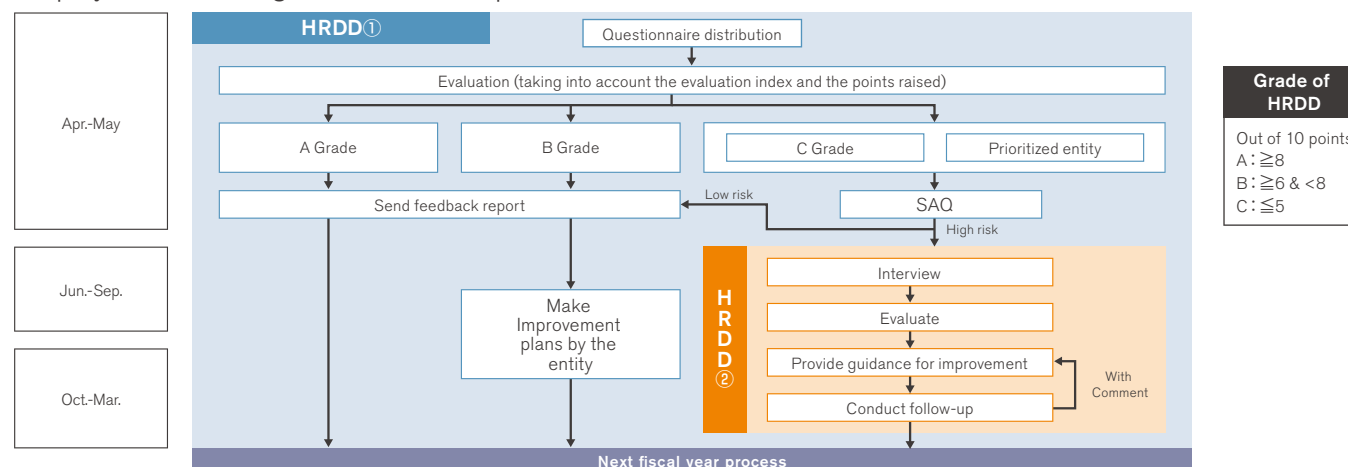
employment status, job type, gender, and race in order to include diverse perspectives.

The assessment criteria incorporated international standards from the International Labor Organization (ILO) and the Organization for Economic Cooperation and Development (OECD), as well as the Nissan Global Guideline on Human Rights. In addition, we also identify risks in consideration of geographical, economic, and social factors, such as identifying areas to be investigated based on a preliminary understanding of general labor practices and corporate culture in the region.

Human rights risks identified, detected, and assessed through the assessment process are communicated to target sites as recommendations. We work to prevent, mitigate, and address any adverse impacts through the implementation of improvement measures and dialogues with affected stakeholders.

This process is applied globally, and Global Headquarters continuously monitors the status of responses to recommendations and the effectiveness of improvement

Employee: Human rights assessment process



*1 Seven themes (evaluation items): Labor management system and access to remedy, forced labor, child labor and young workers, working conditions, discrimination, freedom of association, and health and safety

actions. It assesses whether any significant issues have been overlooked and whether the improvement actions were appropriate, reports these findings to the Sustainability Committee, and uses them to inform future activities. To gain a more accurate understanding of the challenges facing each location, in fiscal year 2025 we worked with Business for Social Responsibility (BSR), a US-based sustainability advocacy NPO, to improve the questionnaire used in our human rights assessments. Incorporating feedback from the Nissan Motor Workers' Union*¹, we have reconfirmed that there are no issues with the revised questionnaire form and interview content. Furthermore, we set indicators including human rights assessment implementation rates and identified issue improvement rates, and implemented them as planned in fiscal year 2025.

Employee education and training related to human rights, internal reporting system

The mandatory training program for all global employees, "Nissan Human Rights e-learning," updated in fiscal year 2025, focuses on introducing the content of the Nissan Human Rights Policy, and the Nissan Global Guideline on Human Rights, and consists of a CEO message, business and human rights, respect for human rights at Nissan, and tests. The training content is designed so that participants can learn basic knowledge related to human rights systematically and practice respect for human rights in their daily work. Offered to all indirect employees and directors, in fiscal year 2025, the training participation rate was 93.8% in Japan, 99.8% in ASEAN, 82% in China (NCIC), 93.6% in the Americas, and 87% in the AMIEO*² region. In addition, direct employees working at plants learned about concepts and approaches pertaining to respect for human rights, focusing on the Nissan Human Rights Policy and the Nissan Global Guideline on Human Rights during video training on the Nissan Global Code of Conduct. Training was conducted at shift start meetings at all global plants or through an in-person classroom format. As described in the Nissan Global Code of Conduct, employees can submit inquiries related to human rights issues via the SpeakUp*³ internal reporting system. We are committed to investigating, addressing, and responding to any concerns reported, and employees who make inquiries are protected from any form of unfair treatment or retaliation.

Harassment training initiatives

Nissan strives to prevent harassment and create work environments in which all employees can thrive and actively participate. For some time, we have implemented company-wide measures to thoroughly prevent harassment based on the Act on Comprehensive Promotion of Labor Policies (Power Harassment Prevention Act), and we are further strengthening the content and structure of our harassment training to ensure even greater prevention going forward. Specifically, we are implementing mandatory harassment training for newly appointed managers and supervisors. Additionally, as part of our awareness-raising activities aimed at preventing harassment, we are working to create an environment in which issues can be addressed before they lead to trouble, including the establishment of a harassment hotline and the implementation of programs that improve workplace communications.

*1 Click here for details regarding collaborations with BSR and the Nissan Motor Workers' Union. <https://www.nissan-global.com/EN/SUSTAINABILITY/SOCIAL/HUMANRIGHTS/INITIATIVES/>
*2 AMIEO (Africa, Middle East, India, Europe & Oceania)
*3 Click here for more information on the internal reporting system. >>> [P112](#)

Diversity, equity and inclusion

Approach to diversity, equity and inclusion (DEI)

Nissan continues to reinforce its long-standing commitment to being a truly diverse, equitable and inclusive company that empowers everyone to challenge themselves and drive innovations that make a difference, consistent with local standards.

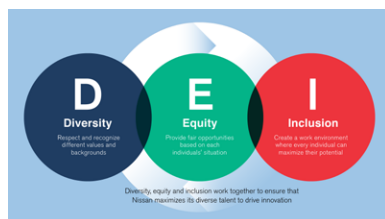
Our ambition is to further deepen and advance Nissan's DEI initiatives, ensuring that everyone is valued and respected while actively contributing to a more inclusive world.

We believe DEI will become ingrained in our corporate culture when all global employees understand and practice these principles. To this end, we aim to create an environment in which all employees can speak freely and realize their full potential.

Under the Nissan Social Program 2030 (NSP2030), we will promote initiatives with the goal of realizing an inclusive and exciting company that values uniqueness.

In an increasingly complex world, we need to bring together talented teams to address and cater our products to the different needs of customers and societies.

The global emphasis on DEI will help us to be truly inclusive with our innovations as we continue to deliver the future of mobility and enrich the world we live in.*1



Diversity, equity and inclusion according to Nissan

Globally, we define diversity as recognizing and respecting different values, backgrounds and attributes. By equity, we believe in providing opportunities for everyone based on each individuals' situation, recognizing unique circumstances, and providing the necessary resources and opportunities.

Finally, we believe inclusion means ensuring each individual is accepted and is able to maximize their potential. We seek to foster an inclusive culture by proactively bringing everyone together across the business, ensuring that everyone has a part to play in the decision-making process, and that their voices can be heard no matter their role in the company. In creating this cycle of diversity, equity, and inclusion, we will maximize the potential of our diverse human resources and continue driving innovation.

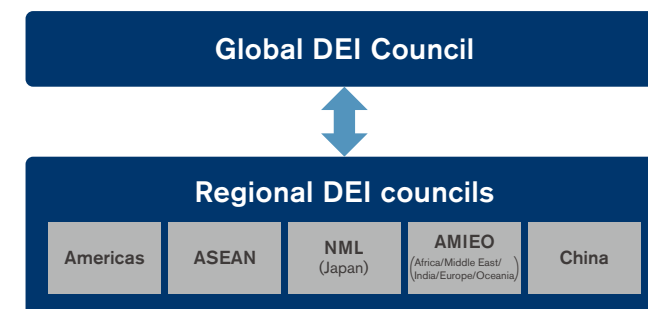
Signing the Women's Empowerment Principles

In August 2023, Nissan signed the UN Women's Empowerment Principles (WEPs), which are seven principles established by the United Nations Global Compact (UNGC) and UN Women.*2

Diversity, equity and inclusion management

DEI decision-making and action-driving bodies

Nissan has a framework to promote DEI worldwide through collaboration between the corporate organization and each region. The promotion of DEI is spearheaded by dedicated organizations or specific individuals in Japan and in each region where we have a business presence. They manage the DEI Council, collaborate among departments, and lead the development and execution of DEI strategies in each region aligned with the global DEI strategy, consistent with local standards. The Global DEI Council is chaired by the CEO, comprises members representing executives from each department and region, and determines global strategies, shares policies, and confirms and discusses progress in each region.



