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Approach to social issues

To work toward the realization of our corporate purpose, we formulated the Nissan Social Program 2030 (NSP2030), which puts into effect the social aspects of Nissan Ambition 2030. While creating Nissan’s corporate and social value, we are aiming for our employees, suppliers, partners, and society to grow together and to be a people-centric company. In each area, we have set goals toward 2030, action plans and the value we will provide to society through the program. By means of this sustainability data book, we report on the progress of the NSP areas and on our achievements with the human rights initiatives common to them.

NSP2030

	Focus areas	Social value	2030 goal	Action plans	
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	<ul style="list-style-type: none"> 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,*1 defect aim zero and no compliance issue	<ul style="list-style-type: none"> 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)	<ul style="list-style-type: none"> 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”	<ul style="list-style-type: none"> 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 “Nissan-ness” as well as to empowering youth and children in communities	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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”	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Penetrate DEI mindset Build employee driven DEI with executive sponsorship (ERG) Enhance inclusive workplace and system Expand scope to partners & communities 	
	Learning & development	<ul style="list-style-type: none"> Enhance individual’s employability Nurture individuals who are prepared for rapid and significant societal changes (enhance adaptability of individuals) 	Development a highly skilled and motivated workforce	<ul style="list-style-type: none"> Launch and promote a globally consistent framework for learning and development Make learning accessible for employees to upskill and re-skill in critical skills*2 areas Leverage technology to improve learner experience Identify and develop impactful learning opportunities Review and re-architect talent acceleration programs 	
	Health & safety	<ul style="list-style-type: none"> Reduction of burden on medical institutions Increased productivity for society as a whole 	<ul style="list-style-type: none"> Increase people who work safely, securely and in good health Realize a company that can work lively 	<ul style="list-style-type: none"> Improving of mental and physical health, well-being Eradication of occupational accidents 	

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

*2 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 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, “Driving innovation to enrich people’s lives”. 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 the process of formulating the long-term vision Nissan Ambition 2030 announced in November 2021, many executives, including the CEO, engaged in lively discussions on various issues and initiatives related to human rights. The participants reaffirmed their commitment to further strengthen their efforts to respect human rights and ensure that they are put into practice in order to realize our corporate

purpose.

In fiscal 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 (EC), the company’s highest decision-making body. 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 2022 onward. 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 will continue working to instill the “Nissan’s Human Rights Want-to-be Statement” throughout the company and promote even fuller respect for human rights on a global scale.

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.

Human Rights Policy Statement

In addition to being a signatory of the UN Global Compact, Nissan is committed to respect 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).

Based on the UN Guiding Principles on Business and Human Rights (UNGPR), we formulated and published the Nissan Human Rights Policy Statement*¹ (First Edition) in June 2017 to actively prevent adverse human rights impacts and updated it in July 2021.

Also in 2021, Nissan formulated and published the Nissan Global Guideline on Human Rights,*² which outlines specific measures for employees regarding respect for human rights, with the aim of ensuring compliance with and thorough implementation of the Nissan Human Rights Policy Statement. The guideline is intended to help Nissan

*1 Click here for more information on the Nissan Human Rights Policy Statement (revised version). 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/

employees in the countries and regions where Nissan operates feel more secure in their work and to ensure consistency between Nissan’s activities and the way the company addresses human rights issues as required by international and local communities.

Under the revised policy statement and formulated guideline, Nissan is fulfilling its corporate responsibilities, practicing its mission, conducting business activities, and promoting initiatives to respect human rights in order to realize its corporate purpose.

Human rights management

Governance related to human rights

At Nissan, governance related to human rights is directed by the Global Sustainability Steering Committee (GSSC) chaired by the Chief Sustainability Officer (CSO) in accordance with the Nissan Human Rights Policy Statement. In fiscal 2022, the governance structure was revised and examined. Specifically, as part of day-to-day management, related functions and overseas regional headquarters regularly report progress to the Sustainability Development Department, which oversees human rights initiatives. The Sustainability Development Department reports or makes proposals to the GSSC and EC, which also reports as well as to the Board of Directors.

Since fiscal 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.*6 While working to ensure that respect for human rights is instilled and becomes 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. From fiscal 2022 onward, we have been working to resolve the four human rights issue areas clarified by the human rights special project team in fiscal 2021—(1) Expand the scope of employee human rights due diligence; (2) expand and strengthen human rights training; (3) establish grievance mechanisms for suppliers; and (4) conduct and strengthen stakeholder engagement (including responses to serious allegations)—in a global and cross-functional manner that

Milestones related to respect for human rights

	Approaches	Activities
2001	· Formulates Global Code of Conduct	
2004	· Signs United Nations Global Compact	· Establishes diversity development office
2010	· Publishes Renault-Nissan CSR Guidelines for Suppliers	
2013	· Formulates action against conflict minerals	· Starts the research for conflict minerals and publishes results (published annually thereafter)
2015	· Publishes revision to Renault-Nissan CSR Guidelines for Suppliers	
2016		· Starts third-party assessment of suppliers’ sustainability activities
2017	· Formulates and publishes Nissan Human Rights Policy Statement · Updates Global Code of Conduct	· Introduces SpeakUp internal reporting system
2018	· Announces Nissan Sustainability 2022	· Conducts human rights assessment at corporate level
2019		· Conducts a human rights assessment at Nissan South Africa (Pty)
2020	· Updates Global Minerals Sourcing Policy Statement · Publishes Customer Privacy Policy	· Conducts a human rights assessment at Nissan Motor Thailand (NMT) and group companies (Nissan Powertrain (Thailand) Co., Ltd. and SNN Tools & Dies Co., Ltd.)
2021	· Publishes Nissan Global Guideline on Human Rights · Publishes revision to Nissan Human Rights Policy Statement	· Conducts a human rights assessment at Nissan North America Inc. (NNA) · Launches a special project team for human rights reporting directly to the CEO to strengthen human rights management
2022	· Publishes “Renault-Nissan CSR Guidelines for Suppliers” Supplementary Handbook for Nissan Suppliers · Publishes revision to Global Code of Conduct	· Conducts a human rights assessment at Nissan (China) Investment Co., Ltd. · Firmly established as cross-functional activity, further strengthened respect for human rights efforts
2023	· Announces Nissan Social Program 2030*1 · Revises from Customer Privacy Policy to Global Data Privacy Policy*2 · Updates Global Code of Conduct*3 · Updates Nissan CSR Guidelines for Suppliers*4	· Implements human rights due diligence at consolidated subsidiaries (expansion of scope) · Establishes human rights hotline for suppliers · Promotes efforts to respect human rights by functional department*5 at day-to-day management level · Conducts human rights assessment at corporate level

*1 Click her for more information on Nissan Social Program 2030. >>> P009

*2 Click here for more information on Global Data Privacy Policy. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/Data_Privacy_e.pdf

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

*5 There are managers who promote human rights initiatives in departments such as HR, Purchasing, Communication and other related functions. To instill human rights in the supply chain, the purchasing management departments are working with suppliers to strengthen initiatives such as human rights, the environment, and responsible minerals sourcing.

*6 Performance indicators for sustainability in performance-based cash incentives were updated in 2024. Click here for more information. >>> P011

involves the Sustainability Development Department, HR, Purchasing, Communication and other related functions, including regional headquarters. The progress and results of each activity in respect of human rights was reported twice to GSSC, which is chaired by the CSO, and also to EC, the highest decision-making body.

Nissan regularly reviews Nissan Human Rights Policy Statement and the Nissan Global Guideline on Human Rights in accordance with 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 the Corporate Risk Management Committee. *1

As one of the important activities of the Nissan Social Program 2030, in fiscal 2023 our efforts on respect for human rights were included in those reported to the Board of Directors.

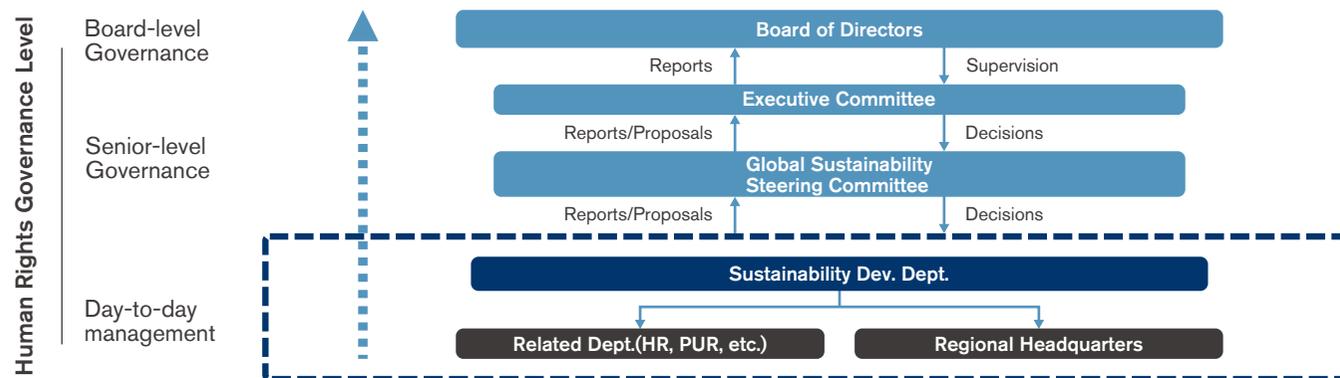
Items	FY2023 Objective	FY2023 Result
① Employee human rights due diligence	Expand scope by means of new human rights due diligence process	Implemented, being followed up with improvement plan
② Human rights training	Implement human rights e-Learning (updated version), etc.	Implemented globally
③ Grievance mechanisms for suppliers	Hotline to be in place from second half of FY2023	Human rights hotline operational from October 2023 (Japan)
④ Stakeholder engagement (including responses to serious allegations)	Implement FY2023 communication plan (including confirmation of process for serious allegations)	Implemented (10 communication opportunities, both large and small)

Human rights management for employees and in collaboration with suppliers

The Nissan Human Rights Policy Statement and the Nissan Global Guideline on Human Rights are applicable to all of Nissan’s executives and employees. Nissan’s fundamental ethical expectations from society are also clarified in the Global Code of Conduct. All executives and employees recognize the importance of applying the aforementioned statement beyond Nissan’s own operations. At every level of our global supply chain, we aim to conduct ethically, socially, and environmentally conscious business activities. We also work together with suppliers, and other business partners to achieve this goal.

Since 2006, Nissan has shared a set of common values and processes around purchasing with its worldwide network of suppliers. Common values regarding human rights and labor are also shared via the Nissan CSR Guidelines for Suppliers. It details our expectations and request implementation regarding respect for human rights and prohibition of child labor and forced labor. We also evaluate our suppliers’ sustainability activities including respect for human rights through third-party assessment. In addition, we require businesses we deal with to take the initiative and carry out due diligence on responsible minerals sourcing. Having established a human rights hotline for suppliers in fiscal 2023, we firstly received human rights-related grievances from major tier-1 suppliers and commenced activities to push ahead with our responses. Going forward, the plan is to gradually expand the scope of the hotline. Please refer to the Responsible Sourcing section for further information on human rights initiatives in the supply chain. *2 We will also strengthen communication with our sales companies and promote consistent sustainability management, including on human rights issues.

Human rights governance structure



*1 Click here for more information on risk management enhancement efforts. >>> P132

*2 Click here for more information on supply chain-related human rights initiatives. >>> P083

At the same time, Nissan has grievance mechanisms and processes in place and it allows collecting and remedying various types of complaints, including complaints related to allegations of potential human rights abuses. The whistleblowing system provides for anonymity in accordance with legal requirements. We are committed to investigating, addressing, and responding to concerns raised, and employees who make inquiries are protected from retaliation as defined in whistleblowing processes. *1

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*2 Due Diligence Guidance for Responsible Business Conduct. We conduct regular human rights assessments to identify, prevent, and mitigate human rights risks, take corrective actions, track implementation and results, 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 sustainability assessments based on the “Nissan CSR Guidelines for Suppliers.” The results are monitored and improvements are made with suppliers. *3

Please refer to the Employee Human Rights*4 and Responsible Sourcing sections, respectively, for further information on employee human rights and human rights initiatives in the supply chain.

In fiscal 2023, in cooperation with Business for Social Responsibility (BSR), a U.S. NPO promoting sustainability, we conducted a corporate-level human rights assessment and updated the areas requiring focus in Nissan’s efforts to respect human rights for the second time since 2018.



Human rights due diligence process

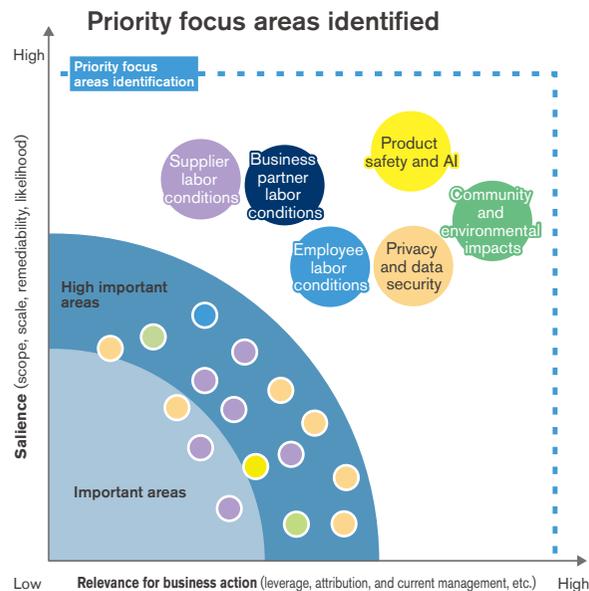


* Incl. Grievance Mechanism

*1 Click here for more information on a globally integrated reporting system. >>> P136
 *2 Organization for Economic Co-operation and Development
 *3 Click here for more information on supply chain-related human rights initiatives. >>>P083
 *4 Click here for more information on employee human rights initiatives. >>> P093

See below for more details about our policies and guidelines.
 · Global Code of Conduct https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/NISSAN_GCC_E.pdf
 · Nissan CSR Guidelines for Suppliers <https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/SUPPLIERS/>
 · Global Minerals Sourcing Policy Statement https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/Minerals_Sourcing_Policy_e.pdf
 · Nissan Global Guideline on Human Rights https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/HUMAN_RIGHTS_GUIDELINE/

Specifically, to identify factors that impact human rights as an automobile manufacturer, we conducted a human rights 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 the environmental impacts. Going forward, we plan to strengthen our efforts in each area based on the results of this assessment.



Stakeholder engagement on human rights

<External stakeholder initiatives>

In fiscal 2022, we held several dialogues with external stakeholders. Specifically, in September 2022, we invited four outside experts, Mr. Ryusuke Tanaka of the International Labour Organization (ILO), Ms. Emi Sugawara of Osaka University of Economics and Law, Mr. Daisuke Takahashi (Japan Federation of Bar Associations), and Mr. Keiichi Ujiiie of Global Compact Network Japan, to hold a dialogue on the topic of “Business and human rights.”



