Approach to governance

In order to create unique and innovative automotive products and services, and deliver superior measurable value to all stakeholders, Nissan will enrich people's lives as a company that is trusted by society, and address improvement of corporate governance*[1] as one of its most prioritized managerial tasks. In addition to addressing risks and opportunities associated with climate change, we will conduct our business while considering society's expectations and our social responsibilities and devote ourselves to the development of a sustainable society by aiming for sustainable growth of our business.
To be a sustainable company, Nissan must have a high level of ethics and transparency, as well as a strong foundation for the organization. It is also expected that we will actively disclose our initiatives to this end. We have extensive global operations with numerous stakeholders around the world. It is essential that we continue to earn their trust while ensuring the high ethical standards and compliance of all employees. In 2001, we established the Nissan Global Code of Conduct*[2], which is rigorously followed by Nissan group companies around the world.

Basic principles of the internal control system

We aim to provide superior value to all stakeholders, consider healthy governance the foundation for this, and are engaged in a range of activities to achieve it. In line with this principle, and in accordance with Japan's Companies Act and its related regulations, the Board of Directors has decided on internal control systems*[3] to pursue these goals and its own basic policy. The Board of Directors continually monitors the status of implementation regarding these systems and the policy, making adjustments and improvements if necessary. The internal control system that was established in 2007 is chaired by the CEO under the monitoring and supervision of the Board of Directors. All executive officers, corporate officers, and departments, as well as group companies, cooperate closely under the CEO to improve the internal Control system.

Click here for more information on the internal control systems.
Internal control systems

*1 Click here for more information on the Corporate Governance Guidelines. https://www.nissan-global.com/EN/SUSTAINABILITY/GOVERNANCE/ASSETS/PDF/Guidelines_EN.pdf
*2 Click here for more information on the Nissan Global Code of Conduct. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/NISSAN_GCC_E.pdf
*3 Please refer to the 2025 Securities Report (P56-60) for details of the internal control systems. https://www.nissan-global.com/EN/IR/FINANCIAL_RESULTS/ASSETS/FR/2025/PDF/fr2025.pdf#page=58

Corporate governance

Approach to corporate governance

Nissan adopted a Company with Three Statutory Committees governance structure in response to executive misconduct that came to light in 2018.
This governance model was selected to prevent an excessive concentration of authority and to enhance transparency in corporate governance.
By clearly separating management execution from supervisory and audit functions, Nissan promotes greater transparency in decision-making while enabling agile and flexible business execution.
The structure also strengthens the effectiveness of the company's internal controls, compliance, and risk management systems.
A majority of the Board of Directors, including members of the statutory committees, are independent outside directors. In addition, the Compensation Committee is composed entirely of outside directors, and the Chair of the Board as well as the chairs of all three statutory committees are independent outside directors.

Corporate governance system

Nissan discloses clear management objectives and policies to all stakeholders, and promptly provides highly transparent disclosure on progress toward and results of those objectives. While utilizing various monitoring systems, Nissan has established a governance structure that maintains the soundness of management and appropriately identifies, evaluates and manages internal and external risks that may affect the achievement of its business objectives.
In response to a challenging business environment, Nissan is implementing its recovery plan, "Re:Nissan," which is centered on improving the cost structure, redefining market and product strategies, and strengthening partnerships.
Through the implementation of Re:Nissan, Nissan continues to reinforce the foundations of control and decision-making that support management soundness and execution capability, and works to further strengthen transparent governance in order to realize its long-term vision, "Mobility Intelligence for Everyday Life" as the direction for the next phase of growth and value creation beyond the recovery.

Board of Directors

The Board of Directors led by independent outside directors, decides basic management policies by taking a variety of perspectives into account and plays the role of supervising the execution of duties by executive directors and other officers.
Nissan positions Sustainability, Risk management, and Internal control/Compliance as important matters that affect the management of Nissan, and has established and operates processes for communicating these initiatives to the Board of Directors in accordance with the policies and structure stated as below.
In addition, the following items were reported to the Board of Directors during fiscal year 2025, among which were reports regarding the response to requests from relevant authorities based on the Subcontract Act and the Antimonopoly Act as matter of critical concern.
Click here for more information on the Board of directors.