*1 Click here for information on the DEI section of the corporate website: <https://www.nissan-global.com/EN/SUSTAINABILITY/SOCIAL/DIVERSITY/>

*2 Click here for further information. <https://global.nissannews.com/en/releases/nissan-signs-un-womens-empowerment-principles>

Diversity, equity and inclusion (DEI) achievement in FY25

Our actions

At Nissan, while adhering to a global policy that defines the roles each individual should fulfill in the countries and regions where we operate, we are promoting unique initiatives tailored to local environments and conditions based on four perspectives: (1) Cultivating a corporate culture that promotes DEI; (2) Actions maximizing each individual's potential; (3) Creating an inclusive environment; and (4) Expanding DEI to partnerships and communities.

Cultivating a corporate culture that promotes DEI

Nissan offers many opportunities to develop a better understanding of mutual differences. Positioned as the foundation of the Our Nissan corporate culture reform initiative, through our principles we aim to cultivate a more inclusive corporate culture by providing opportunities for various dialogues, listening to and recognizing employees' voices, and creating an environment in which employees can communicate freely and openly.

Actions to deepen mutual understanding

To deepen understanding of what this concept means for Nissan, and how each employee can contribute to the inclusive corporate culture, we have introduced several training programs.

Details	
Global DEI e-learning	This program is designed to deepen Nissan employees' understanding of DEI and create a workplace infused with it.
LGBTQ+ e-learning (Japan)	We are implementing mandatory LGBTQ+ trainings for all employees to foster a workplace where everyone feels comfortable.
Global DEI Onboarding Journey	New Nissan employees have a DEI section in their Onboarding Journey where they can learn about Nissan's commitment to DEI and how DEI initiatives are implemented in each region.

Open communication

At Nissan, we value open communication that fosters a sense of unity across different positions and years of service. We provide a variety of opportunities for dialogue so everyone can share their ideas, respect differences and bring in unique perspectives.

Main initiatives (consistent with local standards)	
Talk sessions with leaders	Through fireside chats and ERG activities, we facilitate discussions based on the experiences and perspectives of senior management to promote a better understanding of DEI.*1
Global diversity awareness month	We have opportunities to reflect on and discuss the importance of DEI through executive officer messages, employee interviews and panel discussions.
Intranet newsletter	Information on various seminars, reports and other DEI-related content are posted on the company intranet. We also regularly publish an e-mail magazine to promote DEI throughout the company.
Inclusive language guidelines	We have created inclusive language guidelines comprising a glossary of terms that serves as a reference when addressing issues related to gender and disabilities. We encourage the use of appropriate terminology within the company.
Corporate website DEI section*2	As one of the key pillars of our management strategy, Nissan's vision, initiatives and top management messages are disclosed on our corporate website.

Practicing inclusive leadership

Nissan leaders are expected to understand the needs of each team member and colleague while at the same time creating an inclusive work environment. This expectation is included in the Nissan Leadership Way, which defines the leadership values and actions each individual should take. Additionally, we introduced reverse mentoring in the fiscal year 2024, in which young employees mentor to leaders, providing advice and insights based on their perspectives and experiences.

Main initiatives (consistent with local standards)	
Diversity management training	As part of the training for new senior managers, participants learn to manage diverse staff and maximize results for both individuals and the team through experiential learning that takes DEI issues and responses into consideration.
Childcare leave e-learning for managers and supervisors (Japan)	Once the childcare leave system is understood, this program helps managers and supervisors learn how to lead their teams in day-to-day management using the balancing of work with childcare and paternity leave as a starting point.
Reverse mentoring	As part of the corporate culture transformation aligned with the Nissan Leadership Way, young employees mentor leaders, providing advice and insights based on their perspectives and experiences. This interaction allows both parties to encounter new viewpoints, which accelerates innovation.

*1 Click here for information on the DEI session at the Nissan Sustainability Seminar 2023 : <https://global.nissannews.com/en/releases/nissan-sustainability-seminar-2023?origin=channel-NNG243>

*2 Click here for information on the DEI section of the corporate website : <https://www.nissan-global.com/EN/SUSTAINABILITY/SOCIAL/DIVERSITY/>

Contents	Corporate direction				Environmental		Social		Governance		088
Approach to social issues	Human rights	Safety	Quality	Intellectual property	Responsible sourcing	Communities	Power of employees	Employee human rights	DEI	Learning and development	Health and safety

Actions to maximize the abilities of each individual

To ensure employees of all backgrounds remain highly motivated and engaged, Nissan strives to create an environment that maximizes employees' abilities by providing learning and development opportunities.

Gender diversity initiatives (Japan)

Having women in positions of influence not only provides new perspectives, but also leads to improved internal policies and systems that are more inclusive. Furthermore, Nissan acknowledges the existing gender gap and is committed to addressing it, tailoring our efforts to local realities and needs, as we believe it affects aspects of our corporate culture. As of the end of March 2026, the global proportion of women in management positions (across 54 companies, including Nissan Motor Co., Ltd.) stood at 16.8%, a significant increase from 6.7% in 2008, reflecting the growing presence of women in leadership roles worldwide. *1*2*3

As a result of these initiatives, women now comprise 11.3% of managers in Japan as of the end of March 2026. This compares favorably to the average of 6.9% for Japanese manufacturers with 1,000 or more employees (according to the 2025 Basic Survey on Wage Structure from Japan's Ministry of Health, Labor and Welfare). As of the end of March 2026, 9.8% of positions from the level of general manager and up (excluding executives) are filled by women. This is 4.9 times higher than the 2008 level of 2.0%. Nissan Motor Co., Ltd., aims to bring the ratio of women in management closer to the overall percentage of women indirect employees in Japan. To accomplish this, we aim to raise the women ratio of indirect employees in Japan to 30% by actively accelerating the hiring and development of

women to enrich the pipeline. (As of the end of March 2026, the ratio of women managers was 11.3% and the woman ratio of indirect employees was 19.6%.)

The NML DEI Council, which discusses issues unique to Japan, designated workstyle reforms as its theme for fiscal year 2025. The council held discussions on improving productivity and achieving a work-life balance tailored to each individual's circumstances, and will accelerate efforts to create a more inclusive workplace environment.

When male employee pay is set at 100, the ratio of the average pay of women to that of men is 84.7%. (The ratio is among all employees as of the end of March 2026) in NML.

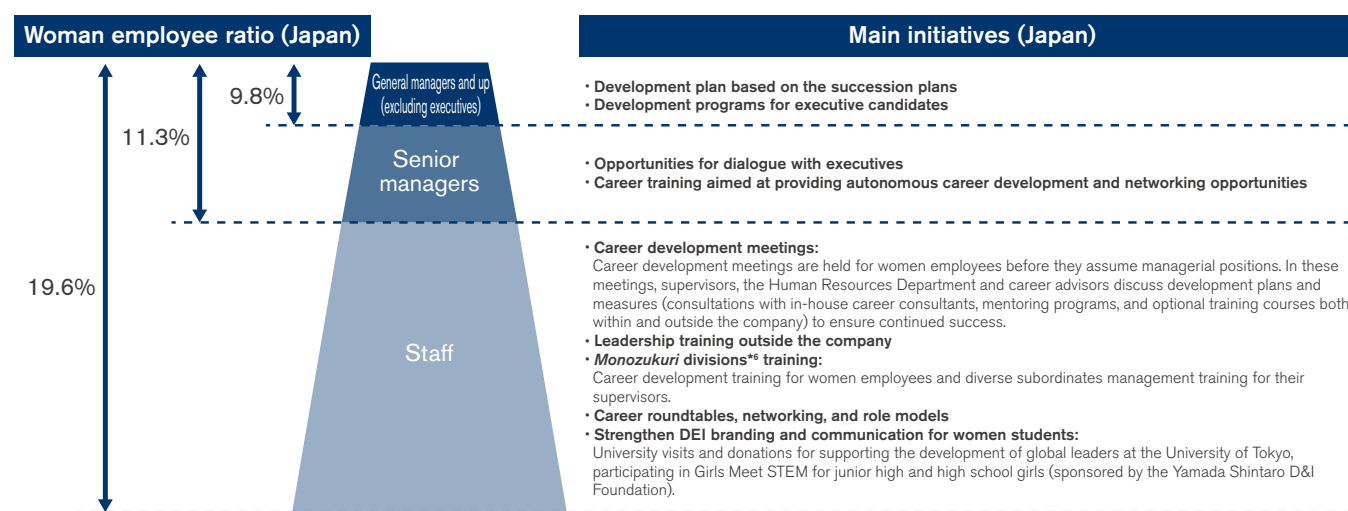
Although there is a gap in average pay per person due to differences in composition between men and women, such

as the ratio of managers, there is no difference in treatment between men and women in pay.