Engagement conducted with outside experts

Several Nissan representatives from departments in charge participated in the meeting and introduced specific activities to strengthen initiatives, including defining a roadmap to 2030 and Human Rights Want-to-be Statement, a governance structure to increase the commitment of internal stakeholders, and efforts to improve information disclosure. In addition to advice on Nissan’s activities in response to the above, there was also a broad exchange of views on the identification and assessment of serious human rights issues that Nissan should address.

Specific feedback noted that “companies need to address migrant workers, who are likely to be in vulnerable positions, and gender equality in employment, which is attracting attention from society,” “companies need to look at the link between human rights and business as a whole and further assess how supply chain rights holders*1 are affected,” and “the premise for promoting business and human rights activities is to integrate human rights policies into management systems with the proactive participation of management.” *2

Further, in March 2023, we held a follow-up session with stakeholders who participated in the dialogue held in September 2022, where in addition to reporting on the status of subsequent Nissan’s activities, we once again exchanged opinions and received evaluations and feedback on our activities.

In addition to the above, we participated in the 2022 UNDP “Business and Human Rights Project” (supported by the Japanese government), where we had the opportunity to deepen our understanding of the UNGP, review each of our own initiatives, and discuss prospects through group training and individual guidance by human rights experts (themes included human rights policies, mechanisms such as human rights due diligence and grievance mechanisms, and communication).

On this project, Nissan was highly commended for its internationally recognized policies and management systems that respect human rights and its establishment of a cross-functional structure to address human rights issues. Nissan also received advice on addressing potential risks, strengthening activities according to their impact and priority, and enhancing the disclosure of information on human rights activities.

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

*2 Click here for more information related to these sessions. <https://www.nissan-global.com/EN/SUSTAINABILITY/SOCIAL/HUMANRIGHTS/INITIATIVES/>



We continued to hold dialogues with external stakeholders on multiple occasions in fiscal 2023.

Specifically, in July 2023 we engaged with the World Benchmarking Alliance (WBA), which implements and publishes the Corporate Human Rights Benchmark (CHRB), and exchanged opinions on subjects that included Nissan's acceptance and use of CHRB results (utilization to improve and elevate the level of activities, changes due to engagement with WBA) and requests from Nissan to the WBA.

In March 2024, we held a dialogue with Amnesty International Japan, the Japanese branch of the international human rights NGO Amnesty International. In addition to gratefully receiving valuable opinions with regard to stakeholder involvement in the process of formulating and revising Nissan Human Rights Policy Statement, its scope, content/priority areas, and operation, we received multifaceted and thought-provoking feedback regarding Nissan's human rights initiatives and expectations for the automobile industry. We will utilize these findings in future revisions of the policy and to strengthen our efforts.

<Internal stakeholder initiatives>

Having in fiscal 2022 further systematized and strengthened internal communication on human rights, which we had been promoting before then, in fiscal 2023 we continued to proactively communicate messages on respect for human rights from the CSO and the executive in charge of human resources to employees, for example introducing social topics and internal initiatives related to human rights to coincide with International Human Rights Day. There have been approximately 10 communication opportunities, both large and small.



Sustainability seminar 2023 - Session for employees (August 2023)

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 all of Nissan's stakeholders, including the rights holders in the supply chain mentioned.

Safety

Approach to safety

The automobile has transformed people's lives, bringing mobility, convenience, and the pleasure of driving. In recent years, the automotive industry has made significant advances, particularly in autonomous driving technologies and driver-assist features. The world is also undergoing major structural shifts due to aging populations and the rapid progression of urbanization. Technological innovation in the automotive sector is expected to help realize societies with less urban traffic congestion and more ways for senior citizens to move about safely.

Nissan designs and engineers cars that embody the pleasure and richness of driving while offering a high level of safety. More than 90% of traffic crashes are caused by human error. Our goal is zero fatalities: reducing the number of deaths from crashes involving Nissan vehicles to virtually zero. To this end, we continue working to help reduce traffic crashes.

Safety management

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 is working to develop technologies aimed at significantly reducing crashes, including the introduction of next-generation LIDAR technology into our vehicles. In parallel, we are working to enhance technologies that help lessen the severity of unavoidable crashes and bolster occupant protection.

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.

Safety achievements

Enhancements to Nissan's safety technology and external ratings received*1

Intelligent Emergency Braking*2 is available on nearly all vehicle categories sold in Japan, including EVs and commercial vehicles, and standard on all major models. In the U.S., Automatic Emergency Braking is standard equipment on substantially all light duty vehicles and trucks. Otherwise in North America and Europe, Intelligent Emergency Braking is available on key models.

Our vehicles have earned high safety ratings on many public and governmental tests held in various regions. Nissan is actively participating in industry activities such as those organized by the Japan Automobile Manufacturers Association (JAMA) to promote the vehicle safety measures activities and the strategic standardization activities. Nissan contributes to the creation of the international regulations (WP29) and de jure standards (ISO) of "performance evaluation test methods" for various safety technologies such as "intelligent emergency braking".

*1 Click here for more information on major external safety ratings (Based on 2023 assessments) [>>> P160](#)

*2 Automatic Emergency Braking in North America

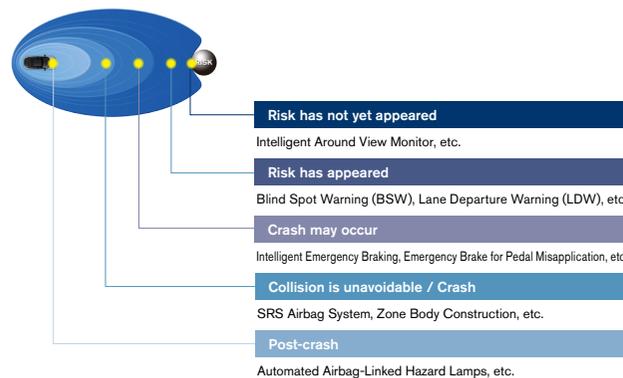
Aiming for Virtually Collision-Free Cars

Our Safety Shield concept helps support the safety of vehicle occupants in a variety of scenarios from a comprehensive perspective, from crash prevention and avoidance to occupant protection.

For example, during normal driving or parking, sensors and cameras can help detect vehicles and pedestrians that may be difficult for drivers to see; this supports drivers and allows them to drive with peace of mind.

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

Safety Shield Concept *1



Driver-Assistance Technology Leading to a Dramatic Enhancement in Collision Avoidance Performance

Nissan believes that driver-assistance technology, by which some conflicts in complex situations can be avoided, will be instrumental in enabling its customers to use their vehicles

with confidence in the upcoming era of autonomous driving. We have therefore announced ground truth perception technology, which is a driver-assistance technology that aims to lead to dramatic enhancements in the collision avoidance performance of vehicles. This technology makes it possible to accurately capture information about the surroundings, make near-instantaneous decisions, and help avoid conflicts in complex situations where it is extremely difficult to make decisions. In June 2023, we published a demonstration that automatically performs emergency avoidance maneuvers in crashes caused by driver inattention, such as head-on collisions at intersections, where the driver missed a traffic light or sign. By supporting drivers, this technology has the potential to make a significant contribution to reducing crashes. Aiming to complete the development of this technology by the mid-2020s, Nissan will first make ground truth perception technology available on selected new models, and on virtually every new model by fiscal 2030.

Promote educational initiatives for traffic safety activities

Traffic crashes are statistically more likely to occur during the dusk hours from 4:00 to 6:00 p.m. As part of the Hello Safety Campaign*2, Nissan's Omoiyari Light Promotion*3 urges drivers to turn on their headlights earlier in the evening. We have actively supported this campaign since 2010 and promote civic activities with two-way communication to raise public awareness of traffic safety.

Furthermore, we launched a traffic safety project*4 in 2018 together with a research department in Niigata University. One of the outcomes from these efforts is the "Wheel Spinning (*Guru-Guru*) Exercise," *5 developed in March 2020, which promotes and encourages safe driving among senior

drivers.

Furthermore, in March 2021, in collaboration with Niigata University, Kitasato University, and Sagami Women's University, we established a virtual laboratory called the Traffic Safety Future Creation Lab.*6

Through the laboratory's activities, those universities and recent joiner Toin University of Yokohama in partnership with Nissan are committed to traffic safety with the aim of creating a mobile society with zero traffic fatalities by standing by anyone who has concerns or inconveniences in their life and mobility.

Omoiyari Light Promotion



On and around November 10, designated Day of Good Lighting, we supported people nationwide in taking the initiative to encourage drivers to turn on their headlights. This year, twenty-one locations from Hokkaido to Kagoshima participated in the event, which was named the Thank You for Lighting Activity.

In addition, nationwide debriefing session was held in December 2023 where participants from around Japan shared their ideas and tips to get drivers to turn on their headlights. The participants encouraged each other, and the session gave rise to new insights.

Throughout the year, the Global Headquarters Gallery

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

*3 Click here for more information on the Omoiyari Light Promotion. (Japanese only) <https://www.omoiyari-light.com>

*4 ToLiTon (Town, Life, and Transportation) Safety Initiative This project was named to promote proposals to town, life, and transportation that are not bound by past conventions.

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

*6 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/>



Nationwide voluntary participation in the campaign to turn on headlights

hosts daily presentations at dusk by “Nissan PR specialist” staff members about the Omoiari Light Promotion. These activities have helped our Omoiari Light Promotion steadily gain broad acceptance among the public.



Nationwide debriefing session

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. Activities this year included training using the “functional field of view^{*1} measurement system” developed in fiscal 2021, which revealed that the functional field of view has expanded, and reaction speed has also improved. In addition, the visibility evaluation experiment of colors of pedestrian clothing using character figures and an actual car conducted in fiscal 2022 was performed using chromatic colors this year. Research results will be published on an ad-hoc basis.



Functional field of view experience in VR world



Visibility evaluation experiment of chromatic colors of pedestrian clothing using character figures and an actual car

We also created a VR world, “NISSAN Heritage Cars & Safe Driving Studio,” where visitors can experience our research on traffic safety in the context of Nissan’s iconic heritage cars of the past and the spirit of their times. Visitors can enjoy learning about what colors of pedestrian clothing are easy to see, the importance of the functional field of vision, and “Wheel Spinning (*Guru-Guru*) Exercise”. From now on, we will continue to implement various initiatives to reduce traffic crashes.

*1 Functional field of view refers to the range at which drivers are able to discern objects that they need to identify.

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*¹ and is undertaking initiatives to achieve the goal of eliminating quality defects and compliance issues.

Nissan aims to earn its customers' trust by addressing quality as a companywide issue. This means providing top-level quality to customers at every stage, from the planning of new vehicles through development, manufacturing, logistics, and sales to aftersales service.

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 to ensure thorough quality management. Annual training on the guidelines for establishing and implementing a quality management system is also conducted. This training is mandatory for all employees.

24 out of 24 vehicle production bases*², including consolidated and non-consolidated sites, have acquired ISO9001 certification.

*1 Achieve the top 3 in each market in terms of product quality and sales & service quality.

*2 Excluding non-consolidated OEM plants

Management systems for quality

To achieve top-level quality, we have assigned a number of Senior Vice Presidents, 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.

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. The first layer consists of each division implementing monitoring activities to ensure strict observance of laws and standards.

In the second layer, the Conformity Audit Office conducts audits of those efforts to observe laws and standards. And in the third layer, the Internal Audit Office conducts risk-based audits in accordance with annual plans.

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 put what we learn to use in measures to improve quality at every stage, from design and development to aftersales service.

Responding rapidly to customer feedback and timely sharing of information

We receive and respond to customer comments and questions worldwide through a range of contact points, including dealers, call centers, and surveys. Our customer call center in Japan, for example, receives around 200,000 comments and questions from customers annually. To respond rapidly to customer feedback, we are utilizing digitized catalogs and technical materials from the past 50 years and a frequently asked question (FAQ) search system. A portion of this FAQ is made available to customers so they can solve problems themselves, saving them the trouble of making inquiries.

Opinions and comments received by our customer call center in Japan are anonymized and shared companywide on the intranet, where employees can access and view them at any time. Information is also promptly sent by email to executives and senior managers.

Incorporating customer feedback into products and services

We have implemented a system for reflecting customer feedback in our products and services. Reliable information sharing ensures that this feedback is incorporated in the work of all functions, including product planning, R&D, manufacturing, and sales. Product quality is about more than just a lack of mechanical faults—it includes any factors that could lead customers to feel dissatisfied.

We see these factors as issues requiring action and strive to improve quality across all areas. 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 (COE) 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, market information and employee monitors and prioritize our response to these from the planning and development stages for both products and services.

Adopting a customer perspective

We believe all employees must have a customer-centric perspective and are implementing a variety of activities, including companywide training to foster this mindset and efforts to provide 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. These annual forums use information displays, video presentations and actual vehicles, and parts to showcase our latest quality results, customer feedback from the market, 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 by our customers.

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, make comprehensive efforts from the development stage of new vehicle offerings to the pipeline that delivers vehicles to customers, and stably supply high-quality products.

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

New model quality initiatives	At the digital stage of a new model, we will simulate a virtual factory, utilize simulation and virtual reality, and collaborate with design departments to create vehicle designs in digital form. The Global Production Engineering Center is also making efforts to realize high-quality vehicle production from the outset at all plants worldwide through the verification of the structural construction method of prototype vehicles.
Power train quality initiatives	To complete quality manufacturing in each process, we set Quality Gates for each process, establish non-defective product conditions, and carry out activities designed to deliver non-defective products to the next process. We will also reflect the opinions of our customers in product and process designs, work to further improve the quality of new products, and contribute to the realization of stable quality.
Production vehicle quality initiatives	Having developed highly reliable forming and joining techniques and tools that can reliably comply with quality requirements, we are improving the Built in Quality of each process. In addition, to leverage the Global Training Center and to devise ways to stabilize the quality brought about by manual labor, we are promoting the global development of advanced skills through the Master Trainer training program, and aiming to realize stable quality at all global plants.
Logistics quality initiatives	In the transport process that delivers completed vehicles to customers, we utilize the same global evaluation index to rate the quality of logistics transport operations. Through benchmarks at each site, we are promoting further improvements, maintaining factory shipping quality, and promoting the provision of high-quality vehicles to our customers.

Implementing quality evaluation envisioning a myriad of situations

Each of our production cars and development models is evaluated using a system called VES*1 to monitor quality on a daily basis. Feedback from customers is incorporated in standardized evaluation criteria, which are used to train quality assessment specialists. Only these company-certified experts, known as “VES Masters,” can perform our strict daily assessments.

The assessment process evaluates the vehicle’s interior and exterior and evaluates it while it is in operation, focusing on whether it meets quality standards defined in terms of customer requirements. 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. Final responsibility for overall quality is the responsibility of the CQE, who envisages different use scenarios for Nissan vehicles and carries out stringent quality checks accordingly.