Structure
Member
Director Independence Standards
Board activities

Sustainability
Policies and structure
· Corporate Governance Guidelines*1
Chapter III Appropriate Cooperation with Stakeholders
Items reported to the Board of Directors
· Sustainability related report: 2 time

Risk management
Policies and structure
· Corporate risk management*2
· Annual process of corporate risk management*2
Items reported to the Board of Directors
· Corporate Risk Management Report: 1 time

Internal control/Compliance
Policies and structure
· Corporate Governance Guidelines*1
Chapter 1 General Provisions Article 2. 4
· Corporate Governance Report*3
IV-1. Internal Control System
· Internal control system*4
· Compliance system*5
Items reported to the Board of Directors
· Internal Control Report: 2 times
· Audit Committee Report: 2 times
· Corporate Governance Report approval: 1 time

*1 Click here for more information on the Corporate Governance Guidelines. https://www.nissan-global.com/EN/SUSTAINABILITY/GOVERNANCE/ASSETS/PDF/Guidelines_EN.pdf
*2 Click here for more information on the Corporate risk management, Annual process of corporate risk management. https://www.nissan-global.com/EN/COMPANY/GOVERNANCE/RISK_MANAGEMENT/
*3 Click here for more information on the Corporate Governance Report. https://www.nissan-global.com/EN/SUSTAINABILITY/GOVERNANCE/ASSETS/PDF/g_report.pdf
*4 Click here for more information on the internal control system. https://www.nissan-global.com/EN/COMPANY/GOVERNANCE/
*5 Click here for more information on the compliance system >>> P109

Board of Director Skills Matrix

The Board of Directors skills matrix is as follows.

Board of Directors skills matrix (As of July 1st, 2026)

		Global Management	Corporate Strategy	Automobile Industry	Legal / Risk Management	Finance / Accounting	ESG	Products / Technology	Sales / Marketing	Digital Transformations
1	Akiyoshi Koji	✓	✓		✓	✓	✓		✓	
2	Bernard Delmas	✓	✓	✓			✓	✓	✓	
3	Andrew House	✓	✓			✓	✓	✓	✓	✓
4	Mariko Tokuno	✓	✓		✓	✓	✓		✓	
5	Brenda Harvey	✓	✓				✓	✓	✓	✓
6	Junichi Shinbo	✓	✓		✓	✓	✓			✓
7	Joy M. Greenway	✓	✓	✓	✓	✓	✓	✓		
8	Valerie Landon	✓	✓		✓	✓	✓			
9	Timothy Ryan	✓	✓		✓	✓	✓			
10	Ivan Espinosa	✓	✓	✓			✓	✓	✓	✓
11	Eiichi Akashi	✓	✓	✓			✓	✓		✓

Committees

Nomination Committee
The Nomination Committee has the authority to determine the content of the General Shareholders Meeting agenda concerning the appointment and dismissal of Directors. In addition, the committee has the authority to decide on the content of the Board of Directors meeting agenda concerning the appointment and removal of the Representative Executive Officer and the authority to formulate an appropriate succession plan regarding the President and Chief Executive Officer.

Compensation Committee
The Compensation Committee has the statutory authority to determine the policy of individual compensation of the company's directors and executive officers and the contents of individual compensation for directors and executive officers.*1*2

Audit Committee
As part of audits on business execution including the organization and operation of Nissan's internal control systems, the Audit Committee receives reports from executive officers, corporate officers, and employees on their business execution for Nissan and its group companies, in accordance with the Audit Committee's annual audit plan and on an ad-hoc basis as necessary.

Click here for more information on the committees.
Business Report
Governance data

Executive officer system

Executive officers decide on business activities which are delegated in accordance with the resolutions of the Board of Directors and execute the business of the Nissan Group. Several conference bodies have been established to deliberate on and discuss important corporate matters and the execution of daily business affairs. Furthermore, in the pursuit of more efficient and flexible management, the authority for business execution is clearly delegated as much as possible to corporate officers and employees.*3

Audit system

We have adopted a system under which the outside directors, Auditing Committee, internal audit department, and outside accounting auditors coordinate to improve the effectiveness of our internal control systems.
Independent outside directors lead the Board of Directors, deciding the basic direction of management and supervising the execution of duties by directors, executive directors. The Audit Committee takes charge of internal audit department and instructs it with regard to auditing, and internal audit department shall report to the Audit Committee the status of the performance of duties and any findings therefrom on an ongoing basis. The Audit Committee also receives reports from the accounting auditors, as well as detailed explanations on the status of the quality control of internal audits, to confirm whether their oversight is at a suitable level.