Development of women executives

We assign dedicated career coaches to women executive candidates, arrange executive mentors, and provide opportunities for external training. Additionally, during the creation of the executive succession plan, we ensure time is allocated for discussions on development plans for women candidates, continuously striving to nurture women executive candidates.*4

<Woman level-based human resource development initiatives> (Japan)*5



*1 Refer to our Corporate Governance Report (Principle 2-4-1). Click here for more information on ensuring diversity in core human resources. https://www.nissan-global.com/EN/SUSTAINABILITY/GOVERNANCE/ASSETS/PDF/g_report.pdf

*2 Click here for Nissan's action plan based on the Act on Promotion of Women's Participation and Advancement in the Workplace. (Japanese only) <https://positive-ryouritsu.mhlw.go.jp/positivedb/detail?id=727>

*3 Nissan is supporting Keidanren's goal of having women make up 30% of executives by 2030. Click here for more information on Challenge Initiatives for 30% of Executives to be Women by 2030. <https://challenge203030.com/EN.php>

*4 Please refer to Governance data for details of the ratio of women officers as defined under the Companies Act. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/SR/2026/ASSETS/PDF/DB26_E_governance_data.pdf

*5 For more information on the development of systems and environments, please refer to Creating an Inclusive Environment. >>> P091

*6 Monozukuri divisions include Manufacturing, R&D, Purchasing, Design and Total Customer Satisfaction.

Contents	Corporate direction				Environmental		Social			Governance			089
Approach to social issues	Human rights	Safety	Quality	Intellectual property	Responsible sourcing	Communities	Power of employees	Employee human rights	DEI	Learning and development	Health and safety		

Initiatives at car development/production sites and dealers (Japan)

Car development stage

Empathy training is provided for managers to enable them to draw out the maximum potential of each team member. We are working to create an environment in which managers enhance their ability to listen and carefully acknowledge team member thoughts and feelings in order to foster psychological safety and empower the full utilization of their creativity and technical expertise. In addition, our new Nissan LEAF has been named the overall winner for 2026 by Women’s Worldwide Car of the Year (WWCOTY), an international automotive award judged exclusively by women journalists from over 50 countries.*1

Production sites

To continuously produce supervisors, we provide opportunities for skill enhancement tailored to individual preferences, regardless of their life stage. In the fiscal year 2024, our first woman foreperson was appointed at the Oppama Plant (Yokosuka, Kanagawa Prefecture). The number of women employees in supervisory positions or higher will eventually exceed 50, creating an environment that encourages career advancement. Opportunities are continuously provided for networking both within and outside the workplace through social gatherings for women employees. We support each individual in envisioning the career path that best suits them by introducing management styles and role models, as well as providing opportunities to share and discuss challenges and concerns from a woman’s perspective. We are helping to create production lines that allow anybody to work regardless of age or gender. We are also developing processes in which not only women but people with disabilities can play an active role. Also, with the aim of promoting the acceptance of diversity and creating comfortable workplace environments for all employees, sessions to raise awareness on health support services are provided to technicians, and seminars on women’s health are held regularly in collaboration with clinics at local facilities.

Dealers

Many women car-life advisors (CAs) are active in our dealers nationwide in Japan and a woman president has been appointed at a dealership. As of the end of March 2026, 1,014 women CAs were employed across Japan. The ratio of women CAs is 10.9%. We support career development by transcending the boundaries between sales companies to organize round table discussions among women employees, offer career development workshops led by external instructors, and conduct career training and other programs that enable women to continue thriving at all life stages. In addition, women technical advisors (TAs) have been appointed to serve as bridges between customers and dealer technicians.

*1 Click here for more information on the award. <https://global.nissannews.com/en/releases/new-nissan-leaf-crowned-supreme-winner-for-2026-by-womens-worldwide-car-of-the-year>

LGBTQ+ related initiatives

Nissan Motor Co., Ltd., is making both internal and external effort to support LGBTQ+ people, creating a corporate culture that embraces difference in gender identities and sexual orientations, introducing systems and facilities considerate of them, and releasing supportive message to the public.

Activity pillars	Examples of activities
Fostering a climate of understanding	 Original stickers representing allies  LGBTQ+ e-learning required for all employees  LGBTQ+ seminars held annually since 2014  PRIDE month special issue information disseminated via an email newsletter and intranet  Launched in 2016, officially became an ERG in 2024  Created support handbook for LGBTQ+ employees and allies
Institutions and facilities	●Applicable to same-sex marriages and de facto marriages ●Leave system based on marriage and family-care reasons, provision of wedding gift money ●Private facility for annual health checkup ●Installation of multiuse restrooms ●External consultation service
Communication outside company	 Participation in Tokyo Pride since 2017; PRIDE parade participation in 2025  Holding LGBTQ+ study sessions within the automobile industry  Expressing support for marriage equality  Nine consecutive annual PRIDE Gold awards for being a top LGBTQ+ supportive company

Enabling diverse human resources

Initiatives on mid-career hires and senior employees

Nissan Motor Co., Ltd., has been hiring, developing and promoting talented individuals with various career backgrounds on a regular basis. We provide necessary training to employees with prior experience at other companies to enhance their performance at Nissan Motor Co., Ltd.

Nissan's mid-career recruitment ratio for management is higher than the average Japanese company and is even higher for indirect employees. (The mid-career recruitment ratio in management is 35.3% and for indirect employees 32.9% in Japan as of the end of March 2026.)

We also provide opportunities for senior employees.*1

Initiatives for hiring people with disabilities

At Nissan, we create workplace environments and systems to provide opportunities in which people with disabilities can work to their full potential. Disability-related ERGs were established in Americas in the fiscal year 2022 and in Japan and AMIEO in the fiscal year 2024. They are working to promote understanding of disabilities and create user-friendly vehicles for all.

Cross-cultural cooperation

Nissan's global workforce is composed of more than 100 nationalities. The senior management and team leadership levels also include diverse nationalities. The percentage of non-Japanese in management positions working for Nissan Motor Co., Ltd., in Japan (6.1% as of the end of March 2026) is high compared to other Japanese companies. In addition, 61.5% (As of July 1st, 2026) of Nissan's executives are non-Japanese nationals.*2

We provide opportunities to enhance skills and experience in working collaboratively across diverse cultures by

acquiring knowledge through personnel exchanges among offices outside Japan and project collaborations. In Americas and Japan, multicultural ERGs are working to create environments where employees can demonstrate their abilities regardless of nationality, cultural background, or language ability.

Employee Resource Group (ERG)*3

An Employee Resource Group (ERG) is a community formed by a group of employees with common aspirations (identities and interests) and is supported by executives. Nissan has a variety of organizations that cater to different interests, including LGBTQ+ Allies, Working Parents, Multiculture, Gender, Disability, Career & Communication and Caregiving. They organize events and share knowledge and experiences to create a workplace where employees can feel more confident and energized. We are proactively developing activities tailored to the characteristics of each of our operations in Japan, the Americas, AMIEO (Africa, Middle East, India, Europe and Oceania) and China.

Health promotion support service (Japan)

By focusing on and improving areas often neglected by people feeling unwell, including Femtech*4 and sleep improvement, Nissan promotes a work environment that facilitates improved productivity and the realization of a work-life balance. We provide online seminars and medical support for employees and their families and partners to promote understanding of various health issues.