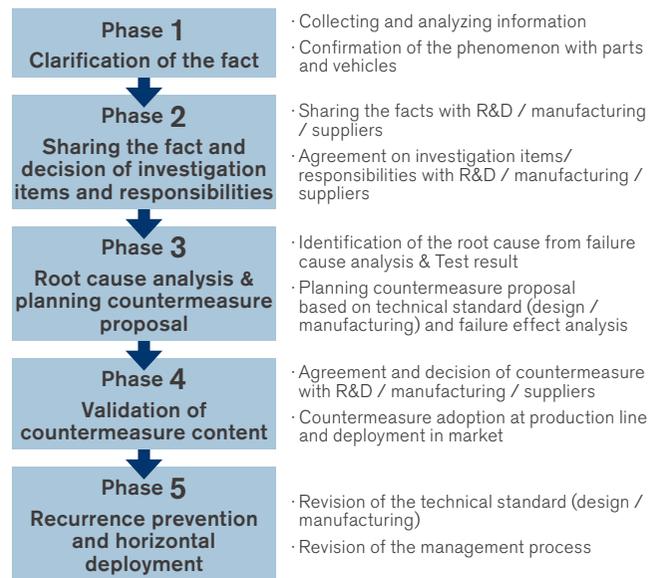
Activities to improve market quality

Swiftly improving quality in local markets

We are 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) addresses customer dissatisfaction and quality issues based on information from sales companies and the customer call center. It shares information with the R&D and manufacturing divisions to investigate the causes and come up with countermeasures. These countermeasures are incorporated in production models on the market. In this way, we seek permanent solutions to prevent outflow of quality issues. The global expansion of our corporate activities has increased our potential exposure to customer dissatisfaction

and quality issues in more regions around the world. In response, we have established Field Quality Centers (FQCs) with the goal of promptly gaining an understanding of regional quality issues and analyzing their causes locally. There are now 15 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.

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



Improving initial quality

We are strengthening our efforts to deliver high-quality new vehicles to our customers. The Chief Vehicle Engineer (CVE), who is responsible for development, meets with the CQE to share information from the market in order to promptly respond to customers’ wishes and potential satisfaction concerns. We confirm quality improvements for each process and explore necessary risk-reduction measures by 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. We consistently obtain 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 our duty 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. It is our policy that decisions on recalls should be made from the perspective of compliance with laws and regulations, as well as from the perspective of how the issue affects customer safety. Specifically, Nissan makes decisions on recalls with the highest priority on ensuring customer

*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.

safety, minimizing customer inconvenience, and complying with laws and regulations. When the recall decision is made, Nissan encourages customers to receive prompt repair information and visit repair facilities.

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 representatives from the region closest to the customer.

After a recall decision is made, the following measures will be implemented to enable prompt repairs with top priority given to customer safety and security.

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

Recalls in FY2023*1

Country / Region	Number of recalls	Recalled vehicles (1,000 units)
Japan	13	1,164
North America	22	1,546
Europe	10	507
Other	25	1,578
Global	48*1	4,795

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

We work to enhance our own global quality management. Nissan representatives visit each supplier's plants and check the quality control conditions on their production lines. We also offer support for suppliers' efforts to meet the quality control standards we require.

In addition to these activities, we work not only with direct suppliers but also with tier-2 suppliers to implement quality improvement measures.

Supplier inspections and training for improving product safety and quality

To ensure product safety, we work together with suppliers and conduct inspections for products as well as components. Each component from our suppliers represents the end-product of a complex manufacturing process that includes planning and development validation, turning design blueprints into prototypes, performance testing, and mass production. We have created a system called Nissan Product Quality Procedure (NPQP)*2 for regulating the necessary quality assurance across this entire series of activities. The NPQP requires tests to be carried out on every component delivered to confirm their high quality.

We developed the Automotive-parts Supplier Evaluation Standard (ASES)*2 system.

The ASES contains 240 evaluation criteria to determine if a component is defective and analyze the systems in place to prevent problems occurring.

The ASES is applied on-site, at the supplier's factory. We also ensure that all parts are material certified through a quality control system that coordinates with suppliers, both in the manufacturing process as well as for component materials. More than 1,000 personnel from all suppliers participate in NPQP training held each year. Through this training, we promote and ensure supplier understanding of the NPQP, thereby establishing a system such that accurate parts are delivered.

For all Nissan suppliers, we are implementing a "Supplier Score Card" containing an assessment of diagnostic measurements such as delivered quality and market quality as well as the Supplier Health Check (SHC)*2 supplier audit to check their management system. This ensures that suppliers maintain their systems for consistently delivering high-quality components and conduct new 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, ASES, and SHC. <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. Certainly, it's not an easy task as customer expectations are constantly evolving. However, at Nissan we have a clear plan on how to manage it. Operational excellence will be continuously focused to address the basics of customer satisfaction. Additionally, we strive to provide our customers with an enriched dealership experience that is seamless and personalized, through innovative management of sales and service quality at dealerships around the world.

Global dealership guideline updates

Several examples out of many are explained below to showcase how Nissan exerts its efforts to exceed customer expectations.

First, Nissan Sales and Service Way (NSSW) is a set of global process guidelines aiming at constantly improving customer experiences especially during his/her vehicle purchasing and servicing process, which involves any dealership interactions. We regularly revise these guidelines to reflect the evolution of customer trends and needs, and ultimately offer a better experience at all touch points whether it is physical or digital, or both.

Nissan Academy, our Learning and Development team for dealers, creates and conducts various training programs to support dealer personnel from dealership staff to management, to better serve our customers now and in the future. We have created a diverse set of programs including brand, product, and behavior trainings.

To enhance our activities at the dealership, we also continue training 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.

Nissan Retail Concept (NRC) is a new dealership layout and

design that has been rolled out globally with an intention to appeal to all customers. Customers that come for purchasing new vehicles or the ones coming to service their cars can be 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 Intelligent Choice (Certified Pre-Owned vehicle program) are all showcased in the NRC environment. 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 not only a survey but rather a powerful tool to capture customer's feedback with simple questions and free comment. In case a customer shows any concern, QVOC provides the dealer / Nissan a hot alert and allows the dealer to quickly resolve the specific customer's concern and thereby increases customer advocacy for Nissan. It is still one of our important focus initiatives to consistently improve customer satisfaction. At Nissan, we are always thinking of the customer and QVOC is just one of the tools that we use to provide customers unparalleled customer experience.



New logo Nissan dealer outlet

Intellectual property

Approach to intellectual property

In recent years, the Intellectual Property (IP) environment in the automotive industry has been undergoing significant change and diversification. Due to technological development having shifted to areas referred to as "CASE", the areas in which innovation is created have also changed. In accordance with that change, protection methods are not limited to traditional industrial IP rights, and the importance of managing a broader range of assets is increasing, encompassing software and data management as well as the black-boxing of know-how. In addition, due to changes in technological development, opportunities for the utilization (Sell/Buy, License, Enforcement, and so on) of IP between increasingly diverse industries will increase, and crossover between industries will become more active. For example, dealing with the standard essential patents that must be used when adopting technical standards in new areas, and new IP disputes with non-competing entities other than automakers are also on the rise.

In the counterfeit goods market, where IP is used illegally, the distribution and sales channels for counterfeit products are also changing from stores to e-commerce sites as the internationalization of supply chains continues to accelerate. In this way faced with a diverse innovation environment, an active IP utilization environment, and a changing market for counterfeit products, Nissan recognizes the following social opportunities and threats.

- In an environment in which global IP is properly respected and efficiently utilized, and the creation and utilization of innovation stimulated in a healthy manner, IP can contribute greatly to solving a variety of social and environmental problems.
- In contrast, overlooking the expansion of the counterfeit product market, which has become a breeding ground for illegal use of IP, threatens to obstruct the creation of an environment that promotes the creation and utilization of innovation in a healthy manner, as described above.

Based on these changing environments, social opportunities and threats, 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 an IP ecosystem*¹ through the creation, protection, and utilization of IP in a flexible and effective manner, while remaining aware of any changes in the IP environment, and through measures taken in accordance with the law, such as the appropriate exercise of rights and measures to combat counterfeit products. We are particularly focused on developing our IP management as well as the mutual use of our own and other companies' IP while promoting innovation not only within Nissan but throughout the market. We are also eager to contribute to the realization of a healthy IP ecosystem by leading revitalization of the IP market. We aim to prevent the distribution of potentially harmful counterfeit products by enforcing IP rights and applying the Unfair Competition Prevention Act, in cooperation with administrative agencies of multiple countries.

IP-related management

Under its global IP policy, Nissan is working to strengthen IP by raising awareness of its importance and the need for its effective management and operation on a companywide basis. To better evaluate the various IP-related issues from multiple angles and to rapidly deduce the appropriate direction to take, we have put in place an IP Specialist Support Committee, which comprises members from a variety of divisions, including the product planning, R&D, production, finance, legal, and IP divisions.

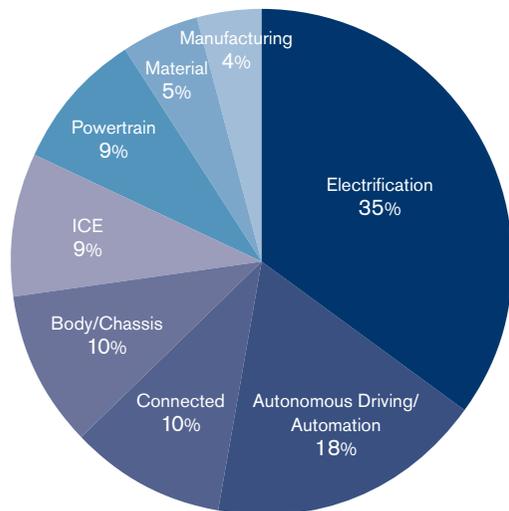
*1 The term IP ecosystem refers to the so-called ecology of IP, which also includes the concept of an IP cycle, i.e., a positive cycle of development to create, protect, and make strategic use of IP. Specifically, this indicates a system based on IP being created under the IP cycle, in which people have 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)

Efforts relating to IP

Promotion of innovation, patent portfolio management

Patent portfolio

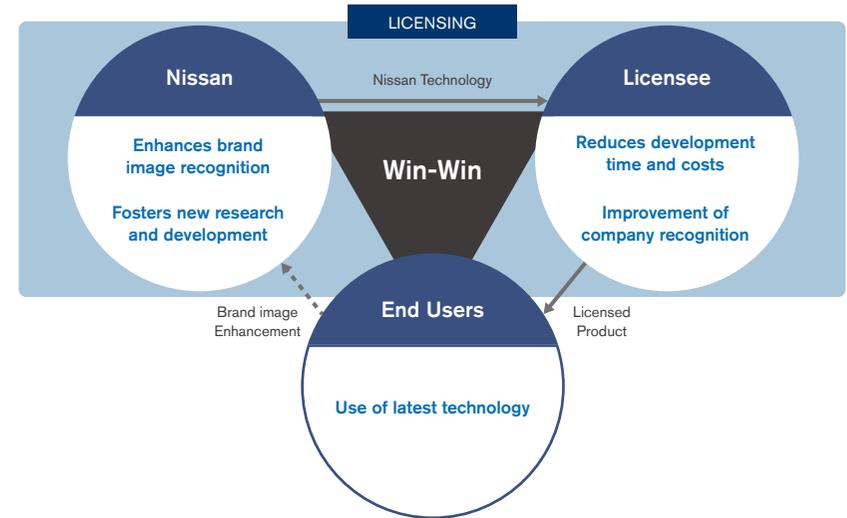
In addition to promoting sustainable innovation tailored to the market environment, Nissan maintains freedom in the design of its own products while optimizing its patent portfolio for external use. Since patents in the CASE areas account for approximately 60% of patents— Electrification area (approx. 35%), Autonomous Driving/Automation area (approx. 18%), and Connected area (approx. 10%),—the current patent portfolio reflects the current business environment. Even so, the Company continues to work to strengthen its patent portfolio.



IP licenses

Technology licenses

Nissan licenses its technology and expertise, honed through years of automobile manufacturing, to companies across various industries, thereby supporting the creation of innovative products and services. We are committed to fostering win-win relationships with all stakeholders, including our licensees and end-users, as part of our dedication to contributing to a thriving society. Our active engagement in technology licensing is a testament to this commitment. *1



Consulting

Nissan leverages its expertise in automobile manufacturing to offer fee-based consulting services to client firms. We provide three core consulting services— V-up, NPW, and Facility Maintenance Consulting—designed to foster the development of our clients. Our team, consisting mainly of current and former Nissan employees, applies their extensive experience and specialized knowledge to ensure the success of our client firms. *2



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

*2 Please click/refer here for more information about Nissan Consulting : <https://www.nissan-global.com/EN/CONSULTING/>

Measures against counterfeit products

Social value of anti-counterfeiting

Nissan works with law enforcement agencies around the world to prevent the distribution of counterfeit products, and to provide a fair and healthy market environment for stakeholders.

We will contribute to creating a safe and secure society where people will not mistakenly purchase counterfeit products. We aim to foster innovation by protecting the IP ecosystem from counterfeit products.

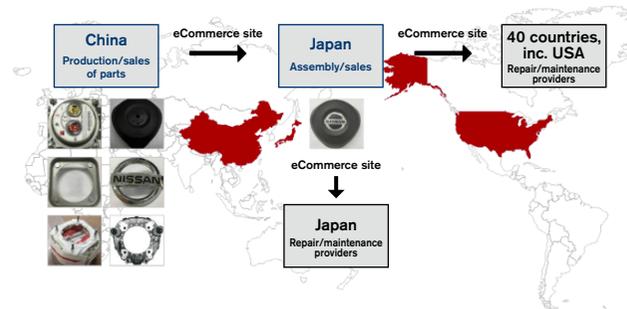
Social Value of Anti-Counterfeiting for Counterfeit Nissan Parts	
<p>Realize a Safe and Secure Society</p> <p>Prevent counterfeit Nissan parts from endangering people's safety because they are not of adequate quality.</p> 	<p>Protection of IP Ecosystem/ Promotion of Innovation</p> <p>Prevent counterfeit Nissan parts from damaging fair business relations with partners.</p>  
<p>Prevent counterfeit Nissan parts from causing a negative impact on the environment because they are not produced adequately.</p> 	<p>Prevent counterfeit Nissan parts from hindering innovation and creative incentives.</p>  

Anti-counterfeiting activities

Nissan actively implements measures against counterfeit products in major markets around the world through global and regional collaboration.

In recent years, counterfeit products have become more easily distributed around the world through eCommerce sites. In response to this situation, Nissan regularly monitors eCommerce sites and actively exercises its IP rights by requesting eCommerce platform providers to remove such listings and by requesting law enforcement agencies to crack down on counterfeit sellers. We also raise awareness and increase education to help prevent customers from mistakenly purchasing counterfeit products. *1

Example: eCommerce site Utilized as a Distribution Channel of Counterfeit Nissan Parts (Airbags)



Results of enforcement against counterfeit

In fiscal year 2023, a total of 32,066 fraudulent listings were removed from eCommerce sites upon Nissan's request. There were 192 raids conducted by law enforcement agencies, resulting in the confiscation of 391,767 counterfeit products. Additionally, 117 cases of counterfeit products were intercepted and seized by customs authorities, totaling 30,686 items. Furthermore, Nissan initiated six sellers litigations against malicious sellers.