Click here for more information on the committees.
Securities Report
Corporate Governance Report

*1 Please refer to the 2025 Securities Report (P75-82) for details of the performance indicators of the compensation program. https://www.nissan-global.com/EN/IR/FINANCIAL_RESULTS/ASSETS/FR/2025/PDF/fr2025.pdf#page=77
*2 Click here for more information on the executives' roles on sustainability and its performance assessment. >>> P010
*3 Click here for more information on each executive officer. https://www.nissan-global.com/EN/COMPANY/PROFILE/EXECUTIVE/EO/

Avoidance of conflict of interest

In case of any transaction that involves any conflict of interest between the company and a director or executive officer, the Board Regulations provide that Board approval, as well as a post-facto report to the Board of important facts associated with the transaction, are required.
In addition, in 2019 the company established a Director Conflict of Interest Resolution Policy (updated in 2023) which defines conflict of interest between a director and the company, conducts annual conflict of interest questionnaires, requires directors to report any actual, potential or perceived conflicts, and also establishes procedures to resolve such conflicts. Further, the Global Conflict of Interest Code came into force in March 2022 and applies to all officers and employees.

Three key pillars of director conflict of interest resolution policy

Three key pillars of director conflict of interest resolution policy

Duty to report

Mandates two affirmative duties for directors:
i . Timely reporting of actual and potential conflicts;
ii . Advance disclosure of interested transactions

Confirmation of specific conflicts of interest

In the event that a potential conflict of interest is detected in a Board of Director or committee proposals, the Board of Director or committee secretariats shall review whether the proposal has a specific conflict of interest and confirm with the chairperson of each meeting body on actions necessary to resolve said conflict. In confirming potential conflicts of interest, when necessary, the company will seek the opinion of a neutral and impartial outside law firm.

Specific conflict of interest resolution procedures and management

Procedures for resolving specific conflicts of interest shall include the following.
i . In the event that a specific conflict of interest is identified by a director, the chairperson of each meeting body shall report the results of said confirmation to the director in question prior to the meeting.
ii . The director who receives the report shall not receive any materials related to proposals, nor participate in meeting deliberations or resolutions.
iii . Conflicts of interest shall be managed in a database.

Risk management

Approach to risk management

Our Global Risk Management Policy defines risk as “events or situations that could prevent Nissan Group from achieving its corporate purpose, strategies, business objectives.” Accordingly, Nissan promotes group-wide risk management activities. Detecting risks as early as possible, evaluating the magnitude of impact and probability of occurrence, and examining and implementing the requisite measures reduces the probability and likelihood risk events will occur.
In the event that risks occur, we strive to minimize losses and ensure the risk is managed commensurately with its magnitude.

Click here for more information on risk management.
Risk management

Privacy and data security

Approach to information security

We share our Information Security Policy with group companies worldwide as a basis for reinforced information security. We strive to maintain the confidentiality, integrity, and availability of information in accordance with the ISO/IEC 27001 guidelines. To prevent information leaks, the release of incorrect information, or situations where information becomes unavailable — potentially causing adverse effects on business operations or legal violations — we have established these measures in our Information Security Policy.

Information security management

The Information Security Management Committee is implementing enhanced information security measures through the PDCA cycle. We reliably address issues by identifying internal and external information leaks as they occur worldwide and reinforce information security on a timely basis. The Information Security Management Committee responds promptly to major security incidents.

Information security achievements

To thoroughly educate and motivate employees to adhere to Information Security Policy, we institute regular in-house educational programs. To strengthen global governance, we conducted annual information security maturity assessments, implemented annual company-wide training, department-specific training, and various drills in fiscal year 2025. We also regularly review and revise our policies and processes.

Vehicle cybersecurity

To address automobile cybersecurity risks, we have established and operating development, production and monitoring systems in compliance with UN regulations (UN-R155*1) and standards (ISO/SAE 21434*2). Through these efforts, we strive to protect our customers' personal information and ensure the safely provide in-vehicle electronic systems and connected car services.
Also, by participating in industry organizations such as the Auto-ISAC*3 in both Japan and USA, we gather the latest trends and work to strengthen security.