*1 Click here for more information on "Support for the engagement of senior human resources." >>> P097

*2 Please refer to Governance data for details of the ratio of non-Japanese executive officers as stipulated by the Companies Act. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/SR/2026/ASSETS/PDF/DB26_E_governance_data.pdf

*3 Referred to as Business Synergy Teams (BSTs) in the Americas Nissan Group.

*4 Nissan has introduced self-care initiatives for both men and women, including Femtech, which refers to products and services that offer solutions to women's health issues such as menopause, menstruation and fertility treatment.

Creating an inclusive environment

To realize a working environment that provides equitable opportunities and support and allows every employee to reach their full potential, Nissan believes in the importance of maintaining a work-life balance that respects individual circumstances.

Balanced support (Japan)

Nissan Motor Co., Ltd., is introducing effective measures that approach work-life balance from three directions: (1) Support for employees balancing work and childcare, caregiving, medical treatments, and self-care; (2) Support for managers supporting the careers of employees who are balancing work-life; and (3) Development of infrastructure such as systems and equipment. Since 2022, with the aim of fostering a culture that makes it easier for men employees to take paternity leave, the following actions have been implemented: distributing messages of support to employees from executives and managers, rolling out mandatory e-learning for managers, and introducing cases of childcare leave by conducting interviews with employees who have previously taken paternity leave. The paternity leave acquisition rate was 75.5%, with an average period of 82 days in the fiscal year 2025.

Building on the existing Family Support Leave, from the fiscal year 2024 we have established a new Life Support Leave that can be used for medical treatment, recuperation and prevention, thereby creating an environment that can meet the individual needs of a wider range of employees. In addition, an employee-led community set up by working parents to exchange information has been active since 1990. In 2024, this group was officially designated an Employee Resource Group (ERG), and at present, more than 300 employees are participating in group activities. We also launched a new ERG focused on nursing care to serve as a forum for employees currently involved in nursing care or those who may be involved in the future to exchange information.

Creating an environment conducive to achieving an optimal work-life balance

Comprehensive support for employees: For themselves, managers, mindset and infrastructure



Supporting employees: Career development and work-life balance support

- Seminars for expectant parents before maternity and childcare leave, reinstatement seminars for employees utilizing childcare leave before they return to work, and work-life balance seminars providing employees with an opportunity to review their work style after returning to work. Provide employees with opportunities to think about their career paths and workstyles before and after maternity and childcare leave
- Caregiving seminars in preparation for future caregiving duties (twice per year)



Supporting managers who have employees engaged in work-life balance

- Guidance on offering promotion exams before childcare leave
- Childcare leave system e-learning for managers
- Diversity management training for managers
- Support for paternity leave



Developing programs, facilities and other infrastructure conducive to the work-life balance of employees and fostering a culture that is supportive of employees taking childcare leave

- Remote work program (all employees are eligible except those in manufacturing processes)
- Super flextime without core time (core time exists at some sites)
- Short-hour work program (for employees engaged in childcare, caregiving, or medical treatments)
- Family Support Leave (special paid holidays for marriage, childbirth by spouse, childcare, caregiving and fertility treatment available on an hourly basis)
- Life Support Leave (medical treatment, recuperation, and prevention support available on an hourly basis)
- Childcare leave (with splitting option), caregiving leave and maternity protection leave
- Fertility treatment leave
- Accompanying leave (three years maximum)

- Re-employment policy
- In-house daycare center (at four sites)
 - Supports employees by helping them balance work and childcare and perform at their best
 - Support for returning to work at the desired time without being affected by the waiting list issue
- Lending of personal computers to employees on leave (for intranet and email access)
- MM care room (lactation room)
- External caregiving hotline
- Established caregiving-related ERG (employee resource group)

Support systems for childbirth and childcare (Japan)

	Pregnancy	Childbirth	1year old	2	3	6	9	12
Leave	6 weeks before due date	8 weeks after birth		2 years old	End of first April after child turns 2			
	Maternity protection leave	Maternity leave	Childcare leave (with splitting option)					
Days off	Childcare-support holiday (Family Support Leave): From pregnancy to child's 6th year of elementary school; 15 days per year (5 paid, 10 unpaid from April 2025)							
Short-hour work program	Short-hour work program for childcare: For employees with children through the 6th year of elementary school; 3 hours a day							
Other		Daycare centers on company sites						
		Allowance for babysitting						
	Remote work program*							

* Available to all employees (excluding those in manufacturing processes) regardless of their reasons for childcare or caregiving.

Legally mandated Decided by Nissan For parents of both sexes

Establishment of in-house daycare centers

In 2005, Nissan Motor Co., Ltd., opened its first daycare center at the Nissan Technical Center, and in 2017, opened the first in-house daycare center at the Oppama Plant. We currently operate in-house daycare centers at the Nissan Technical Center, Global Headquarters, the Oppama Plant, and the Yokohama Plant. Daycare center operating hours are aligned with shift schedules at each facility, enabling employees working at these facilities to continue pursuing their careers.

Promotion of inclusive workstyles

We are committed to create a working environment in which diverse employees can maximize their performance. Nissan's remote work program, which was introduced in 2006 for employees balancing childcare and caregiving, reflects the opinions of employees and management, expands work locations, introduces hybrid work arrangements, widens the scope of eligible employees, and since 2021, eliminated upper limits on working hours.

- Remote work program with no upper limit on hours (all employees except those in manufacturing processes)
- Super flextime without core time (core time applies at some sites)
- Standardized meeting times in consideration of global time differences (7:a.m.–8p.m.)

Happy 8 workstyle reform

In 2015, we introduced the Happy 8 program, a time-conscious workstyle reform emphasizing the ideal of an eight-hour workday. It aims to increase individual and organizational productivity while also improving work performance, private life, and personal health by increasing awareness of the eight-hour work-day. In February 2017, we introduced the Happy Friday program, which encourages employees to leave the office at 3 p.m. on the last Friday of each month, to promote an enhanced work-life balance.

We also conduct annual Happy 8 awareness surveys on workstyles to regularly gather employee feedback on work practices and policies, which is used to flexibly enhance the program.

Items from past Happy 8 surveys incorporated into the program

Jan. 2021	Family Support Leave in one-hour units
Jun. 2021	Removed upper limit on remote work hours
Jul. 2023	Health promotion support service
Apr. 2024	Life Support Leave
Apr. 2025	Fertility treatment leave, shorter working hours for medical treatment

Expanding DEI to partnerships and communities

Nissan will proactively contribute to the realization of a more inclusive world by expanding the scope of application of DEI concepts and activities within the company to business partners and local communities.

Main initiatives (Japan)	
Collaborations with schools	We conduct vocational lectures on the automotive industry, the work done by Nissan and the experiences of our employees.
Collaborations with universities	Executive speeches and donations for supporting the development of global leaders at the University of Tokyo.
Tokyo Pride	Alongside LGBTQ+ people and their supporters (allies), we sponsor events, and participate in parades with the aim of realizing a society in which all people, regardless of sexual orientation or gender identity, can live their lives more freely without discrimination or prejudice.
Participating member of D&I Kanagawa	We endorse and participate in this initiative, which aims to realize a gender-equal society in which all people can demonstrate their individuality and strengths.
Collaborations with Nissan Group companies	We regularly organize plenary meetings and information exchanges with DEI promotion members in Nissan Group companies for the purpose of sharing activities and networking.

Achievements at sites outside Japan

Initiatives in Americas

At Nissan Group of the Americas, we are committed to fostering a culture where every individual employee, customers and partners alike feels respected, valued and truly heard. Our mission is driven by the broad community of people who make, sell and use our products worldwide. We strive to cultivate an environment that unlocks each employee's full potential and celebrate the unique differences that make us stronger together. In the fiscal year 2025, we expanded our inclusion focus through impactful actions and initiatives, which are supported by three main pillars:

Fairness for all, executives as sponsors, and BSTs as connectors and breaking silos force. This year, our Inclusion team has continued to amplify its regional impact across the Americas. We strengthened our network to 23 BSTs (11 U.S., 6 NCI, 6 LATAM), engaging more than 5,000 members across the region, including over 150 in LATAM. Since November 2025, we have facilitated more than 10 Listening Sessions and launched monthly Office Hours to maintain open dialogue with employees. Our BSTs have already delivered more than 80 events, including high-visibility BST Fairs in more than eight locations, and additional sites to come.