Type of IP right enforcement	Number of cases	Quantity of items
Removal of listings on eCommerce	32,066	-
Raids by law enforcement agencies	192	391,767
Seizures by Customs Authorities	117	30,686
Civil litigation against malicious sellers	6	-

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

Responsible sourcing

Supply chain strategy

The challenges facing modern societies, such as climate change and energy issues, are increasingly global in their scope. To meet these challenges, it is essential for Nissan to identify relevant issues at each stage along the supply chain and make ongoing efforts to address them. Nissan's business and supply chain expand across the globe. We share Nissan's vision and policies with business partners, with whom we strategically collaborate to achieve our goals through the promotion of consistent procurement activities on a global scale. We aim to achieve sustainable growth built on a foundation of mutual trust with our business partners. We listen closely to and work with our suppliers as equal partners, developing and maintaining cooperative and competitive relations that enable us to implement best practices.

We use common, transparent processes and criteria worldwide to select suppliers and are open to doing business with new partners, regardless of nationality, size, or transaction ties in the past. Suppliers are selected after the relevant Nissan divisions meet to examine submitted proposals from a range of perspectives. We explain our decisions to every supplier that takes part in the supplier selection process as part of a thoroughly fair, impartial, and transparent system.

Transactions with suppliers are based on the three values that Nissan regards as important: trust (work fairly, impartially, and professionally), respect (honor commitments, liabilities, and responsibilities) and transparency (be open, frank, and clear).

In Japan, we also adhere to the "proper trading guidelines" issued by the Ministry of Economy, Trade and Industry for the automotive industry.

Approach to responsible sourcing

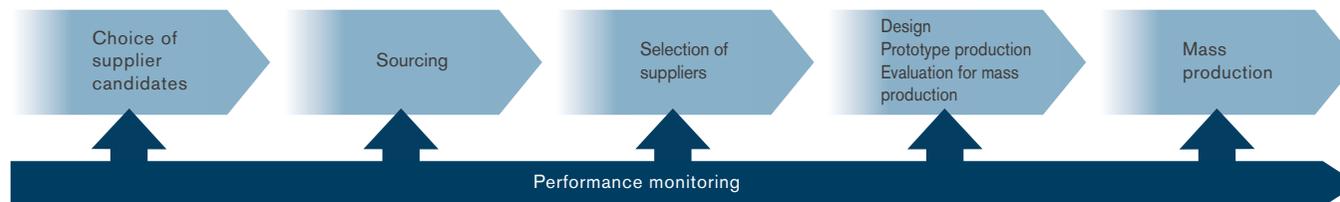
Initiatives with suppliers

Nissan is committed to conducting business in an ethically, socially, and environmentally responsible manner at every stage of its global supply chain.

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 CSR Guidelines for Suppliers (revised in 2023)*¹ and the Nissan Green Purchasing Guidelines (revised in 2023)*², defining the initiatives expected of suppliers. We request our suppliers and their business partners be aware of, manage, and practice these policies.

Furthermore, in March 2024, Nissan announced the Nissan Green Program 2030 and Nissan Social Program 2030 as midterm action plans to make these initiatives more concrete. The Nissan CSR Guidelines for Suppliers explain expected initiatives in 26 categories across five areas with the aim of encouraging suppliers to review their corporate activities from a sustainability perspective and implement CSR initiatives. (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 ensuring that suppliers and their business partners will maintain the same levels of management. Further, if suppliers are found to be in a state of non-compliance, 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

Processes from supplier selection to mass production



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

*2 Click here for more information on collaborations with suppliers within "Value chain activity achievements." >>> P059

necessary to prevent a recurrence.

The Supplementary Handbook at the end of the Nissan CSR Guidelines for Suppliers (2023) is aimed at promoting an understanding and further clarifying important issues that must be taken into consideration and addressed regarding compliance and social issues represented by human rights and labor.

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.

In the Nissan Social Program 2030, we have set the goal of 'Establish a framework to promote respecting human rights in the supply chain to aim for "No human rights violation"' and are undertaking initiatives to achieve it.

As far as Nissan can confirm, there were no cases of human rights violations such as discrimination or significant risks related to forced labor or child labor among suppliers in fiscal 2023.

In Japan, we are continuing our initiatives to prevent and mitigate negative impacts on human rights through ongoing dialogue with our suppliers. In fiscal 2023, we established and began operating a grievance and remedy mechanism "human rights hotline for suppliers" to receive reports of human rights violations by Nissan employees from suppliers (available 24 hours a day, 365 days a year), with the aim of promoting our initiatives to respect human rights together with our suppliers.

In fiscal 2023, there was one report through the hotline, but no human rights violations by Nissan employees were confirmed. In addition, we conducted a mock whistleblowing drill with five suppliers to improve the operation of the hotline from the suppliers' viewpoints. In fiscal 2024, we are considering to expand the scope to which negative impacts are prevented or mitigated.

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 2023 partnered with the International Organization for Migration (IOM), an organization affiliated with the UN, to conduct a pilot project*² 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 in the supply chain, and will use the results of this project to consider how to enhance its future activities.

Approach to Supply Chain Management



*1 Click here for more information on Nissan human rights policies and initiatives. >>> [P065](#)

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

Responsible sourcing management

Evaluation, Monitoring, and Auditing of Suppliers' Sustainability Practices

Nissan has been confirming suppliers' commitment of the Nissan CSR Guidelines for Suppliers and check their environmental management systems and their willingness to advance environmental activities with us at the time of supplier selection. Among newly selected suppliers in fiscal 2023, 100% of them met both Nissan's social standards and basic environmental principles.

In 2016 Nissan began third-party assessment of suppliers' sustainability activities, including those related to the environmental and human right issues, to raise the level of activities through mutual confirmation. When results do not meet Nissan's expectation, 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.

Nissan requires all employees to attend e-Learning courses on the Subcontractors Act*¹ and the Anti-Monopoly Act*² as mandatory training every year in order to maintain fair and impartial relationships with suppliers. We also conduct sustainability training in our purchasing department to ensure that employees conduct checks of suppliers' sustainability activities in their daily work. If there are issues with the supply of parts and materials, they may lead to problems not only for Nissan's production but also the supply chain as a whole. We therefore position the following measures as part of sustainability activities and implement; (1) confirming supply risks under normal circumstances; (2) following up

annually on quality, cost, delivery, development, management, sustainability, and risk (QCDDMSR) performance; and (3) working with suppliers to craft response plans for natural disasters to ensure production continuity or early restoration of capacity.

In fiscal 2023, we launched Third-Party Compliance risk monitoring in accordance with the Global Third-Party Compliance Risk Management Policy. There were no suppliers whose compliance was problematic, and no supplier contract was terminated for such a reason. *³,*⁴

Promotion of *Monozukuri* activities with suppliers

We work to continually improve the competitiveness of our products through the *Monozukuri* Activities program, a collaboration between suppliers and Nissan that was launched in 2008. Since 2009, these activities have expanded through the joint THANKS Activities initiative, which emphasizes trust and cooperation between Nissan and its suppliers. With the goal of working with suppliers to become cost leaders under today's challenging market conditions, we strive to improve product quality, reduce costs, and rationalize manufacturing through measures that include increasing production volume per part, promoting localization, and improving logistics.

In fiscal 2013, we introduced the Total Delivered Cost (TdC) Challenge, aiming to optimize all fluctuating costs, including for specifications, materials, exchange rates, and logistics. Our various functional departments, together with suppliers, are continuously working to proactively promote the TdC Challenge and improve both quality and supply.

THANKS

Trusty and
Harmonious
Alliance
Network
Kaizen activity with
Suppliers

*1 Act against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors

*2 Act on Prohibition of Private Monopolization and Maintenance of Fair Trade

*3 Click here for more information on the detail of Nissan Human Rights management and its structure. >>> [P067](#)

*4 Click here for more information on initiatives related to third-party compliance risk. >>> [P134](#)

Engagement with suppliers

Providing suppliers with timely and accurate information is a key task for Nissan. Suppliers' meetings 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 Supplier 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 2023, six companies received Global Quality Awards, while Global Innovation Awards went to five projects and five companies.

*1 Click here for more information on collaborations with suppliers within "Value chain activity achievements." >>> [P059](#)

*2 Click here for more information on initiatives with suppliers within "Quality." >>> [P078](#)

Responsible minerals sourcing

Minerals sourcing policy

In 2013, Nissan moved quickly to establish a policy against use of conflict minerals and published the policy on its website. Following this, in July 2020 it formulated and published its new Global Minerals Sourcing Policy Statement*¹ and expanded the scope from the conflict minerals known as 3TGs (tin, tungsten, tantalum, and gold) to all minerals including cobalt from conflict-affected and high-risk areas. Nissan requests that suppliers ensure similar controls.

Nissan's goal is to conduct ethical, social, and environmentally conscious business practices at every level of our global supply chain. We monitor our supply chain to assess whether the mineral resources contained in materials or components used to manufacture our products have any harmful social effect, such as on human rights or the environment. When there are concerns about the minerals being used, Nissan actively works to end that use.

Responsible minerals sourcing management

Referring to the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict and High-Risk Areas, Nissan carries out due diligence on high-risk minerals sourced from conflict and high-risk areas, including 3TGs (tin, tungsten, tantalum, and gold) and cobalt. Since 2021, Nissan has joined the RMI*² to assess risks together with suppliers and further strengthen activities to correct problems when they are identified.

With regard to 3TGs, we began conducting conflict mineral surveys in our major areas of operation (Japan, North America, and Europe) in fiscal 2013. Starting in fiscal 2014, we gradually expanded the scope of these surveys to other areas. Surveys on a massive scale are required to grasp the status of minerals usage throughout the global supply chain. We therefore collaborate with organizations including the Japan Automobile Manufacturers Association, Inc., the Japan Auto Parts Industries Association, and the Japan Electronics and Information Technology Industries Association to hold regular working group sessions to consider methods for investigation and analyzing the results of those investigations.

The surveys track minerals back through the chain of suppliers using CMRT (Conflict Mineral Reporting Template) provided by the RMI. 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. We provide the suppliers we survey with manuals describing how to fill in required forms and what tools to use to collate results. In this way, we work to increase understanding of conflict mineral issues throughout the supply chain.

In fiscal 2023 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.

Going forward, we plan to make our surveys more effective by improving its methodology in conjunction with the member companies of the Japan Automobile Manufacturers Association, Inc., and the Japan Auto Parts Industries Association. We will also continue to seek responses from suppliers that did not reply to the survey.

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.*³

The head of the Purchasing Department is responsible for conducting supply chain due diligence with the cooperation of the R&D Division, Sustainability Development Department, and other related divisions, and reports the results to the Global Sustainability Steering Committee. The results are also appropriately reported to the Executive Committee (EC), Nissan's highest decision-making body, for use in determining future initiatives.

*1 Click here for more information on the Global Minerals Sourcing Policy Statement. https://www.nissan-global.com/EN/SUSTAINABILITY/LIBRARY/ASSETS/PDF/Minerals_Sourcing_Policy_e.pdf

*2 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.

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

Communities

Approach to relationship with local communities

In addition to delivering innovative, exciting vehicles and outstanding services to customers worldwide, Nissan believes it is important to play an active role as a community member, applying its special characteristics to contribute further to society.

When a company provides a range of resources to communities, supporting their development and proactively tackling issues, it is, in part, fulfilling its social responsibility as a good corporate citizen. Such actions also benefit fostering a better business environment, creating new markets that can grow sustainably and leading to growth for both the company and the local communities.

We work with a variety of stakeholders, both governmental and nongovernmental, pooling our respective strengths to address increasingly complex social issues. In line with Nissan's corporate social contribution policies, regional offices and affiliates work on initiatives that address issues relevant to their operations and the communities in which they operate.

Community engagement initiatives

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. We will not only provide financial assistance in these areas but also ensure that those activities are highly original making full use of our automotive heritage, expertise, products, and facilities.

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. Employees also proactively join local activities as volunteers.

Community engagement management

Nissan has production sites globally, increasing the company's engagement with local communities through its businesses. Nissan is active in promoting social contribution activities and recognizes that contributing to the development of communities by sharing its own management resources in each local community also enhances the business environment and promotes market growth. In such activities, common policies and targets are decided at the global level and implemented in each region. We have developed a wide range of activities to meet the needs of regions centered on the two focus areas of providing learning opportunities and living aid in local communities that were set forth in our approach revised in 2023.

Company organization for community engagement

The Global Sustainability Steering Committee*¹ discusses and determines Nissan's approach to the community engagement and global goals. The person in charge of community engagement in each country or region plans activities in line with global direction and reports the progress at GSSC.

*1 Click here for more information on the Global Sustainability Steering Committee. [>>> P010](#)

Two focus areas for Nissan's social contributions program

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, eco school to deepen understanding of climate change, *Monozukuri* lessons to leverage the creativity and technology that Nissan has cultivated since its founding, and so on.

Living aid in local communities

Nissan respects the rights of all stakeholders and provides a wide range of support around the world to help solve social issues. This includes financial and material support to the socially and economically disadvantaged, psychological care and other intangible support, and emergency aid to victims of natural disasters and humanitarian crises and the like in accordance with the needs of local communities.

Contributing to local communities: Achievements

Social contribution achievements in FY2023

Cumulative number of employees participating in global social contribution activities: Approximately 46,000

Cumulative number of beneficiaries from global social contribution activities: Over 1.2 million

Global social contributions: 2.46 billion yen

Social contributions include:

- Expenses for implementing philanthropic activities (excluding labor costs)
- Monetary donations and NPO membership fees for philanthropic purposes
- Cash equivalents of in-kind donations
- Sponsorship fees for philanthropic initiatives

<Other humanitarian support>

Support for the 2024 Noto Peninsula Earthquake:

As an emergency response to the affected regions and people, Nissan provided support equivalent to 50 million yen, including financial aid and relief supplies (including the amount made available by Nissan to match donations from its employees).^{*1}

Breakdown of FY2023 global social contributions

	Amount (¥ million)	% of total
Philanthropic activities	828	33.7
Monetary donations	1,166	47.5
In-kind donations (cash equivalent)	109	4.4
Sponsorships, etc.	354	14.4
Total	2,458	100

*1 Click here for more information on Support for the 2024 Noto Peninsula Earthquake <https://global.nissannews.com/en/releases/240112-02-e>

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 followings are representative activities in each region in fiscal 2023.

School-visit Program for Environmental Education: Nissan Waku-Waku Eco School (Japan)

The program has promoted understanding of global environmental issues, and introduced Nissan’s environmental initiatives. It also has provided participants with experience of the latest green technologies through test ride in the Nissan LEAF and other activities.