Approach to data privacy

We recognize our responsibility to properly handle personal information in full compliance with the respective personal information protection law in each jurisdiction.
We formulated the Global Data Privacy Policy*4 to ensure a unified global approach to the use of personal information, including customer data. This policy ensures that the handling of information is consistent and treated as an important duty at all Nissan sites. This policy sets out Nissan's basic commitment to privacy.

Data privacy management

We have set up internal governance systems, rules, and procedures for handling personal data. Global governance is organized such that regional data privacy leads work together with the Ethics & Compliance Office for coordination and, through their Regional Compliance Officers, ultimately report to the Global Compliance Committee. Nissan Group companies are fully enforcing these processes where required.

Data privacy achievement

The privacy teams are improving processes, in particular, when supporting Nissan functions handling personal data as they implement relevant data privacy controls.

*1 The regulation on vehicle cybersecurity established by the United Nations
*2 The international standard that outlines cybersecurity requirements and implementation methods throughout the entire lifecycle of a vehicle
*3 The term refers to the Automotive Information Sharing & Analysis Center, an organization dedicated to sharing cybersecurity information within the automotive industry and collaboratively enhancing countermeasures and technologies
*4 Click here for more information on the Global Data Privacy Policy. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/Data_Privacy_e.pdf

Compliance

To raise compliance awareness throughout the company and all employees to act with integrity and high standards, Nissan has established the Ethics & Compliance Office, as well as specialized departments, and appointed officers to promote ethics and compliance in each region where it operates. Ethics & Compliance office manages policies, quintessentially the Nissan Global Code of Conduct, and programs such as risk assessment and monitoring and internal reporting system and runs corporate culture initiatives such as the ethics day. Nissan also expects same ethical standard and applies equivalent compliance governance and programs to all Nissan Group companies including affiliates and dealerships.

Approach to business ethics

Nissan Global Code of Conduct

The Nissan Global Code of Conduct*1 contains our core principles for doing business with honesty and integrity, in full compliance with established laws and regulations in all locations in which we operate.
The Code of Conduct's principles apply to all employees within Nissan Group companies globally, and every employee is responsible for upholding and adhering to the Code.
Since it was established in 2001, the Code of Conduct is reviewed for revision at least once every three years to ensure that it evolves along with the company and society.
In 2024, a new booklet format*2 of the Nissan Global Code of Conduct was published in 16 languages with launch activities across the globe to communicate and remind employees of the importance to understand and follow the Code.

Awareness is also raised through the Nissan Global Code of Conduct annual training, which is mandatory for all executives and employees direct and indirect. The training is provided in various formats tailored to each audience, such as e-learning, video, and handout, and is available in multiple languages. The contents are renewed every year with business scenarios and ethical dilemmas to enhance understanding.
The completion rate for fiscal year 2025 was 98.3%. And the results are reported annually to the Internal Control Committee, the Audit Committee and also to the Board of Directors.

Compliance Governance

The Global Compliance Committee (GCC), chaired by the CEO, is held twice a year, where global compliance strategies are deliberated, annual programs are validated, and compliance issues are discussed. The results of the GCC are reported to the Executive Committee and the Audit Committee.
Under the oversight of our GCC, we have established a Regional Compliance Committee*3 in each region of operation, forming a worldwide system for detecting and deterring noncompliance and unethical behavior. The Global Headquarters works with all regions and bases of operation to ensure full awareness of compliance issues and prevent noncompliance activity, and has processes in place to take appropriate disciplinary action against those who violate or infringe the Nissan Global Code of Conduct or laws and regulations. Our Ethics & Compliance Office further increases the rigor of our compliance management.

In addition, to enhance compliance at the regional level, standalone, independent, regional compliance officers are appointed in Japan-ASEAN, China, Americas, and AMIEO (Africa, Middle East, India, Europe & Oceania) regions. Furthermore, for automobile manufacturing companies, ensuring strict compliance with laws and regulations in certification processes is the highest priority, taking precedence over costs and schedules. The Chief Technology Officer (CTO) serves as the person responsible for certification operations.

Culture of ethics and compliance

The sixth Nissan Ethics Day was held globally in 2025 to enhance a culture of ethics and compliance in the company. This event focuses on reinforcing both Nissan's tone at the top and employees at all levels of the company had an opportunity to discuss "Respect and Resilience as fuel to build Nissan's future". The choice of theme was inspired both by the results of the previous fiscal year's Global Employee Survey and Ethics Day survey and by an acute awareness of this fiscal year as the first in the action-driven recovery plan "Re:Nissan".