Executives have played an essential role through initiatives such as the Coffee Chat, inclusion training, and participation in the LATAM Committee. Externally, our progress has been recognized through distinctions from the Human Rights Campaign (Chile, Brazil, Mexico), the UN Women WEPs LATAM, and our partnership with CONFE. We also enhanced visibility of internal career opportunities through the internal portal, reinforcing our commitment to transparency and equitable access.

We believe appreciation boosts morale, relationships, and innovation. In the fiscal year 2025, employees sent more than 18,000 Kudos showing strong progress in building a culture of recognition.

We create safe spaces of connection and transparent communication in "Ask me anything sessions", where more than 1,600 participants shared personal, professional and business topics.

NISSAN is a great place to belong! Our dedication to inclusion is further demonstrated by ongoing regional initiatives such as:

Adoption of the Women's Empowerment Principles (UN) since 2022

At Nissan, our approach continues to shape a culture of inclusion, feedback, and growth. Along with more of 20,000 hours of training and strong engagement through summits, kudos, and coffee chats, we're building a feedback driven culture and fostering inclusive leadership to drive innovation and trust.

Initiatives in AMIEO (Africa, Middle East, India, Europe, Oceania)

The AMIEO region, established in April 2021, is geographically wide and diverse. We operate in more than 100 markets, which offers a tremendous opportunity to leverage the inherent diversity within the region. AMIEO has a workforce that is 14.5% women across the business (both direct and indirect employees), with five women in key leadership roles.

Nissan AMIEO's DEI strategy has matured from establishing strong foundational commitments to embedding inclusion deeply across the region. The DEI manifesto articulates the mission and goals and the focus in the fiscal year 2025 shifted to translating this into actions with measurable impact. The region's new strategic plan supports the Re: Nissan recovery plan objectives with speed and empathy

and is defined with three core pillars: Accelerate, Elevate and Represent.*¹

In the fiscal year 2025 the AMIEO team aligned with the new strategic direction developed and delivered a number of core activities. The SPRINT program created nine cross functional, diverse teams to solve business challenges. Leaders in Action an innovative development program targeting woman leaders was launched in Q2 with 56 participants. Our Communications and Marketing teams worked together to create and launch DEI guidelines deployed centrally, at markets and dealers. In addition, local DEI Councils across the region worked tirelessly to tailor DEI initiatives to the unique needs of teams. From mobilities colleagues around inclusion campaigns, supporting ERGs and embedding DEI practices into everyday work, their dedication has powered local engagement and amplified voices.



AMIEO DEI Annual Report

*1 Click here for more information on AMIEO initiatives in our AMIEO DEI Annual Report FY2024. Link to the AMIEO DEI Annual Report <https://reports.nissanamieosustainability.com/dei-2024/article/1/>

Initiatives in China (NCIC and Nissan China JVs)

In China, we are committed to creating a truly diverse, inclusive and equitable environment in which individuals can demonstrate their potential to the fullest. The following initiatives have been taken:

DEI awareness enhancement

Communication: Holistic communication channels established for DEI concept penetration, including townhalls, skip-level meetings and employee roundtables with DEI topics to create vertical and horizontal dialogue. In addition, culture ambassadors and a dedicated DEI resources site promote employees' engagement.

Training: Multiple learning resources provided to ensure a better understanding of DEI.

Leaders equipped with DEI tools through leadership training and intergeneration leadership workshops. DEI e-learning, unconscious bias and safe mindset e-learning were launched.

Inclusive workplace building

A flexible working scheme: Allowing employees to work with more flexibility based upon their personal needs.

Internal policy review: Internal policy and rule were reviewed to ensure they align with DEI principles. Our recruitment processes are free from any discrimination based on gender, age, or personal background. We actively promote equal opportunities in all recruitment advertisements and maintain a fair and unbiased CV screening process.

ERGs: There are two ERGs in China that help foster an inclusive workplace. "Keep Growing in Nissan" is tailored for the younger generation at NCIC, focusing on their career development. "Tri-Role Wonder Women," was launched in 2025 at our joint venture DFIB, supports working mothers by

addressing their unique needs and empowering their voices.

- Gender diversity: In the fiscal year 2025, many initiatives related to gender diversity were implemented including the following programs.
- Comprehensive maternity, paternity, caregiving and parental leave to support employees' needs in taking care of family members
 - Woman talent career development facilitated with regular IDP (Individual Development Plan)/CDP (Career Development Plan), which provide clear, personalized roadmaps for addressing skill gaps, setting career goals and accessing growth opportunities.
 - Held on International Women's Day, the webinar "The Evolution of 'She Power' in the AI Era" promotes mindset development in the AI era and strengthens mental resilience in a complex environment.

- Young generation development: We have also implemented the following programs for young generation development.
- Engage young people through the Culture Ambassadors' program, Cross Functional Team (CFT) projects and skip level meetings with management.
 - Management actively participates in mentoring program focus on strengths communication with talented young employees.

Initiatives in ASEAN

We advanced our DEI priorities across ASEAN through targeted programs designed to enhance inclusion, support career development, and promote cross-cultural collaboration. Highlights included in the following:

Celebrating and Empowering women

We celebrated International Women in Engineering Day and International Women's Day to foster gender equality and celebrate the many contributions of women. This was done through leadership communication, employee testimonials and women development activities.

Equal opportunities

We provide equal access to development opportunities by supporting employees in shaping their careers and strengthening critical capabilities. All indirect employees receive guidance on creating Career Development Plans (CDP) and Individual Development Plans (IDP) and are encouraged to participate in instructor-led learning aligned with their needs. Key learning areas included presentation and communication skills, leadership presence, collaboration, and effective feedback. To deepen capability building, we introduced a regional mentoring program connecting employees across functions and countries. This initiative promotes cross-functional and cross-entity learning, enhances leader sponsorship, and expands professional networks across ASEAN.

We also launched a Career and Culture site to enhance employees' access to career resources and to support ongoing culture transformation efforts across the region.

Wellness month

We supported employee well-being by promoting physical activity and mental health awareness across the region. To encourage movement and strengthen collaboration, we launched a regional steps initiative that engaged employees in friendly competition through individual and team-based goals.

Employee Appreciation Day

We take the opportunity to give everyone a chance to show their appreciation and recognition to their bosses, peers and team members, regardless of their job level. To show appreciation to all employees, various appreciation activities are launched. The recognition program was incorporated into the Workday system to increase convenience, equal opportunity for recognition and process improvement.

DEI e-learning

We launched an e-learning for all employees to deepen understanding of DEI concepts and how they can be applied in everyday workplace interactions.

External recognition for DEI at Nissan

Both Nissan's DEI initiatives and its attitude of placing emphasis on employee diversity, have received considerable external recognition.*1

Japan

Kurumin certification

In 2015, we became the first company in Kanagawa Prefecture to earn a Platinum Kurumin certification, which is granted to Kurumin-accredited companies (certified as supporting childcare) that provide an even higher standard of childcare support. Nissan was the first transportation equipment company to be certified.



Eruboshi

The Ministry of Health, Labor and Welfare recognizes companies that successfully promote woman participation in the workplace. We received the highest third-level Eruboshi accreditation in 2017.



PRIDE Index

This is an award that recognizes efforts to support LGBTQ+ employees. In 2017, we became the first Japanese automotive company to receive the top gold rating in the PRIDE Index, and have been awarded it every year since.



*1 Please refer to Social data (P3) for details of the main examples of external recognition of our diversity and inclusion initiatives to date. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/SR/2026/ASSETS/PDF/DB26_E_social_data.pdf#page=3

Learning and development

Approach to learning and development

Nissan is committed to providing value to society by enhancing the employability of its employees through skill development programs, thereby fostering talent who can respond to the ongoing major changes in society. We are implementing a number of initiatives to ensure that Nissan continues to be a company where each and every employee is equipped with high-level skills and is strongly motivated to work. Above all, we value a self-directed stance toward learning by employees, and are working to foster a corporate culture in which they can demonstrate their abilities and potential so that both the company and employees can continue to grow together and develop human resources.

Management of learning and development

Continually improving human resource systems

Nissan strives to continually improve its human resource systems to achieve development and growth for its people and individuals as well as the organization and company over the medium to long term. In fiscal year 2025, Nissan significantly revamped its grading, evaluation, and compensation systems, which form the foundation of human resource management. In addition to employees taking ownership of their careers and proactively developing their skills, we are also encouraging superiors to support the development of their subordinates and to promote the realization of shared values through the PCC/PMD

program*1. Specifically, we are revamping our evaluation system in fiscal year 2024–2025, introducing the four values of the Nissan Leadership Way into the evaluation criteria in addition to the five values of the traditional Nissan Way. This defines the leadership values and behaviors that all employees should adopt as the basis for implementing the Nissan Way.