Achievements

Number of schools visited: 138 (Fiscal 2023)

Total number of employee participants: 849 (Fiscal 2023)

Cumulative number of students participating: 138,590



Partnership with Habitat for Humanity (U.S. and Canada)

Since 2005, we have continued to partner with the NGO Habitat for Humanity (Habitat), an international aid organization that has a vision of “a world where everyone has a decent place to live”. The nonprofit works to build homes and support self-sufficiency in more than 70 countries around the world. NNA and NCI employees have volunteered at Nissan-funded build sites.

Achievements U.S.

Cumulative number of hours of employee participation: Over 112,000

Total number of employee participants: 778 (Fiscal 2023)

In 2023, participated in 12 house build projects.

Cumulative donations: Over \$21 million



Support for Forest Fire Rescue (Thailand)

To prevent forest fires, which are a cause of air pollution in Thailand, Nissan Motor Thailand (NMT) has been providing support activities in collaboration with Chiang Mai Province since 2021, providing vehicles and supplies for fire prevention activities. In February 2024, employees of NMT and dealers volunteered in building a dam to prevent forest fires.

Achievements

Total number of employee participants: 20 (Fiscal 2023)



Educational Support for Children and Youth: Nissan Dream Classroom (China)

Nissan Dream Classroom, an educational program to support elementary school students, has been implemented since 2013. The program has gradually expanded its content and regions of operation, and now offers a wide variety of lessons including the environment, manufacturing, design, painting, intelligent driving, and the fundamentals of automotive culture and engineering.

Achievements

Cumulative number of students participating: Over 2.2 million

Total number of employee participants: 100 (Fiscal 2023)

In 2023, winner in 3 organization 4 divisions



Providing Educational Opportunities to Children: Nissan Skills Foundation (U.K.)

Established in 2014, the Foundation has provided school children with Nissan’s own environment and *monozukuri* programs, as well as supported local teams in schools through three external international education programs: VEX IQ Robotics, FIRST LEGO League, and F1 by providing equipment, funding, and knowledge.

Achievements

Cumulative number of students supported: Over 90,000

Total number of employee participants: 1,385 (Fiscal 2023)



*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

Contributing to local communities and stakeholders

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

In 2021, Nissan signed the Collaboration Agreement for Community Development Utilizing New Mobility in the Hamadori Region of Fukushima Prefecture together with the three municipalities of Minami Sohma City, Namie Town, and Futaba Town as well as seven corporations. It has been working on proof-of-concept experiments to build a new mobility service that will serve as a transportation infrastructure to support regional activities.

The activities of the agreement, which have been undertaken with the aim of enriching the lives of residents, creating new service, and increasing the number of people interacting with each other mainly in the Hamadori Region, have given rise to Namie Smart Mobility, an on-demand vehicle hailing service designed to allow anyone to freely move around the community, and Sumamobi Kids, a transportation service for children.*1

In addition, proof-of-concept experiment on energy management use of electric vehicles that started in Namie Town has begun in earnest as Nissan Energy Share. On February 14, 2024, in the third year of the project, the third Hamadori Collaboration Agreement Summit in Namie Town -A town where future life is budding, was held in Namie Town, Fukushima Prefecture, to review past activities and discuss future prospects under the concept of moving from validation to implementation. The event was attended by approximately 200 people from a wide range of fields, including not only local officials, but also government agencies, partner companies, and students.

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

Launched in Japan in 2018, Blue Switch*2 is a program to promote the use of electric vehicles (EVs) to address local issues, such as disaster relief, energy management, tourism, and other points, in collaboration with local governments and companies.

Since Nissan launched the Blue Switch initiative in Japan, 254 cooperations have been realized with local governments and private companies to collaborate on projects as of the end of March 2024, and many more regional partnerships are planned.

In response to the Noto Peninsula Earthquake that occurred on January 1, 2024, Nissan worked to supply electricity to the affected areas. Based on the agreement with the Ishikawa Prefectural Government, Nissan, in collaboration with its sales companies in the prefecture, provided a total of eight Nissan ARIYA and 100 Portable Batteries from LEAF, which are repurposed from used Nissan LEAF batteries, to the towns of Anamizu and Suzu in times of power outages. As a pioneering EV company, Nissan is committed to promoting new ways to use EVs and their batteries to realize a cleaner world and a sustainable society.



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

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

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

At Nissan, employees are the cornerstone for creating the various values needed to achieve our long-term vision, Nissan Ambition 2030, and in turn, our corporate purpose of "Driving innovation to enrich people's lives." HR Ambition 2030*1 is Nissan's human resources strategy for achieving Nissan Ambition 2030, under which we foster a corporate culture where employees learn and demonstrate their abilities and potential, and the company and employees continue to grow together.

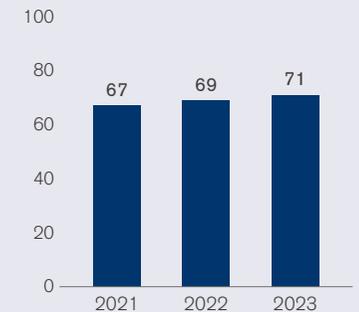
Under the NSP2030 social initiatives program, we have taken relevant human resource initiatives from HR Ambition 2030 and have defined them as "the power of employees." We have set goals for 2030 in the four areas of employee human rights; diversity, equity and inclusion; learning and development; and 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.

We continuously monitor "Engagement"*2 as key indicators, as well as five priority areas*3 that have high precedence throughout the company. Survey results are disclosed internally and 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 recent fiscal years, we have been focusing improvement activities on issues that include accelerating decision-making and improving psychological safety. The Global Employee Survey*4 was conducted in February 2024 showed 2 points improvement over the previous year in the "Engagement" score. Scores also improved steadily in all five focus areas.

Engagement score



*Score for the entire Nissan Group, including affiliated companies

*1 Please refer to the 2023 Securities Report (P27) for details of HR Ambition 2030. <https://www.nissan-global.com/EN/IR/LIBRARY/FR/2023/ASSETS/PDF/fr2023.pdf#page=29>

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

*3 Five priority areas: Enablement (environment that supports employee motivation and ease of working to facilitate achievement of full potential); Corporate ethics; Leadership; Corporate culture; and diversity, equity and inclusion.

*4 Approximately 101,000 people responded globally. (91% participation rate)

Employee human rights

Approach to employee human rights

Nissan has been a member of the United Nations Global Compact since 2004, observing its universal principles on human rights, labor, the environment, and anti-corruption. Nissan promotes the management of sustainability strategies pursuant to the Compact's ten principles.

Nissan also respects human rights as stated in the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work (ILO Core Labour Standards). Nissan respects the ILO Core Labour Standards, which include freedom of association and effective recognition of the right to collective bargaining; the elimination of all forms of forced labor; the effective abolition of child labor, elimination of discrimination in respect of employment; and safe and healthy working conditions. In cases where there is a gap between domestic law and the above internationally recognized human rights standards, we will follow the higher standard. In cases of conflict between the above, we will pursue methods that maximize respect for internationally recognized human rights.

In 2021 Nissan formulated and published the Nissan Global Guideline on Human Rights,*¹ which outlines specific measures for employees regarding respect for human rights, with the aim of ensuring compliance with and thorough implementation of the Nissan Human Rights Policy Statement.*² The guideline is intended to support Nissan employees in the countries and regions where Nissan operates feel more secure in their work and to ensure consistency between Nissan's activities and the way the company addresses human rights issues as required by international and local communities. We are strengthening

various activities to respect the fundamental rights of our employees.

In the Nissan Social Program 2030, "Employee Human Rights" is included as one of the key areas under the focus area of the Power of employees. The program aims to respect human rights to realize "People centric".

The area for employees is driven by HR strategies, which includes initiatives such as expanding the scope of human rights due diligence and enhancing training.

Furthermore, to promote human rights initiatives for our employees, we formulated a human rights strategy for our employees in fiscal 2023. The human rights strategy defines the direction Nissan should take and identifies the human rights issues on which we should focus our efforts to realize what Nissan should achieve in respect for human rights. Nissan has long positioned respect for human rights as the foundation of its corporate culture in its corporate purpose, the Nissan Way, Global Code of Conduct, and other documents. We intend to incorporate these principles into specific activities through the formulation of a human rights strategy.

In defining the direction we should aim for, we have embodied the corporate-level roadmap created in 2021 from the perspective of employees through surveys of the internal and external environment and the like. To realize what we should achieve in respect for human rights in light of external expectations, we classify our activities into "defensive" maintenance and strengthening and "offensive" construction and maintenance, aiming to meet the human rights expectations of our stakeholders.

Furthermore, in formulating the plan, we received assistance from independent external human rights experts to identify

human rights issues to focus on, and conducted engagement with key rights holders, such as employees. Specifically, we interviewed more than 30 diverse internal and external rights holders to hear their feedback on human rights issues and improvement measures from a variety of perspectives and to clarify them.

We will continue to further raise the level of our commitment to respect human rights by deepening our system and culture of respect for human rights (e.g., human rights training) and creating value through respect for human rights (e.g., stakeholder engagement).

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

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

Employee human rights management

Based on the concept of fostering a people-centric corporate culture, Nissan is working to create a workplace environment where employees can work with peace of mind. In this context, respecting the human rights of employees is essential for an organization, and Nissan has created a structure to systematically address this issue.

As part of our human rights governance structure, we have established a Global Sustainability Steering Committee, chaired by the Chief Sustainability Officer (CSO) and reporting to the Board of Directors and the Executive Committee, to promote activities that respect human rights. The details of this committee are also reported to the Board of Directors and the Executive Committee for feedback. In addition, at the day-to-day management level, each functional department, such as purchasing and human resources, is promoting efforts to respect human rights, and a structure has been established whereby the sustainability development department, which oversees human rights initiatives, is regularly updated on progress.

Particularly in human rights due diligence, where external expectations are high, we are promoting activities in alignment with the global and regional teams within the human resources department.

Under the “Value Diversity and Provide Equal Opportunity” code within the Global Code of Conduct,^{*1} 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.

We also endeavor to ensure that all employees, regardless of gender identify, 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.^{*2}

In addition, we have implemented a system called SpeakUp,^{*3} which enables internal reporting of any suspected breaches of all internal policies, including the Global Code of Conduct.

Employees’ human rights achievements

As part of human rights due diligence, we worked with external organizations to conduct human rights assessments at Nissan South Africa (Pty) in fiscal 2019, Nissan Motor Thailand (NMT), Nissan Powertrain (Thailand) and SNN Tools & Dies in fiscal 2020, Nissan North America in fiscal 2021, and Nissan (China) Investment Co., Ltd. in fiscal 2022. Also in fiscal 2022, based on our past experience and achievements in human rights due diligence, we formulated a human rights risk assessment process and decided to further expand the scope of employee human rights due diligence to cover more than 80% of our global workforce each year, considering the risks from business and sustainability perspectives.

In fiscal 2023, the first year of the new process, we conducted human rights assessments at Nissan Philippines, Inc., Nissan Mexicana, S.A. De C. V. , and Nissan Motor Manufacturing (UK) Ltd. as part of our human rights due diligence, in accordance with the Nissan Human Rights Policy Statement and the Nissan Global Guideline on Human Rights, as in previous years.

In this human rights assessment, we continued to gain support from third parties, leveraging their expertise. We conducted a self-assessment using a questionnaire, as was done in the previous assessments, then gained more comprehensive knowledge of the situation through interviews with local employees.

In selecting interviewees, we considered attributes such as employment status, job title, 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

*1 Click here for more information on the 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 management of compliance with business ethics. [>>>P136](#)

*3 Click here for more information on the internal reporting system. [>>>P136-137](#)

(OECD), as well as the Nissan Global Guideline on Human Rights while also incorporating compliance with local laws and regulations. In addition, we also identified 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 through interviews with local experts.

Human rights risks that were identified and assessed were addressed through the implementation of remediation activities and dialogue with affected stakeholders to cease prevent or mitigate adverse human rights impacts.

This system will be applied globally and will continue to be managed by the Global Sustainability Steering Committee, which includes the Board of Directors and the Executive Committee as its upper-level committees, while continuously monitoring the progress and effectiveness of improvement activities in each theme with local employees.

The human rights risks detected in the assessment are fed back to the scoped entities as recommendations, and the status of responses and the effectiveness of actions taken are continuously followed up by the Global Headquarters.

Recommendations and follow-up status are also reported to the Global Sustainability Steering Committee, which evaluates whether any important issues have been overlooked and whether actions taken were appropriate, and links them to future activities.

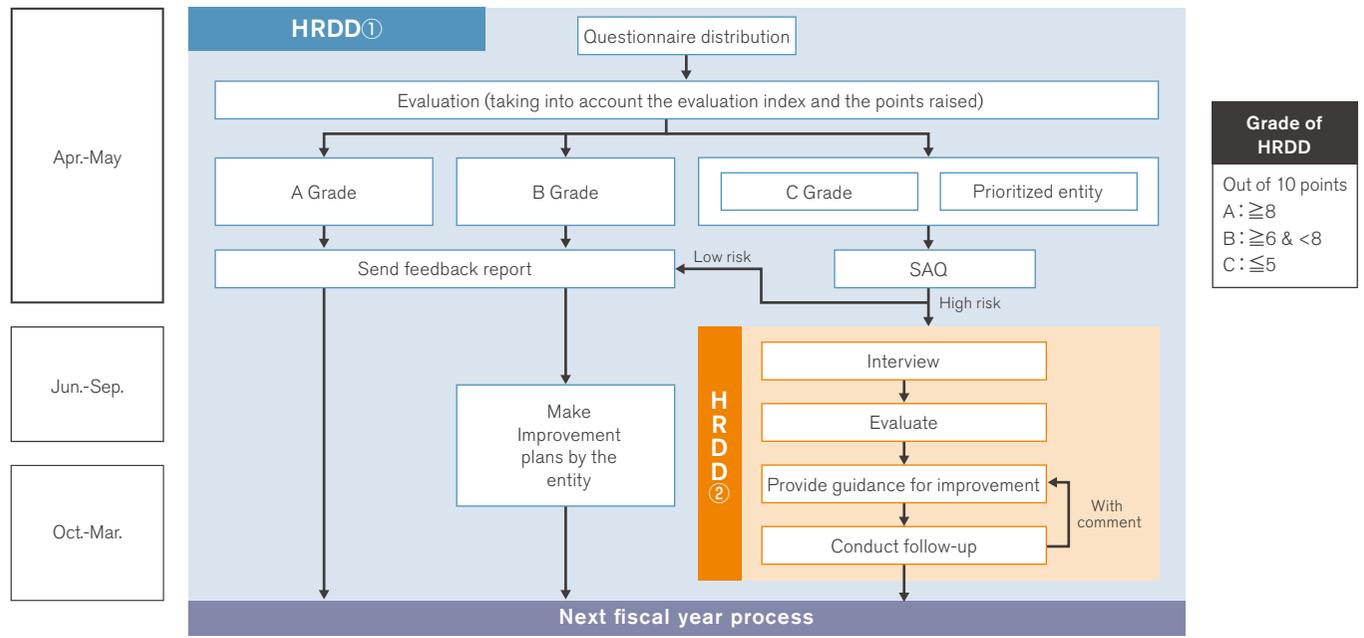
The assessment did not suggest any inconsistencies with local laws. The assessment identified potential areas which the scoped entities could consider revising to better reflect the seven themes*¹ outlined in the Nissan Global Guideline on Human Rights.