Ethics Culture Leaders Kit is also available for leaders who are expected to lead by example, reinforcing Nissan's commitment to integrity and behaving in a manner consistent with our Nissan Global Code of Conduct, other company policies, values, and applicable laws. Leaders are also responsible for providing guidance and support to their colleagues and for setting healthy, ethical work environments for their teams. This Leaders Kit explains the important role

*1 Click here for more information on Nissan Global Code of Conduct. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/NISSAN_GCC_E.pdf
*2 Click here for more information on the Nissan Global Code of Conduct booklet. https://www.nissan-global.com/EN/COMPANY/ASSETS/PDF/Nissan_Booklet_External.pdf
*3 Each Regional Compliance Committee oversees various local compliance committees as appropriate.

as a leader and provides practical tips and reminders to help improve ethical leadership.

Business ethics management

Compliance risk management

At Nissan, after the discovery in 2017 of nonconformities in the final vehicle inspection process at vehicle assembly plants in Japan*1, we have conducted compliance risk check and monitoring as measures to prevent recurrence. Since fiscal year 2021, the Ethics & Compliance Office started compliance risk assessment (CRA) covering all Nissan group companies globally completed.

In CRA, 15 risk categories including Anti-corruption, Fair competition/antitrust, Data privacy is established, and a system has been developed to evaluate the magnitude of risks defined for each category as well as the management systems in place to address those risks.

Based on the results, monitoring is conducted to develop a remediation plan for reducing risks as necessary.

Related to risks of third parties, Nissan maintains a Global Third-Party Compliance Risk Management Policy and program to address compliance risks associated with third parties.

The Ethics & Compliance Office and business functions conduct Third-Party Compliance risk monitoring initiatives as part of this program. In this program, Nissan monitors various risks of third parties(suppliers/contractors/agents/distributors) including bribery, human rights and environment risks.

Since receiving a recommendation from the Japan Fair Trade Commission in March 2024, Nissan has implemented various improvement and corrective measures and submitted a corrective action report in March 2025.*2

In addition to discontinuing the use of rebates and establishing an external window (hotline) to receive inquiries and reports from our business partners, we are actively gathering feedback from our business partners and implementing measures to improve and correct any issues. Furthermore, in 2024, we established a dedicated compliance department in the Purchasing Division. Starting in April 2025, the department was elevated to an all-company regulatory compliance department for the Act on Preventing Delay in Payment to Small and Medium-Sized Entrusted Business Operators in Relation to Manufacturing Consignment and related laws and regulations, thereby strengthening our company-wide control structure.

We are working together as a company to conduct fair transactions.*3

Approach to Anti-corruption and Associated Issues

Nissan does not tolerate corruption of any kind, whether individual or systemic.

Nissan has established various global policies related to anti-corruption and associated issues, including the Global Anti-Bribery, Gifts & Hospitality Policy,*4 the Global Conflict of Interest Policy, the Global Regulations on Preventive Control Against Insider Trading, and the Global Anti-Money Laundering Policy.

Nissan also developed training to learn about not only the laws and regulations but also the basics of the bribes, potential and common conflict of interest, risk areas and red flags through business cases.

With these policies and education in place, Nissan is working to heighten awareness and reduce infractions.

Security-related export controls

Nissan is committed to supporting national and international peace and security by maintaining strict adherence to export control laws in Japan and all regions where we operate. These regulations help prevent sensitive goods, software, and technologies from reaching parties associated with terrorism, espionage, or human rights abuse.

Our export compliance program is overseen by the executive responsible for export controls and managed through the Export Control Global Secretariat, consisting of a Global Director and Regional Managers. The Secretariat works closely with each business unit to establish, monitor, and maintain mechanisms that ensure compliance with security-related export control requirements.