The new systems incorporate various revisions with the aim of promoting corporate cultural reform, improving the quality of human resource development, and realizing future-oriented evaluations and communication.

- (1) Promoting corporate cultural reform: To facilitate the transition toward a corporate culture of evaluating results as well as the taking on of challenges themselves, we revised our traditional evaluation system centered on target management to one that encourages the proactive taking on of challenges.
- (2) Improving the quality of human resource development: We integrated the evaluation of results and actions taken, which up to now had been handled separately, and from fiscal year 2025, comprehensively reflect this metric in compensation as "Performance Appraisal." These revisions create a system that makes it easier to sense one's personal effort and growth.
- (3) Realizing future-oriented evaluations and communication: Having integrated the results and actions evaluation

cycles, we revised the system to make it easier for managers and employees to engage in ongoing dialogues aimed at professional growth.

Going forward, we will continue to review and restructure our human resource systems and development programs.

Support for self-designed careers

At Nissan, we hold career discussions with all employees three times a year, establishing a system that enables employees to reach a consensus regarding career development through dialogues with supervisors. Additionally, to improve the quality of these discussions, we provide evaluation skills training for managers, as well as career guides, e-learning, and other measures for employees, while ensuring consistency in evaluations using a dedicated system to centrally manage past evaluation record. We also conduct employee surveys to identify necessary measures and operational improvements. We annually monitor employee satisfaction with career discussions, and there has been an improvement in employee understanding and acceptance regarding assessments. Additionally, as systems enabling employees to take on challenges in their desired area of work, in Japan we established the Shift Career System (SCS) and the Open Entry System (OES). The SCS enables employees to freely apply for positions in other departments or functions, regardless of whether those positions are open. The OES enables employees to apply for all openly announced positions. In fiscal year 2025, a total of 173 employees applied for 235 open positions, with 105 employees successfully attaining their desired posts.

*1 PCC program: Nissan's general employee evaluation and compensation system. The performance, competency, and career (PCC) program comprises four parts: 'role rank by career course', 'appraisal system', 'compensation system' and 'career', all of which are based around the core skills and competencies needed to conduct work activities.

PMD program: The performance evaluation and compensation system for managers and above. PMD stands for performance management and development.

Support for the engagement of senior human resources

Following the principles of diversity, equity, and inclusion, Nissan introduced the “Senior Partner System” in April 2013 as a career stage for senior employees with a high level of expertise and experience, enabling them to continue working regardless of their age. This system is designed to establish a flexible work style that balances the diverse needs of senior careers with the needs of the company and provides employment opportunities after retirement at age 60 up to age 65. The number of senior partners has grown from over 200 when the program began to approximately 2,600 as of the end of 2025, and these partners are active in a variety of occupations and positions.

The company introduced a system that allows senior partners who meet certain criteria to continue to be active beyond age 65 until age 70, thereby broadening the range of life plan options for senior employees.

Offering learning opportunities

At Nissan, we focus efforts on human resource development based on the concept of mutual growth, through which individuals and the Company both achieve continuous growth. We offer a variety of training programs, including management skills, business skills, and leadership development, so that each employee can realize their career vision. We also offer opportunities to acquire skills in areas such as electrification, connected and automated driving, and digital and advanced technologies, which are especially important in today’s mobility industry. Specifically, in addition to mandatory trainings for each career stage, we implement elective trainings which allow employees to choose what they want to learn. We also expand global common e-learning content to encourage self-learning. With these measures, we strive to foster a corporate culture of continuous learning and development.

Nissan Learning Center

Amid accelerating technological innovation in the mobility industry, Nissan is focused on developing human resources who understand advanced technologies and possess both management skills and a sense of humanity. To this end, we established the Nissan Learning Center to facilitate various learning opportunities aimed at developing leaders in *monozukuri* and passing on technologies and skills to future generations.

The Center develops a variety of training programs aimed at developing human resources with “Nissan DNA” who are able to continuously deliver results by practicing the evolved Nissan Way. In recent years, to make courses more accessible, we transitioned them to online and on-demand formats comprising 154 courses that include AI and IoT.

Engineering and technical skill training around the world

To strengthen our efforts to expand our business globally, we must further improve the engineering skills of individual employees working across the globe. We offer opportunities for personal growth equally to all employees in both R&D and manufacturing, whether they work in Japan or elsewhere, to help them enhance their capabilities.

Training for engineers

Since 2012, we have implemented the Global Training Program (GTP), a common global basic training program for engineers at R&D sites worldwide. Furthermore, in recent years, we have moved forward with plans for more advanced and specialized training, including training in the areas of electric vehicles, autonomous driving technologies and connected car services, in order to develop talent that can lead R&D related to autonomous vehicles and connected cars.

Additionally, in 2017, we established the Nissan Software Training Center (STC), located within the Nissan Advanced

Technology Development Center (NATC), where we are engaged in the development of engineers with both automotive and software skills. As software including the development of SDV platforms and the application of AI is becoming a key source of vehicle competitiveness, STC is fostering talent capable of responding to digitization through its programs which cover the entire process from knowledge acquisition to implementation.

Training for technicians

Nissan formulates all principles and standards based on the Nissan Production Way (NPW) concept, a common global production method. In order to improve the operational management level of on-site supervisors, Nissan has a common NPW education program for the Nissan Group, aiming at the promulgation and implementation of the NPW.

Improving management quality

We are working to improve the quality of leadership and management at the global level.

From fiscal year 2021 onward, in addition to companywide training by job level (for new employees, for newly promoted managers, etc.), we have continued to promote the understanding and practice of behaviors related to the expected roles of each position, and we will also revamp the training program structure and create an environment that fosters the leadership skills necessary to uphold the Nissan Way, ensure psychological safety, and develop human resources.

In fiscal year 2025, we further advanced the global common framework “Nissan Charge” and revamped the global learning platform to establish a system that makes it easier for employees to access learning aligned with their growth needs.

We are also making efforts to improve our mid-career hire onboard training program to create a comfortable working environment for mid-career hires, including expanded orientations, the provision of effective support

from supervisors and colleagues, and support based on onboarding surveys.

Developing future leaders

To continuously develop future management and specialized leaders, Nissan promotes a strategic and systematic human resources management approach that combines training, job rotation, and recruitment.

We select employees at various stages of their careers, from young employees and middle managers, to potential executive candidates, and implement development programs after identifying their strengths and areas for further improvement. We also strategically and systematically implement cross-functional and cross-regional rotations to provide opportunities for employees to gain experience in management roles and global functions.

Furthermore, as we are in a period of transition from the era of car ownership to one of new mobility services—driven by trends such as electrification, autonomous driving, car-sharing, and connectivity to the internet—we are also committed to developing leaders who can drive new business initiatives. In terms of recruitment, we are focused on hiring both new graduates and mid-career professionals, particularly engineers, while also working to strengthen our workforce by attracting top external human resources, including experienced professionals and mid-level managers. To ensure the effective implementation of our human resource management system, the executive team holds human resource meetings to identify key talents, build and execute development plans, and formulate succession plans. Top management executives also proactively participate in dialogues with succession candidates. Strategic human resource management is executed through collaborations across regions and functions based on globally coordinated framework.

The Nissan Expert Leader System: Passing down Nissan's technologies and expertise

Helping employees develop specialized skills over the medium to long term is vital for sustainable corporate growth. The Nissan Expert Leader System is a means of strengthening and fostering further development of specialized skills in a wide range of technical and nontechnical areas such as purchasing. In fiscal year 2025, marking the 20th anniversary of the program's launch, 51 Expert Leaders and two fellows are active across 86 fields of specialization, contributing to the company's overall growth by applying their expertise in their respective areas.

Company-wide training system

Compulsory training

New general manager training	Role and Competencies
New manager training	Orientation, Role, and Competency
	Personnel Evaluation
	Management
	Diversity Management
New assistant manager training	Harassment Prevention
	Role and Competencies
Leader training	Role, Competencies and Career
3rd year employee training	Career
New graduate induction training	Onboarding Training/e-learning
Training for mid-career hires	Onboarding Training /e-learning

Elective and selective training*1

	General employees		Management-level employees	
	Leader	Assistant manager	Manager	General manager
Face-to-face/Online			Quality Management	
			Team Leadership	
			Building a Culture of Trust	
			Advanced Coaching for Managers	
	Coaching Training			
	Project Management			
				Issue Setting Program Training*2
			V-Expert Training*2	
			V-Pilot Training*2	
	V-FAST Facilitator Training*2			
	V-up Fundamental Training*2			

Learning and development achievements

Please refer to Social data for Nissan Motor Co., Ltd. training results.*3

*1 In addition, we have prepared more than 100 in-person and e-learning courses for specialized knowledge and skill development.