We considered and implemented mitigation measures for each of those that were recognized as being at actual risk. Specific examples that were detected included sanitary conditions at facilities at the Mexico site and the lack of medical kits for employees at the U.K. site.

For each of these, we presented recommendations for action, for example, renovation of some facilities and appropriate deployment of safety equipment, with the local person in charge.

Recommendations were given deadlines, and through periodic confirmations with local persons in charge, the actual actions taken, and the results of those confirmations were reviewed for improvements, lessons learned, and items to be incorporated into future HRDD processes.

Employee: Human rights assessment process



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

Diversifying workstyles with “Happy 8”

Nissan has striven to create workplaces that let individual employees choose from a wide range of workstyles to suit their values and life needs through its “Happy 8” workstyle reform.*1

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

“Nissan Human Rights e-learning,” a mandatory training program for all global employees established in fiscal 2021, focuses on introducing the contents of Nissan Human Rights Policy Statement and the Nissan Global Guideline on Human Rights and consists of a CEO/CSO message, a definition of human rights, business and human rights, respect for human rights at Nissan, case studies, 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. This training program was first introduced to indirect employees in Japan, and in fiscal 2023, it was in the middle of expanding to all directors and indirect employees at overseas consolidated bases, with a participation rate of 87.3% in Japan, 81.9% in ASEAN, 99.7% in China (NCIC), 98.5% in Americas and 84% in AMIEO 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 Statement and the Nissan Global Guideline on Human Rights during video training on the Global Code of Conduct. Training was conducted at regular shift start meetings at all global plants or through an in-person classroom format. Furthermore, as described in the Global Code of Conduct, employees can submit inquiries related to human rights issues via the SpeakUp*2 global 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 retaliation. With the aim of promoting efforts to respect human rights together with suppliers, we established a supplier contact point to receive reports of human rights violations by Nissan employees during fiscal 2023. We have also established an internal process for human rights serious allegations and are working with our overseas offices to strengthen our response.

*1 Click here for more information on “Happy 8” workstyle reform. [>>> P104](#)

*2 Click here for more information on the internal reporting system. [>>> P136-137](#)

Diversity, equity and inclusion

Approach to diversity, equity and inclusion (DEI)

Nissan is committed to be a truly diverse, equitable and inclusive company that empowers everyone to challenge themselves and drive innovations that make a difference. As we transform the way people live and drive, 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.

Our statement

Nissan's commitment to DEI starts with our people and culture. We aim to give everyone a voice and the opportunity to 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 and changing world, we need to bring together diverse teams to address and cater our products to the different needs of customers and societies. The 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.

Diversity

We define diversity as the need to embrace differences. This means recognizing and respecting different values and backgrounds such as race, ethnicity, national origin, culture, religion, gender, sex, sexual orientation, gender expression and identity, disability, marital status, age, career or academic background and lifestyle. Diverse perspectives are necessary to promote innovation.

Equity

We see equity as the need to provide fair opportunities for everyone based on each individuals' situation.

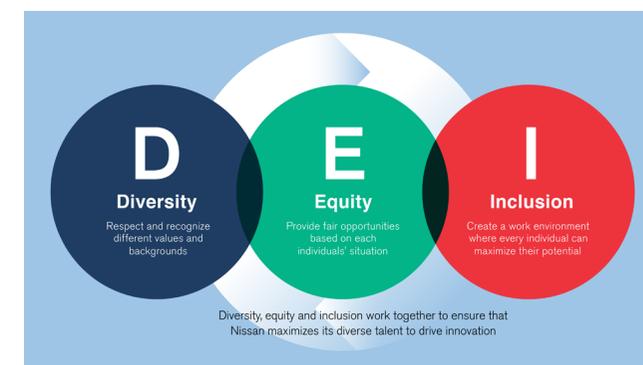
Equity also empowers the inclusion of different values and backgrounds within Nissan helping to create greater value through bold and diverse innovations.

Inclusion

We define inclusion as the need to create a work environment where every individual can maximize their potential. At Nissan, we seek to foster an inclusive culture by actively bringing everyone across the business together.

Furthermore, we want to ensure that everyone has a part to play in the decision-making process and their voices can be heard no matter their role in the company.

Diversity, equity and inclusion work together to ensure that Nissan maximizes its talent to drive 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.*1



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.

Global DEI Council

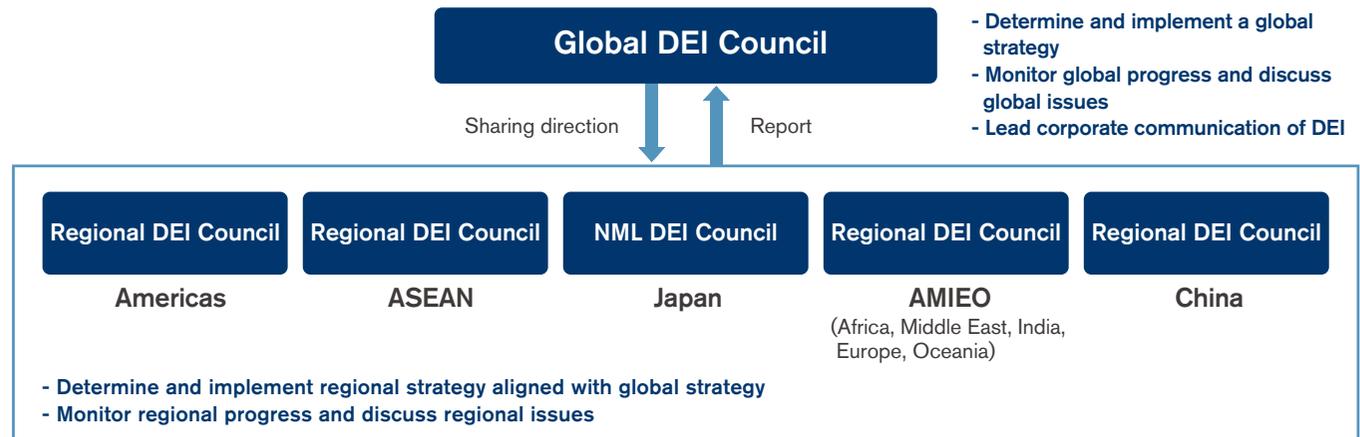
- Chaired by the CEO. Members are executives representing divisions and regions.
- Share, discuss and make decisions on DEI strategies and direction.

Regional DEI Council

- Organizations for promoting DEI in each region
- Chaired by the senior management of each region and members are executives representing each division.
- Makes decisions on DEI strategies and direction in each region aligned with that of the corporate organization.

Organizations promoting DEI

- The promotion of DEI is spearheaded by dedicated organizations or specific individuals in Japan and 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.



*1 Click here for further information on CEO Makoto Uchida’s comments. <https://global.nissannews.com/en/releases/nissan-signs-un-womens-empowerment-principles>

Diversity, equity and inclusion achievements

Our actions

Nissan's basic philosophy is to work to enable each of its diverse employees to reach their full potential while taking into consideration each individual's situation and recognizing differences. With an inclusive mindset, we uphold a diverse work culture that provides equitable opportunity with greater work life balance for all, and our employees are expected to empower and help each other to deepen understanding of different cultures, people and experience. Our business partners, customers and the communities where we operate are to be respected in the same way. Alongside this, each region and market where Nissan is present follows our global policy that defines roles each individual should play, while also developing their own approach to focus on diverse local environments.

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 DEI 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

Equity means recognizing differences in the circumstances of each individual and obtaining and providing the right tools and opportunities suitable for each. To deepen understanding of these ideas, we have introduced DEI-themed training.

Details	
Global DEI e-learning	Mandatory training designed to deepen Nissan employees' understanding of DEI and create a workplace infused with it.
Unconscious bias e-learning	This training is provided to all indirect employees so they can learn the influence of the unconscious bias that everyone has as well as techniques to mitigate its effects.
Gender diversity e-learning (Japan)	Aiming to create and implement an environment in which each individual, regardless of gender, can maximize their abilities as part of a diverse team.
LGBTQ+ e-learning (Japan)	Aiming to make everyone feel comfortable at work, we are implementing mandatory training for all employees to learn about LGBTQ+.
Human rights and DEI training (Japan)	Workshops and training are conducted to ensure a proper understanding of human rights and their association with DEI to inculcate how everyone should act and contribute.

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	
Town hall meetings	We communicate DEI Council activities to employees at departmental meetings and other events.
Talk sessions with leaders	We promote an understanding of DEI by communicating management experiences, thoughts and expectations for employees through fireside chats, round tables and other events.*1
Workshops and opinion exchanges	We continuously conduct workshops on the theme of DEI.

Main initiatives	
Global diversity awareness month	We have opportunities to reconsider and discuss the importance of DEI through executive officer messages, employees interviews and panel discussions.
DEI forum	These events are held to discuss DEI topics with outside speakers and to provide opportunities for employees to think about them.
DEI handbook	This handbook is published to explain the mindset and action guidelines required to deepen employee understanding of DEI and share these values. The materials are translated into a variety of languages and used in each region.
Intranet newsletter	Information on various events and training programs, implementation reports and other DEI-related content are posted on the company intranet. We also regularly issue an e-mail magazine to promote DEI throughout 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 publicly 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. The DEI concept is included in the Nissan Leadership Way, which defines the leadership values and actions each individual should take.

Main initiatives	
Executive workshop	The themes of this event are "Team strategies for increasingly diverse organizations" and "Conscious inclusion." Through discussions and exchanges of opinion, we are fostering the DEI mindset in organizational management.
Diversity management training	As part of the training for new senior managers, participants acquire the mindset 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 (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.

*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/>

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 their abilities by providing learning and development opportunities.

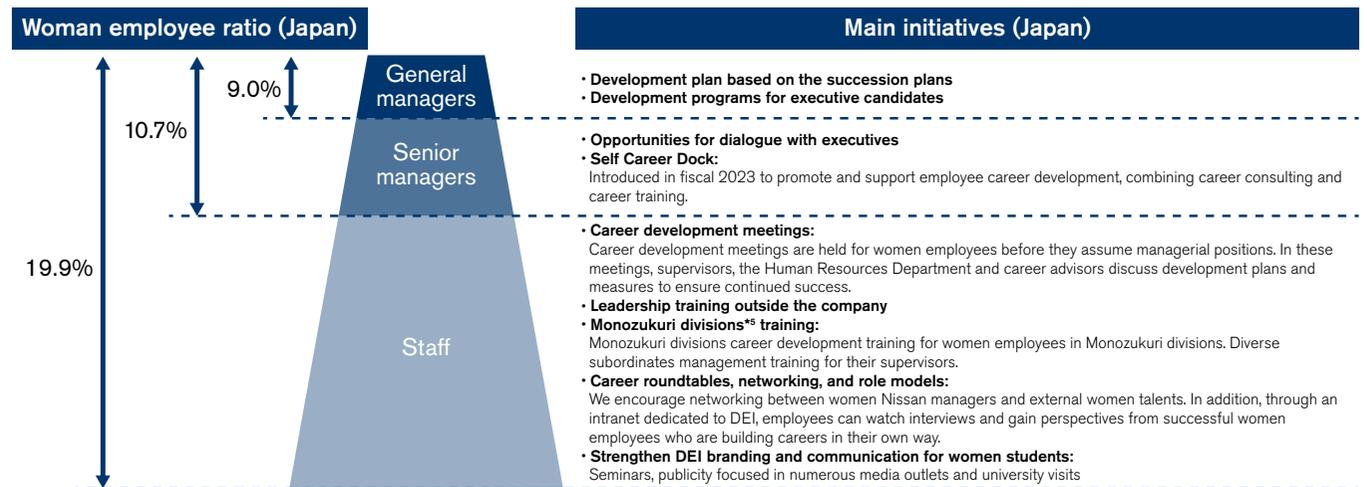
Gender diversity initiatives

Having women in positions of influence not only provides new perspectives, but also leads to improved internal policies and systems that are more equitable. Furthermore, Nissan recognizes the current gender gap and continues to work toward its elimination as we believe it affects aspects of our corporate culture such as diversity in the workplace. As a result of such initiatives, the percentage of women among Nissan managers globally has increased from 6.7% in 2008 to 15.9% in March 2024. Nissan empowers women globally.
*1 *2 *3

As a result of these various initiatives, women now comprise 10.7% of managers in Japan as of March 2024. This compares favorably to the average of 4.9% for Japanese manufacturers with 1,000 or more employees (according to the 2023 Basic Survey on Wage Structure from Japan's Ministry of Health, Labor and Welfare). As of March 2024, 9.0% of positions from the level of general manager and up are filled by women. This is 4.5 times larger than the 2008 level of 2.0%.

Nissan aims to bring the ratio of women in management closer to the overall percentage of woman indirect employees in Japan. To accomplish this, we aim to raise the woman ratio of indirect employees to 30% by actively accelerating the hiring and development of women to enrich the pipeline.

<Woman level-based human resource development initiatives> (Japan) *4

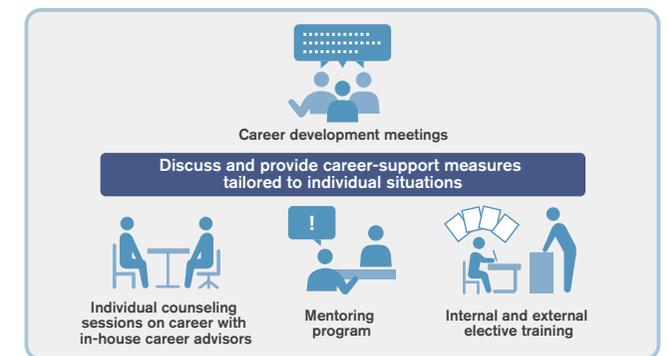


(As of March 2024, the ratio of women managers was 10.7% and the woman ratio of indirect employees was 19.9%.)

At the NML DEI Council, which discusses issues unique to Japan, "gender gap" continued to be the topic for the fiscal year 2023, and executives representing each function shared best practices and discussed the action plans for each function formulated in the previous year and discussed further measures. By implementing action plans for each function and the company-wide, we will further accelerate our efforts.

The ratio of the average pay of women to that of men is 82.5%. (The ratio is among all employees as of March 2024) 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.

Continuing the initiatives previously described will narrow both the gap in the gender ratio at each job level and the average pay difference of men and women.