The Global Export Regulatory Compliance Policy provides a unified framework for the Nissan Group, defining governance structures, roles, and responsibilities. Each group company

*1 Please refer to the 2025 Securities Report (P30) for details of measures to prevent recurrence of nonconforming of final vehicle inspections. https://www.nissan-global.com/EN/IR/FINANCIAL_RESULTS/ASSETS/FR/2025/PDF/fr2025.pdf#page=32
*2 Click here for more information. https://global.nissannews.com/en/releases/250313-00-e
*3 Click here for more information on initiatives undertaken by the Purchasing Division. >>> P075
*4 Click here for more information on Global Anti-Bribery, Gifts and Hospitality Policy https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/Anti-Bribery_GH_e.pdf

implements its own processes based on its risk profile, and we closely track regulatory changes to ensure timely compliance. Priority initiatives for the current fiscal year include addressing rapidly evolving global regulations, expanding Secretariat networks in the Americas and AMIEO*1 regions, and strengthening the digital capabilities that support our procedures.
To enhance employee awareness of compliance obligations, we have completed the development and deployment of an export control and sanctions training package within our global training system. We also continue to advance our response to export requirements related to emerging and advanced technologies, including electrification, autonomous drive, and connected vehicle systems across Japan, the United States, Europe and other regions.
By integrating export control practices into product development and design, Nissan aims to further reinforce compliance across the organization. We also compile and publish annual information on controlled goods, software, and technologies by region, enabling comprehensive and consistent application of export controls across all business operations.

Global export control policy framework

Approach to tax

In line with its Global Code of Conduct, Nissan is committed to complying with the laws and regulations of all countries in which Nissan operates, as well as with international tax treaties and tax-related financial reporting rules. To support effective and compliant business operations worldwide, Nissan has implemented a documented tax policy, available on Nissan global website*2.
Nissan is consistently fulfilling all tax disclosure requirements under domestic and international rules (such as OECD Country-by-Country Reporting) and other country specific transparency requirements such as those in Australia or the U.K.*3.
Nissan effectively manages its tax risks by involving its Tax department into key business decisions. Nissan's Tax department collaborates with and supports other functions to ensure tax implications are properly evaluated and addressed in operational and strategic decision-making on a timely basis. Through a formal delegation of authority process, the Tax department validates key business decisions from a tax perspective, thereby ensuring the tax strategy is aligned with the wider business objectives, in a consistent and timely manner.
Nissan applies established international standards (such as those developed by the Organisation for Economic Cooperation and Development (OECD)) for the pricing of transactions between the companies within the group. Intercompany transactions are priced on an arm's-length basis, which means that Nissan entities transact with each other as if they were independent entities.
Nissan is transparent about its approach to tax. Nissan aims to pay the appropriate amount of taxes in the jurisdictions in which it operates, and to avoid tax-related interest payments and penalties for failure to comply with local and international tax rules.
Nissan's business is structured according to the commercial substance of its operation. No artificial or unusual business structures are used to evade taxes. Nissan does not engage in any transaction aimed at tax avoidance or not aligned with its normal course of business.
The CFO reviews and approves the tax strategy and the tax policy. The Global Head of Tax through the CFO updates annually the Board of Directors on Nissan's tax risks, its risk management tools and overall adherence to the group's tax strategy. The CFO is responsible for the tax governance of the Nissan group. Nissan's financial reports including tax report are audited by an independent accounting firm*4.

Tax management

Nissan effectively manages tax risks within the group by participating in and through the delegation of authority process at local, regional, and global level validating key business decisions from a tax perspective in a consistent manner.
Nissan seeks to close tax audits by reaching an agreement

*1 AMIEO (Africa, Middle East, India, Europe & Oceania)
*2 Click here for more information on the Tax Governance Policy. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/Tax_Governance_Policy_e.pdf
*3 Click here for more information on Nissan's U.K. tax strategy. https://www.nissan.co.uk/legal/nissan-uk-tax-strategy.html
*4 Please refer to the 2025 Securities Report (P183,188,190) for details of the Independent Auditor's Report, Internal Control Report, Confirmation Note. https://www.nissan-global.com/EN/IR/FINANCIAL_RESULTS/ASSETS/FR/2025/PDF/fr2025.pdf#page=185