*2 Training on "V-up" Program, the issue solving program developed by Nissan.

*3 Please refer to Social data (P2) for details of training results. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/SR/2026/ASSETS/PDF/DB26_E_social_data.pdf#page=2

Health and safety

Approach to health and safety

Nissan established the Global Occupational Health and Safety Policy to clearly demonstrate its commitment to prioritizing occupational health and safety in all business activities, as well as to foster a corporate culture that respects human health and safety.

As a shared value, the policy declares that “From top management to each individual employee, Nissan recognizes that the health and safety of everyone is our top priority.” Its basic principle states: “The company continuously and aggressively strives toward realizing zero-accidents, zero-illness, and vigorous workplace safety by optimizing the working environment and business processes, and promoting individual physical and mental health.”

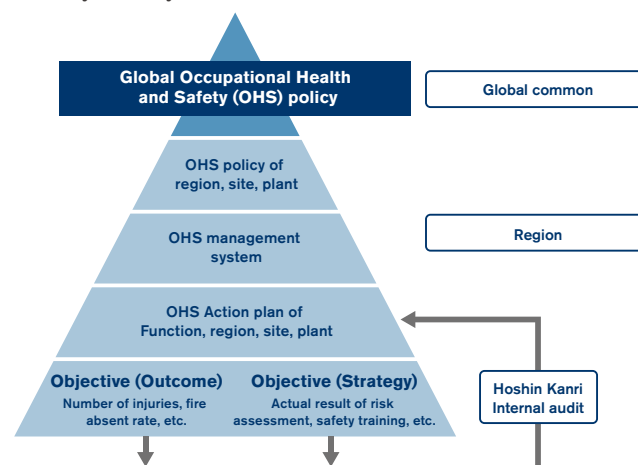
Nissan also stipulates the following specific policies in eight areas, as well as the roles and responsibilities of all officers and employees regarding health and safety.

1. Compliance
2. Health and safety activity planning and monitoring
3. Preliminary health and safety evaluations when planning equipment and operations
4. On-site partner company management
5. Health and safety education, work guidance
6. Accident reports and similar accident prevention
7. Health promotion
8. Infectious disease control

We are working toward fiscal year 2030 to maintain and improve a vibrant workplace where employees can work safely, securely, and healthily on an ongoing basis. Through such initiatives, we will not only improve productivity but

also provide value to society in the shape of higher quality employee happiness.

Positioning of the Global Occupational Health and Safety Policy



Management of health and safety

At bases in Japan and overseas, we introduced Occupational Safety and Health Management Systems (OSHMS) in accordance with the Global Occupational Health and Safety Policy and the guidelines of each country's government. Many business sites are ISO 45001^{*1} compliant and have established systems to ensure occupational health and safety activities are implemented consistently.

The Global Safety Meeting, held twice annually, facilitates the global sharing of information and discussions of key issues, and the Plan-Do-Check-Act (PDCA) cycle is implemented in each region and business site.

In Japan, the Central Health and Safety Committee meets once a year, attended by representatives from each business site and labor union representatives. The committee reviews activities and decides on plans for the next fiscal year, focused on topics that include workplace safety, fire prevention, health, and traffic safety. Health and Safety Committees at each facility meet on a monthly basis, with the participation of labor union representatives, to manage the progress of activities. Supervisors at each workplace take the lead, working together with “promoters” selected from the workers to enhance the effectiveness of day-to-day occupational health and safety activities.

Furthermore, as part of Nissan's efforts to counter infectious diseases, we are working to strengthen measures aimed at preventing infectious diseases, with the highest priority placed on the safety of our employees and other related parties. To fulfill our social responsibilities while maintaining business continuity, we have formulated a business continuity plan (BCP), established a rapid response system, and conducted training sessions on preventing the spread of infectious gastroenteritis.

^{*1} ISO 45001: An international standard for occupational health and safety management systems.

Health and safety achievements

Safety initiatives

Global standardization of occupational safety standards

Nissan has introduced its own occupational safety and fire risk management diagnostic method to proactively identify occupational accident and fire risks, and is taking measures to address them.

Creating safe workplaces

To comprehensively monitor occupational accidents, we adopted the occupational accident frequency rate (FR1)*¹ and serious accident count (GUR)*² as global indicators and manage the progress of each metric. We set annual targets with the goal of reducing the frequency of workplace accidents by 50% in fiscal year 2030 compared to fiscal year 2020. We also aim to achieve zero fatal accidents. Monitoring results for fiscal year 2025 confirmed that the occupational accident frequency rate was 0.76 and 44 serious accidents occurred, of which one resulted in fatality (one from the Nissan Group).

We have established common standards for reporting on work accidents or outbreaks of fire that occur in any of our global production sites. The person in charge where the accident or fire occurred must report without delay to Nissan Motor Co., Ltd. We promptly share information on the occurrence and response measures with our sites to prevent the recurrence of similar accidents.

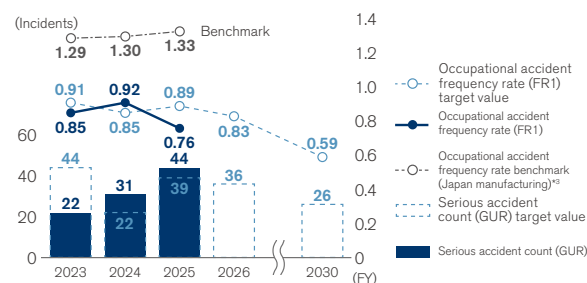
In terms of accident prevention activities, Nissan developed two proprietary tools, the Safety Evaluation System (SES) and the Fire-Prevention Evaluation System (F-PES), to

identify workplace accidents and fire risks at all global sites. They call for workplace patrols in accordance with established evaluation standards, enabling everyone from senior management to general employees to identify potential workplace accidents and fire risks from a unified perspective. Conducting the same assessments before starting new projects or when changes occur helps reduce the risk of workplace accidents and fires.

At production sites, to ensure all workers are aware of potential hazards and can prevent accidents before they occur, business sites in Japan have been systematically conducting ongoing Kiken Yochi Training (KYT; hazard prediction training) since 2011, with this practice having been established in each workplace.

We also have a system in place where employees who have received risk assessment training identify risks for each piece of equipment and task, and use that information to implement safety measures, thereby supporting the creation of safe workplaces.

Occupational accident frequency rate and serious accident count (Global)



Improved production line environment

Nissan seeks to fulfill its mission of engaging in "human friendly production" by continuously improving the workplace environment at its manufacturing facilities worldwide. At workplaces with high temperatures, for example, the physical burden on employees is heavy and there is the risk of suffering from heatstroke. In workplaces with particularly high workloads, we measure WBGT*⁴ and proactively promote measures that include facility cooling and scheduled water breaks to create more comfortable working environments. In terms of countermeasures, we distributed ice slurry and held heatstroke seminars, and starting in fiscal year 2024, we introduced digital devices to visualize risks in an effort to strengthen measures aimed at preventing serious illness.

*1 Occupational accident frequency rate (FR1: Frequency Rate 1): Frequency rate of accidents with predefined symptoms (Number of accidents with predefined symptoms x 1,000,000/ total working hours x 1.1)

*2 Serious accident count (GUR): The number of fatal accidents (G: Grave), accidents resulting in residual disability (U: Unrecoverable) and serious injuries with no aftereffects but with predefined symptoms (R: Recoverable but serious) Applies to all workers (including employees of partner companies and other companies and visitors, regardless of employment status or affiliation) on our sites (Nissan Motor Co., Ltd., Nissan Motor Kyushu Co., Ltd., and overseas production sites).

*3 Source: Ministry of Health, Labour and Welfare, Government Statistics. These figures include fatalities and injuries resulting from industrial accidents during the applicable year involving one or more days of lost work time, or the loss of a body part or its function.

*4 WBGT: Wet Bulb Globe Temperature. This is an index that incorporates three factors that significantly impact the body's heat balance: Humidity, the surrounding thermal environment (insolation, radiation, etc.), and air temperature.