*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 For more information on the development of systems and environments, please refer to Creating an Inclusive Environment. >>> P103

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

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

Car development stage

We listened carefully to the voices of our women customers throughout the design and development process of the Nissan X-Trail. It went on to be named the Best Large SUV in the Women's World Car of the Year 2023. It is the only international award made up exclusively of women automotive journalists.*1

Production sites

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 special physical needs can play an active role. In 2016, the Nissan group's first forewoman and supervisor was appointed at the Oppama Plant (Yokosuka, Kanagawa Prefecture). In such an environment, other employees also feel they can further their careers. Also, with the aim of promoting the acceptance of diversity and creating comfortable workplace environments for all employees, informative videos are provided to technicians and seminars are conducted for foremen and general foremen. The videos and seminars explain what inclusion actually means and how it can be implemented in the workplace.

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 February 2024, 1,146 women CAs were employed across Japan. The ratio of women CAs is 11.4%. In addition, women technical advisors (TAs) have been appointed to serve as bridges between customers and dealer technicians.

Development of women leaders

Following the appointment of Lavanya Wadgaonkar as a corporate vice president in April 2024, there are now eight women in top management and director positions at Nissan's global headquarters in Japan (as of June 2024. On the Nissan Motor Co., Ltd. board of directors, three independent outside directors are women.) We are continuing to implement development programs for candidates for women leaders.

Health promotion support service (Japan)

By focusing on and improving areas often neglected by people feeling unwell, including Femtech*2 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, including those specific to women such as menopause, as well as treatment for infertility — which can affect both men and women. The third DEI forum held in fiscal 2023 focused the theme "Femtech for DEI promotion," and provided an opportunity for employees to think about the relationship between DEI and Femtech as well as health and careers.

Employee resource group (ERG) *3

ERG is a network 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, multicultural and gender. They organize events and share knowledge and experiences to create a workplace where employees can work with more confidence and vigor. 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.

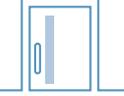
*1 Click here for more information on the award. <https://global.nissannews.com/en/releases/release-0cbaaa35cd823cb7d80b7f6fb01f3d71-nissan-x-trail-awarded-best-large-suv-by-wv-car-of-the-year-2023>

*2 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.

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

LGBTQ+ related initiatives

Nissan 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  Employee Network (ERG) launched in 2016, with official ERG from 2023
Institutions and facilities	 Same-sex marriages and de facto marriages are also covered Leave system based on marriage reasons, provision of wedding gift money  Individual health checkup schedule  Installation of multiuse restrooms  External consultation service
Communication outside company	 Participation in Tokyo Rainbow Pride (TRP) since 2017; booth exhibit and PRIDE parade participation in 2024  CEO's LinkedIn message  Seven 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 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.

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 35.6% and for indirect employees 33.2% in Japan as of March 2024.)

We also provide opportunities to 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.

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 in Japan (6.2% as of March 2024) is high compared to other Japanese companies. In addition, 40.0% of Nissan's executives are non-Japanese nationals.

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.

We also launched a multicultural employee network in 2023. The first initiative is a culture celebration event held in Japan to commemorate celebrations important in each cultural region, deepening participants' sense of belonging and mutual understanding while facilitating networking opportunities.

*1 Click here for more information on "Support for the engagement of senior human resources." >>> P110

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 maintaining a work-life balance that respects individual circumstances.

Balanced support (Japan)

- We provide training and seminars to support employees balancing work and childcare as well as employees responsible for nursing care and those undergoing treatment and self-care.
- We provide training and seminars for managers to learn how to support the careers of employees who are engaged in balancing work and childcare.
- We have also invested in infrastructure development, including programs and facilities.

We are introducing effective measures by approaching work-life balance from these three directions. 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: CEO Makoto Uchida announcing Nissan's Iku-Boss*¹- Declaration, 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.

Building on the existing Family Support Leave, from fiscal 2024 we will establish 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, activities are also conducted from a bottom-up approach, such as Escargot — an employee-led resource group set up by working parents to exchange information. Starting from fiscal 2023, executives serve as sponsors for Employee Resource Group (ERG) to support these initiatives.

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

- Seminar for expectant parents before maternity and childcare leave
- Reinstatement seminar
Provide employees with opportunities to think about their career paths and workstyles before and after maternity and childcare leave
- Nursing-care seminar



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 or nursing care)
- Family-support leave (special paid holidays for marriage, childbirth by spouse, childcare, nursing care and fertility treatment available by the hour)
- Life Support Leave (medical treatment, recuperation, and prevention support available on an hourly basis)
- Childcare leave (with splitting option), nursing care leave and maternity protection leave
- Accompanying leave (three years maximum)
- Re-employment policy
- In-house childcare center (at five sites)
 1. Supports employees by helping them balance work and childcare and perform at their best
 2. 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 nursing-care hotline

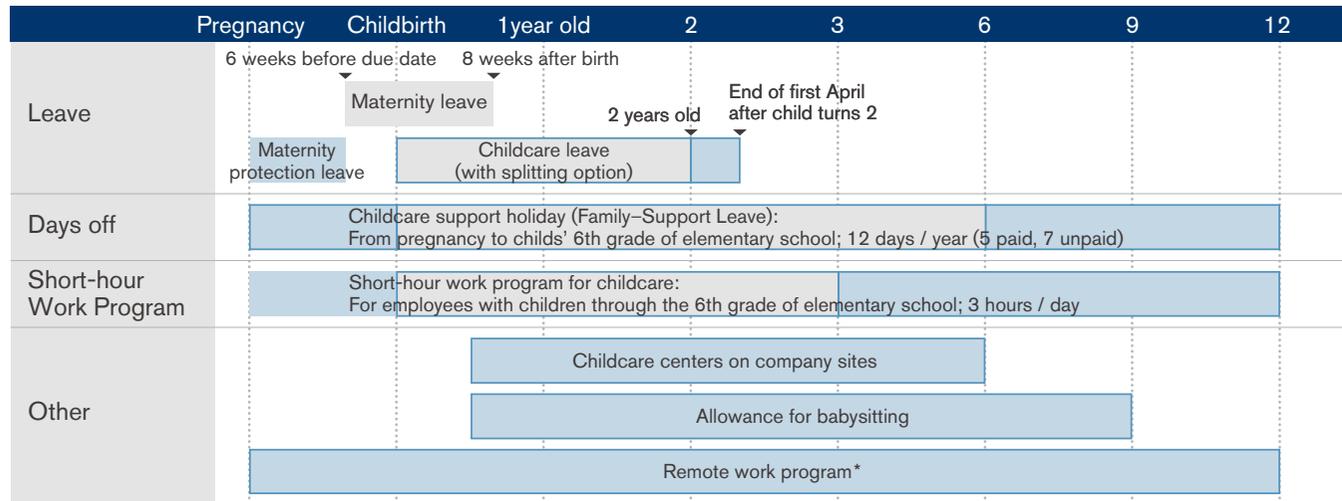
*1 Iku-Boss — a Ministry of Health, Labor and Welfare initiative — refers to executives and managers who consider the work-life balance of their subordinates and support their careers and personal lives while achieving results in organizational performance and enjoying their own work and personal lives. An organization's top management and executives state their aim to become an Iku-Boss by making an Iku-Boss declaration.

Creating programs, facilities and other infrastructure for employees balancing work with childcare or nursing care: Establishment of in-house childcare centers

The number of centers has been increasing since the company opened its first one at the Nissan Technical Center in 2005. In 2017, the first childcare center in a plant was opened at the Oppama Plant. In April 2022, Nissan opened

its fifth in-house childcare center at the Yokohama Plant. We currently have in-house childcare centers at the Nissan Technical Center, the Nissan Global Information System Center, the Global Headquarters, the Oppama Plant and the Yokohama Plant. Their operating hours are line with the working times of each site to support the continued employment of employees.

Support systems for childbirth and childcare (Japan)



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

█ Legally mandated █ Decided by Nissan █ For parents of both sexes

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 has evolved since the introduction of the telecommuting system for employees balancing childcare and nursing care in 2006. Since then, reflecting the opinions of employees and management, we are expanding locations to work, setting minimum increment for working and widening the scope of eligible employees. The upper limit of hours was eliminated in 2021 to expand the system.



Remote work program with no upper limit of hours*

*For all employees except those in manufacturing processes



Super-flextime without core time*

*Core time exists at some sites



Standard meeting times that consider time differences among global locations
(between local hours of 7 a.m. and 8 p.m.)

Workstyle reform Happy 8

Main initiatives		
Happy 8 program	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 life, private life and health by increasing awareness among all employees of working eight hours a day.	
Happy Friday	In February 2017, we introduced our Happy Friday program. It encourages employees to leave the office at 3 p.m. on the last Friday of each month to promote an enhanced work-life balance.	
Happy 8 survey	We conduct an employee survey on workstyles every year to review and revise the programs that meet employees' needs and actual conditions conveyed from the survey.	
	Items from previous Happy 8 surveys incorporated into the program	
	May. 2019	Expanded workplace to include locations analogous to home (spouse or blood relative homes)
	Oct. 2020	Expanded workplace to include public spaces
	Jan. 2021	Family Support Leave in one-hour units
	Jun. 2021	Removed upper limit on remote work hours
Jul. 2023	Health promotion support service	
Aug. 2023	Self-Career Dock	
Apr. 2024	Life Support Leave	

Expanding DEI to partnerships and communities

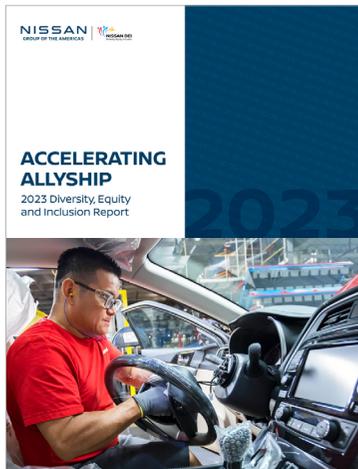
Nissan will proactively contribute to the realization of a more inclusive world by expanding the scope of application of DEI concepts and activities within the company to business partners and local communities.

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	We build relationships through executive speaking engagements and corporate sponsorships.
Tokyo Rainbow Pride	Alongside LGBTQ+ people and their supporters (Allies), we sponsor and exhibit at 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.

Achievements at sites outside Japan

Initiatives in Americas

Nissan Group of the Americas is committed to creating a culture where everyone belongs and employees, customers and partners feel respected, valued and heard. Our mission is fueled by the many people who make, sell and use our products. We are striving to create a culture that helps unlock every employee's full potential. Grounded by our North Star — "Better Conversations Lead to Better Actions," — we focus on initiatives that equip our workforce to appreciate differences, investments to support the communities where we do business, and partnering with organizations that align with our DEI values.*1



Americas DEI Annual Report

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

The AMIEO (Africa, Middle East, India, Europe, Oceania) 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 is represented by an 11% woman population across the business (both direct and indirect employees), with six women in key leadership roles. Our mission to build a strong DEI culture both internally and externally is supported by four strategic pillars: establish accountability, foster an inclusive culture and workplace, communicate and celebrate, and governance. The core mission of our Regional DEI and local councils established in fiscal 2023 is to create a workplace in which every individual can come to work feeling secure, embraced and able to be their true selves. By creating and fostering this environment, we allow our employees to feel they belong and enable them to do their best every day.*2



AMIEO DEI Annual Report

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

- 1) Communication: Various communication channels established for DEI concept penetration.
 - Townhall, skip-level meetings and employee roundtables with DEI topics held with management throughout the year.
 - Culture Ambassador program in NCIC established to further penetrate DEI concepts by ambassadors from each business function through various activities (management dialogues, DEI story sharing, etc.).
 - DEI e-Community set up in NCIC — a platform for employees to exchange viewpoints and to share good practices.
 - One-Stop DEI Resources site introduced in NCIC to ensure easy access to comprehensive information.
- 2) Training: Multiple learning resources provided to ensure a better understanding of DEI.
 - DEI leadership training provided for managers and above level to deepen their understanding of DEI along with case studies in daily behavior and interactions to inspire team members and drive team performance.
 - Intergeneration leadership workshops held to enable leaders to foster more inclusive and empathetic perspectives in younger generations and enhance their motivation and engagement.
 - Unconscious bias and safe mindsets e-learning for all employees (100% completion rate).

*1 Click here for more information on the initiatives in Americas. Link to Americas DEI Annual Report <https://www.nissanusa.com/content/dam/Nissan/us/responsibility/diversity/pdf/2023-Nissan-Group-of-the-Americas-DEI-Report.pdf>

*2 Click here for more information on the AMIEO initiatives. Link to the AMIEO DEI Annual Report <https://nissanamieosustainability.com/wp-content/uploads/2023/10/AMIEO-DEI-Annual-Report-FY2022-1.pdf>

- Cross-culture training for inbound and outbound expatriates to facilitate a smooth landing.
- 3) Regional DEI Council: DEI concepts and strategies cascaded and implemented for regional senior management through the China regional DEI council, and regional initiatives monitored and regional issues discussed as needed.

Inclusive workplace building

- 1) A flexible working scheme implemented and optimized in the post-covid era that allows employees more flexibility based upon their personal needs.
- 2) Employee Assistance Program (EAP) provides employee with support for mental health issues.
- 3) Recruiting: No limits placed on the gender, age, or personal backgrounds of recruits, and equal opportunity offered in advertisements and the CV screening process.
- 4) Gender Diversity:
 - Maternity/paternity leave implemented to support employee's needs.
 - Woman talent career development facilitated with regular IDP (Individual Development Plan)/CDP (Career Development Plan)
 - Mental health workshops held on International Women's Day.
- 5) Young generation development:
 - Engage young people through the Culture Ambassadors' program, Cross Functional Team (CFT) projects and skip-level meetings with management.
 - Management carries out mentoring program in strengths communication with talented young employees.
- 6) ERG "Keep Growth in Nissan" established in NCIC with sponsorship from NCIC management to provide members with networking and professional/career development opportunities.

Initiatives in ASEAN

In ASEAN, we are committed to creating value and respecting the value of people through diversity, equity and inclusion. Our key activities are:

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.

Flexible workstyle

We promote flexible and remote workstyles where applicable. To encourage flexibility and prioritize employees' well-being, we are continuing our F.A.S.T (flexible and safe teams) hybrid work arrangement guideline.

Equal opportunities:

We provide equal opportunities for employees regardless of their background to drive their own careers and build their skills. To empower them to do so, we train employees to draft their own career development and individual development plans. Managers are trained in a leaders' forum on how to support their employees through career discussions.

Wellness month:

We promoted employee well-being through physical and mental health programs and activities, including personal counseling with psychologists and a webinar titled "Positive work environment: Fighting burnout with inclusiveness."

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.

Regional DEI Website:

We launched an internal site to increase awareness about what DEI means to Nissan, share our DEI policies and handbook in local languages, and share the latest DEI-related news and activities.

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.

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.