with the tax authorities on the appropriate tax treatment of items under review. In case Nissan is unable to reach an agreement with the tax authorities, Nissan will take necessary actions to defend its tax positions, including seeking recourse to litigation.
Nissan has several methods for identifying and managing tax risks.
For example, the Tax department maintains a global database containing a list of the group's ongoing audits, uncertain tax positions and topics that may represent a tax risk in the future (such as new tax rules and inconsistent application of existing rules by tax authorities). It includes all potential tax risk: both direct and indirect taxes. All such risk items are extensively documented and qualified. Reports can be produced as needed and key findings are discussed quarterly with global senior management.
Specifically for income tax, Nissan has a process in place at local, regional, and global level to recognize uncertain tax positions as required by the Interpretation No. 23 of the International Financial Reporting Interpretations Committee (IFRIC 23). Nissan adopted IFRIC 23 from the beginning of fiscal year 2019.
Regarding transfer pricing topics, Nissan's Tax department has internal procedures and controls in place to identify transfer pricing risks, assess, monitor, and mitigate such risks, and report material risks to all stakeholders.
The executive-level position within the organization accountable for compliance with the tax strategy is the Global Head of Tax. The Tax function is under the Corporate Governance of the Chief Financial Officer (CFO) of Nissan.
Compliance with the tax governance and control framework is evaluated regularly by the following departments, at local, regional, and global level: Tax, Compliance, and Internal Audit. The Compliance department checks with the Tax department regularly to assess how the policies are enforced and whether they reflect the latest business operations in Nissan.

The Audit Committee, as part of the company's corporate governance system, sets the key audit items for each fiscal year. A department under the Audit Committee is specialized in internal audit for the purpose of regularly auditing group companies' business and their observance of processes, policies including the implementation of the tax policy, laws, and other matters as appropriate. Reports on activities related to internal control and risk management are regularly submitted to the Board of Directors.
Nissan has a hotline "SpeakUp" where employees can anonymously report unethical or illegal activities they have witnessed or that they suspect may exist.
It is a means to bring potential tax-related violations to the attention of management.

Stakeholder engagement and management of concerns related to tax

Nissan seeks to build and maintain long-term, open, and constructive relationships with national tax authorities by proactively engaging with them, as well as other governmental and industry bodies, directly and indirectly. Nissan strives to develop cooperative relationships with tax authorities through regular meetings and partnership programs. Nissan has ongoing communication with tax authorities including, where applicable, use of advance rulings and Advanced Pricing Agreements (APAs).
Nissan regularly engages with policy makers to support the development of tax rules and regulations based on sound tax policy principles that reflect the business reality of its operations. Nissan's Investors Relations department engages with the Global Tax department each time there is a question from stakeholders related to tax topics. The Tax department will ensure that such questions are answered in a satisfactory way.

Corporate income tax by main market

Nissan discloses the corporate tax paid globally, with domestic and international breakdown by main markets.

Income Tax paid (billions of yen)

	Japan	The United States	China	Mexico	Other	Total
FY2023	9.2*1	105.2	50.3	30.2	32.2*1	227.1*1
FY2024	40.1	60.9	53.8	39.8	40.4	235.0
FY2025	39.1	4.7	28.5	33.2	17.9	123.4

Internal reporting system for corporate soundness

Nissan has established a globally integrated reporting system to promote thorough understanding of compliance among employees worldwide and facilitate sound business practices. The system, known as SpeakUp, is operated by an independent third party, NAVEX Global, which specializes in ethical hotlines. SpeakUp can be used by employees to ask questions or voice concerns to the company, thereby improving workplaces and operations. SpeakUp permits anonymous reporting and two-way confidential communication. It is available 24 hours a day, 365 days a year, in around 17 languages via website.
SpeakUp is promoted to employees through various internal communication means, such as posters, intranet banners, internal articles, and events such as Nissan's annual Ethics Day. Employees are encouraged to report violations of the Nissan Global Code of Conduct or other company rules, and are protected from retaliation by our Global Whistleblowing Policy, a cornerstone of our compliance program.
Reports are assigned by compliance personnel to the appropriate team for handling, such as HR, security, or legal. Compliance cases are handled by independent compliance

*1 Corrected due to an error in FY2023 corporate tax figures.

officers, and substantiated cases are presented to a cross-functional compliance committee. The SpeakUp system is subject to audit by the internal audit department.
In fiscal year 2025, 2,475 concerns were reported globally. Among those, 17% were compliance-related matters while 66% were human resource related. These figures include 271 inquiries, making "Inquiry" the most common report category. In addition to inquiries, the recurrent types of reports were related to "aggressive or inappropriate communication in the workplace," "harassment (excluding gender-related cases)," and "employee communication and interpersonal relationships." Measures taken range from termination of employment to procedural improvements.
In 2024, SpeakUp Culture Training was launched, allowing employees to feel safe and protected. This course helps employees to understand what stops people from speaking up, the power of their voices, and how they can contribute to building a culture of escalation in Nissan.

Global Whistleblowing System (SpeakUp) Process