Health promotion initiatives (Japan)

Basic approach

In accordance with its global policy, Nissan Motor Co., Ltd., considers the health and safety of employees to be not only an issue for individuals but also an important issue for Nissan to grow as a company that continues to contribute to society. In the Global Occupational Health and Safety Policy, we make the Health Declaration: "Health and Safety is a core value and the highest priority at Nissan." We are thus working on the realization of health and productivity management, in which we consider the health of our employees from a management perspective and implement measures strategically and honestly.

Nissan's health and productivity management



Organizational structure for health promotion

Nissan Motor Co., Ltd.'s health promotion activities are carried out to promote the physical and mental health of employees in cooperation with the Nissan Health Insurance Association (Workplace Health Promotion Center), Tokio Marine & Nichido Medical Service Co., Ltd., the Human Resources departments of both headquarters and related departments at each site, and other medical professionals.

Approaches to health issues

In Japan, we established absence rates (both physical and mental) as key indicators for promoting employee health and monitoring progress^{*1}. Under our health promotion organization, we use data to visualize, analyze, and forecast employee health status, and based on these results, we implement health promotion activities and individual improvement programs. In order to engage in more effective efforts, we create a health management strategy map to visualize company health issues and promote companywide efforts, while also creating strategy maps for each site to conduct health promotion activities incorporating regional characteristics and conditions at each site. We also hold regular meetings on health management to strengthen the implementation of health promotion efforts.

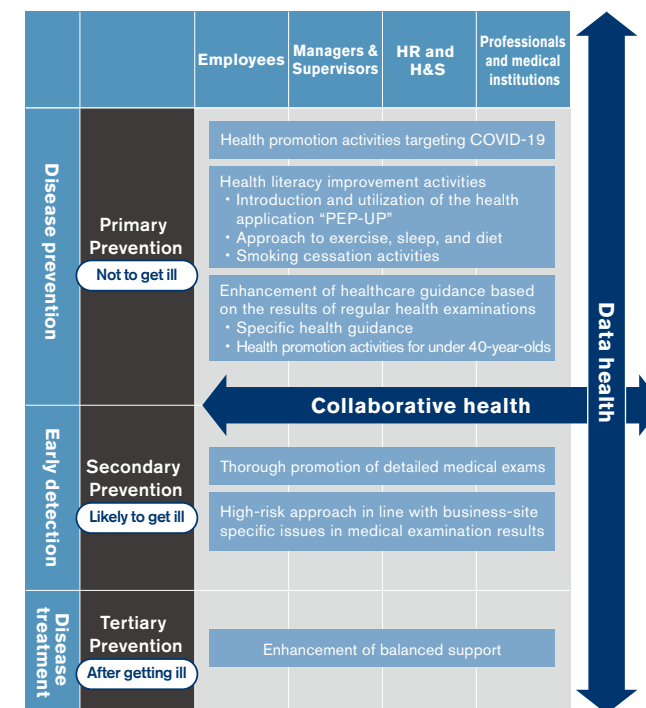
Please visit our website for details regarding health management, external evaluations, and other information.^{*2}

Actual percentage of employees on leave per 1,000 workers

	Fiscal year 2025 targets	Fiscal year 2025
Workers on leave for physical reasons	6.6 or fewer	6.0
Workers on leave for mental reasons	9.9 or fewer	8.8

Solid efforts toward physical healthcare

In Japan, Nissan is focusing efforts on the following physical healthcare initiatives:



Since 2018, we have provided ongoing education on the prevention of lifestyle diseases to younger employees under the age of 40, maintaining a participation rate of 98%. We also hold seminars on menopause to address health issues associated with the ageing of our employees. Health support is provided for employees of all ages. The obesity rate among Nissan employees is improving due to the activity to reduce weight gain during COVID-19. We are also promoting companywide health activities from various angles, such as oral care and diet to prevent heat stroke. We began focusing on physical exercise in fiscal year 2024.

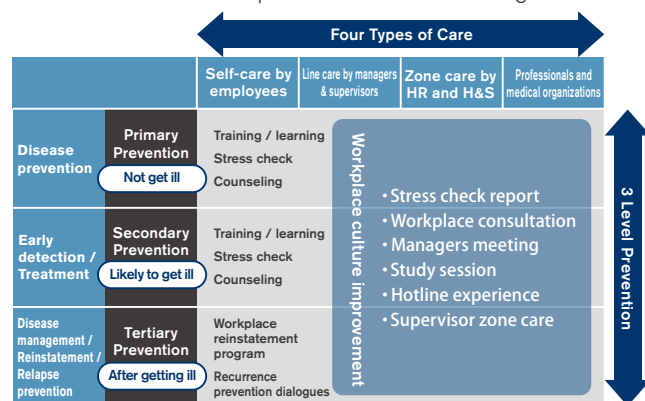
^{*1} Please refer to Social data (P2) for details of health indicators. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/SR/2026/ASSETS/PDF/DB26_E_social_data.pdf#page=2

^{*2} Click here for more information on health initiatives. https://www.nissan-global.com/EN/SUSTAINABILITY/SOCIAL/HEALTH/HEALTH_MANAGEMENT/

In fiscal year 2023, as part of our DEI promotion activities, we introduced the self-care support program “Cradle” and newly established “Life Support Leave” that can be used for prevention of illness and other purposes for one’s health. While reducing the number of employees who are absent from work through comprehensive activities as a company, we are also making steady efforts in physical healthcare, such as preventing illnesses by raising health awareness.*1

Comprehensive mental healthcare

Mental healthcare in Japan includes the following features:



Achieve the “Four Types of Care” and “Primary, Secondary, and Tertiary Prevention” within the EAP*2

- * Enhancement of “self-care” through implementation of stress checks
- * Promotion of “line care,” workplace climate improvement activities based on the results of in-house questionnaires
- * Introduction of stratified “zone care”
- * Comprehensive reinstatement support program
- * Enhanced prevention of recurrence through in-house rework facility

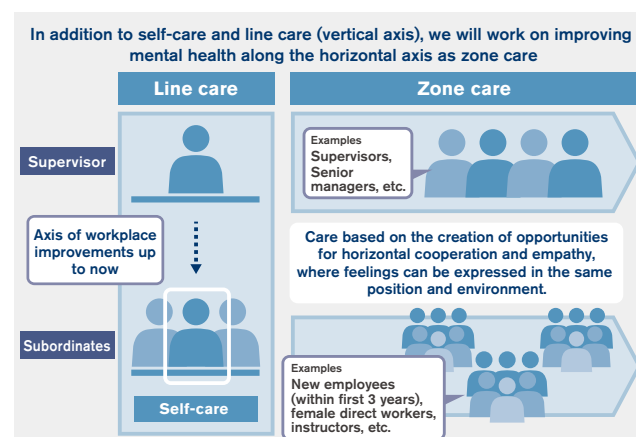
For many years, Nissan has been proactively working

on line care, which is an improvement in workplace culture, by analyzing stress levels through using in-house questionnaires.

In addition, we hold meetings in each department to report on the results of organizational analyses. In recent years, rather than limiting these meetings to the department or division level, we have been conducting them at smaller units to help expand improvement initiatives.

In proceeding with our organizational analysis and activities, it became clear that a certain segment of employees needed special care, based on recent analyses of mental health leave and stress levels. Nissan calls this “Zone Care,” and at present we are engaged in the following activities:

- Hotline experience providing counseling to new graduates and mid-career hires
- Online sessions for indirect employees
- Roundtable meetings and sessions for young direct employees
- Roundtable meetings and coaching activities as zone care for foremen



The hotline experience in particular, which serves as a support for young employees, is provided annually until the third year of employment, and helps with the early detection of employee mental health issues. In fiscal year 2023, we expanded the scope eligibility to enhance employee care. Since 2019, we have also provided self-care training as mental health support for employees, as well as line-care training for supervisors and managers.

Self-care training and line care training (FY)

	2023	2024	2025
Self-care training attendance rate (%)	96.2	97.4	97.2
Line care training attendance rate (%)	93.5	96.5	95.2

*1 Click here for more information on Nissan’s physical healthcare activities. https://www.nissan-global.com/EN/SUSTAINABILITY/SOCIAL/HEALTH/HEALTH_MANAGEMENT/ASSETS/PDF/strategy_map_en.pdf

*2 EAP: Employee Assistance Program