Contents	Corporate direction	Environmental	Social	Governance	Data	108					
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

Outside Japan*1

Region	Awarded company	Awarded year (in calendar year)	Title of the award	Sponsor
Americas	Nissan Americas	2024	All-Time Top Corporation	Women's Business Enterprise National Council (WBENC) (U.S.)
		2023	DEI Impact Award Runner-Up: Champion for Diverse Talent Award – Organization	Center for Automotive Diversity, Inclusion & Advancement (CADIA)
		2023	Regional Corporate OEM Of The Year (second consecutive year)	Southern Region Minority Supplier Development Council (SRMSDC)
		2023	Corporate Sponsor of the Year	100 Black Men of Jackson Chapter
		2023	Corporate Partner of the Year	Youth About Business
		2023	Great Place to Work United States	Great Place to Work
	Nissan Canada Inc.	2023	Great Place to Work Canada (fifth consecutive year)	Great Place to Work Canada
	Nissan Mexicana, S.A. De C. V., NR Finance Mexico	2023	Best Places to Work LGBTQ+ Mexico (Fourth consecutive year for NR Finance Mexico, third consecutive year for Nissan Mexicana, S.A. De C. V.)	Human Rights Campaign Equidad MX
		2023	Top Company for Women (second consecutive year)	Top Companies – Expansion
	all Nissan South America countries, Argentina, Chile, Brazil and Peru	2023	Great Place to Work Latin America (second consecutive year)	Great Place to Work
Nissan Foundation	2023	Iris Award	United Way of Greater Nashville	
AMIEO Africa/Middle East/India/ Europe /Oceania	Nissan Motor (GB) Ltd.	2023	Valuable 500 (second consecutive year)	Valuable 500
		2023	Pride 365 Certified (third consecutive year)	InterPride (UK)
	Renault Nissan Technology Business Centre India (RNTBCI)	2024	Top Employer 2023	Top Employers Institute
		2024	DiveHERsity Hiring Award (Top20 most innovative practices - Divehersity hiring)	HerKey
		2023	Top 100 Best Companies for Women in India (sixth consecutive year)	AVTAR Group & Seramount
		2023	100 Best – Hall of Fame (sixth time)	Best of Best Conference 2023 by Avtar and Seramount
	Nissan Italy	2023	Great Place to Work	Great Place to Work
	Nissan Middle East FZE	2023	Great Place to Work	Great Place to Work
China	Nissan (China) Investment Co., Ltd. (NCIC)	2023	2023 The Most Attractive Employer (Top 100) (second consecutive year)	"Shixiseng.com (Local job board for intern & campus recruiting)"
		2023	Best Digital Learning Program Innovation Award	CEIBS Online
ASEAN	Nissan Philippines, Inc.	2023	Employer Brand Award 2023	Employer Brand Institute of India
		2023	Best Employer 2024 (Top 7 in 2024 Phils Best Employers)	Philippine Daily Inquirer & Statista

*1 Click here for more information on the main examples of external recognition of our diversity and inclusion initiatives to date. [>>> P161](#)

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 human resources who can respond to the ongoing major changes in society. We are implementing a number of initiatives over the long term to ensure that Nissan continues to be a company where each and every employee is equipped with high-level skills and is motivated to work.

First and foremost, 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 and in which both the company and employees can continue to grow together, as well as to develop human resources. We encourage employees to take ownership of their own careers and promote skill development. We also promote active collaboration and teamwork with others, in addition to the development of team members by their supervisors in their respective workplaces. Specifically, the five values of the NISSAN WAY which evolved in fiscal 2020 as a symbol of the new Nissan, and the appraisal system, which emphasizes the development of human resources and promotion of collaboration, was revised in fiscal 2020 to ensure sustainable growth and development of the organization and human resources.

In addition, to provide employees with effective learning opportunities even in remote work environments, we provide over 20,000 types of e-learning content on a global basis and are also promoting the expansion of digital learning infrastructure by preparing an environment so that employees can take courses on their own mobile devices.

Management of learning and development

Continually improving human resource systems

Nissan is working constantly to improve its human resource systems to achieve growth for its people and organization over the medium to long term. We introduced the "Competency Appraisal" to capture the behavioral characteristics of each employee based on their skills and knowledge, and the "Performance Appraisal" to determine how well employees accomplish their tasks. In the Competency Appraisal, we appropriately assess the degree of contribution to determine wages and annual salaries, and under the Performance Appraisal, results are linked to compensation in the form of bonuses or variable compensation (VC)*1.

The Competency Appraisal evaluates items using three pillars: Appraisal metrics based on the Nissan Way, People & Collaborative Leadership (metrics for leadership related to people development and collaboration), and expertise required in each area. In fiscal 2024, to promote "OUR NISSAN," a corporate culture reform initiative launched in January 2024, we plan to further revamp this evaluation system, including the introduction of the Nissan Leadership Way, a role model that shapes Nissan's corporate culture, as an evaluation indicator. We also offer an employee stock ownership plan as part of our fringe benefits. We will continue to review and restructure our human resource development programs in line with our long-term vision Nissan Ambition 2030.

Support for self-designed careers

At Nissan, all employees have an opportunity three times a year to discuss their own careers with their supervisors to support their career designs. Together with "Performance Appraisal" and "Competency Appraisal," employees and their supervisors reach a consensus through dialogue. Aiming to enhance measures for career development as well as growth in their dialogues, training programs are provided to improve supervisors' skills.

In addition, guides and e-learning are available for employees to voluntarily consider their own careers. We use dedicated tools for evaluation to keep track of evaluation records so that even a newly instated supervisor can immediately confirm employees' growth progress, which makes it possible to maintain consistency within the human resource development. We conduct surveys to gain employee input regarding the evaluation dialogues and to learn their level of understanding and satisfaction with the system. Based on the results, we implement necessary measures and make improvements. We monitor employee satisfaction regarding the dialogues with their supervisors, and there has been an improvement in employee understanding and acceptance of the evaluation system.

Employees in Japan have a chance to take on the challenge of a new position through the Shift Career System (SCS) and the Open Entry System (OES).

The SCS enables employees to apply for positions in other departments or areas in which they are motivated to work in, regardless of whether there is a position immediately available. The OES allows them to apply for all openly publicized positions. During fiscal 2023, a total of 276 employees applied for approximately 584 open posts, and

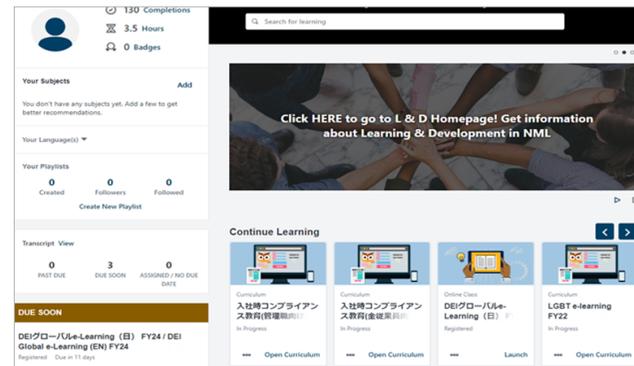
*1 Incentive compensation that fluctuates.

158 of them succeeded in getting the positions they applied for.

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 employees regarding their second 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 over 2,800 as of the end of 2023, and these partners are active in a variety of occupations and positions. In 2023, Nissan revamped its framework of compensation and periodic interviews and related matters. It has built an environment in which employees are highly motivated to do their work and foster their successors as a member of the organization by posting expectations more in line with each individual’s duties and providing compensation in accordance with the level of their contribution. At the same time, 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



Based on our firm belief that employees are our most important asset and that nurturing them is critical, we support them by providing a large number of learning opportunities. We have developed various programs to help employees improve their management and business skills, and to develop leadership skills. 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. We use technology to facilitate learning and enhance the learning experience. In response to changing times, we are actively shifting from face-to-face training conducted in groups to online training to build an effective learning environment that enables each individual to learn using their mobile devices under remote working conditions.

Nissan Learning Center

In the automobile industry, in which technological innovation is rapidly advancing, in order to maintain and develop Japanese manufacturing that leads global competition, talents are required who not only understand advanced vehicle manufacturing and technology but also have management skills and maturity. We founded Nissan Learning Center with the aim of continuously developing capable leaders to play a central role in *monozukuri* and pass down our technologies and skills to future generations. This is another example of how we offer learning opportunities and promote activities to develop human resources. Nissan Learning Center comprises three organizations: Nissan Technical College, Genba Kanri (shop-floor management) School, and Engineering School. It offers a variety of programs aimed at developing engineers and technicians who carry forward the “Nissan DNA” and achieve continuous success through the implementation of the evolved NISSAN WAY. In recent years, we have transitioned these courses to online and on-demand formats in order to expand opportunities for employees to take them, and we offer approximately 70 courses, such as technology courses that include AI and IoT.

Nissan Software Training Center (STC)

In 2017, we established the Nissan Software Training Center (STC) within our Nissan Advanced Technology Center (NATC) and have been working on training engineers to develop skills for both cars and software development. As software holds the key to our competitiveness in an age where CASE is progressively expanding, we continue to develop talent who are well-adapted to digitalization through our STC programs in which we offer necessary knowledge and skills. To date, a total of 566 employees have graduated the program (completed reskilling) over a period of 18 semesters since the center’s establishment in 2017.

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.

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. In January 2024, we announced the Nissan Leadership Way, a set of leadership values and actions felt in our hearts, and not just our heads. In the introduction of the Nissan Leadership Way, corporate officers and general managers themselves act with strong leadership, holding dialogues and workshops to promote understanding in their respective departments and to

communicate the will to change. Efforts are also underway to ensure that management is equipped with the skills and leadership necessary to build a psychologically safe workplace. In fiscal 2024, we plan to introduce a new training program for general managers aimed at creating a workplace with psychological safety and human resource development practices.

From fiscal 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. In addition, the existing training program structure will also be revised in line with the new NISSAN WAY and the leadership of psychological safety assurance and human resource development, creating an environment where employees can take training that strengthens relevant skills and leadership.

In 2023, we introduced a common global framework called Nissan Charge to increase opportunities for learning and growth and improve the quality of management for all employees, in which approximately 10,000 had participated at the end of fiscal 2023. In fiscal 2024, we will launch a program for executives and focus on training for management-level employees. We are also making efforts to improve our mid-career hire onboard training program to create a comfortable working environment for mid-career hires so that they can quickly adjust to their new environment and play active roles in the company.

Training future leaders

To continually foster future leaders and specialists who will lead the company, we take a strategic and systematic approach to training, job rotations, and recruitment. Specifically, we identify future business leader candidates at an early stage and implement various training programs by clarifying their strengths and development areas according to their growth stage, including young employees, middle managers, and corporate officers. Staff rotations beyond divisions and regions are strategically and systematically implemented to give candidates for future leaders opportunities to work in management posts or global functions so that they can acquire the experience needed to become a management member or a leader. Furthermore, we are in the midst of a period of transformation from the era of owning a car to the era of creating new mobility services, such as electrification, autonomous driving, car sharing, and connectivity with the internet. We are therefore working to develop leaders who can lead new businesses beyond the boundaries of the conventional automobile business. Furthermore, to cultivate a pipeline of future leader candidates, we provide the "Global Challenge Program," in which younger employees travel to Nissan's overseas sites for extended periods to work with local teams to solve problems. We also offer the "Venture Challenge Program," in which they learn work processes and know-how through operations at startup companies in Japan. Candidates are encouraged to apply for both programs through self-nomination from the viewpoint of supporting employees who take initiative.

We are reinforcing our human resources not only through the recruitment of new graduates but also by actively hiring mid-career talent and mid-level management candidates from outside the company. To effectively operate these talent management schemes, meetings dedicated to human resources are regularly held with corporate officers. There, talents are identified, then development plans and succession plans are created.

In addition, corporate officers have opportunities for direct dialogue with future leader candidates and actively participate in discussions on human resource development measures across divisions and regions. These strategic human resource management systems are also being actively discussed at the regional and departmental levels, with human resources and systems coordinated across regions under a common global 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 a company to achieve sustainable 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 and accounting. In fiscal 2024, the system’s 19th year, 49 Expert Leaders and two Fellows are playing an active role in a total of 85 fields of specialization. The Expert Leaders and Fellows make use of their specialized knowledge to contribute to Nissan’s business endeavors overall.

In addition to sharing their knowledge with others via the corporate intranet and other communication tools, they contribute to the fostering of the next generation of experts by passing on their expertise in seminars and training courses.

Company-wide training system

Compulsory training

New general manager training	Customer First
New manager training	Orientation
	Personnel Evaluation
	Advanced Management
	Diversity Management/Cultural Inclusion
	Diversity Management / Inclusion
	Harassment Prevention
New assistant manager training	Customer First
	Role / Evaluation System / Management Basics
Leader training	Customer First
	Role
3rd year employee training	Career
New graduate induction training	Onboarding Training
Training for mid-career hires	Onboarding Training /e-Learning

Elective 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			
			V-Expert Training *2	
			V-Pilot Training *2	
			i-Pilot Training *2	
		V-FAST Facilitator Training *2		

Learning and development achievements

Training program achievements at Nissan Motor Co., Ltd.

Performance indicators for training programs	FY2021	FY2022	FY2023
Number of learners	395,448	519,905	514,187
Total hours of training	328,783	392,294	358,597
Average hours per learner	14.3	16.5	14.9
Learner satisfaction (out of 5.0)	Above 4.2	Above 4.2	Above 4.2
Investment per employee (¥)	67,000	75,000	76,000

*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 problem-solving program developed by Nissan.

Health and safety

Approach to health and safety

To demonstrate that occupational health and safety are the top priorities in Nissan business activities regardless of country, region, or division, as well as cultivate a corporate culture that respects human health and safety in all aspects of business, we established the Global Policy on Occupational Health and Safety.

Our Basic Policy states that “From top management to each individual employee, Nissan recognizes that the health and safety of everyone is our top priority.

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.”

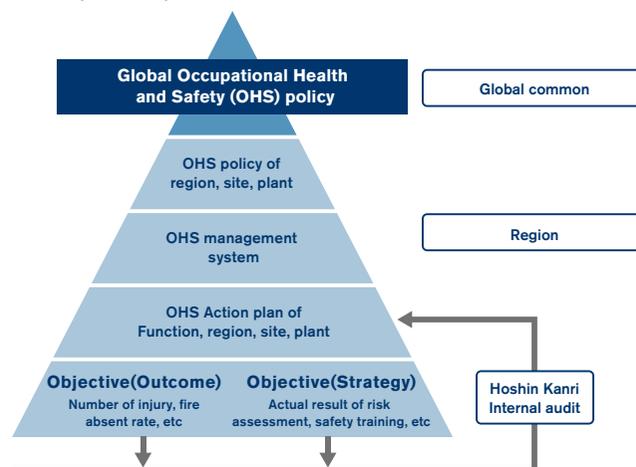
Nissan also stipulates the following specific policies as the main items in eight areas, as well as the roles and responsibilities of all officers and employees regarding health and safety.

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

At bases in Japan and overseas, Nissan uniformly implements management with regard to workplace environment health and safety based on the Global Policy on Occupational Health and Safety. Nissan places great importance on occupational health and safety promotion in the collective agreements concluded with labor unions and promotes various health and safety practices in the workplace.

From a long-term perspective, we are working toward 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 health, safety, and happiness.

Positioning of the Global Occupational Health and Safety Policy



Management of health and safety

In Japan, we hold a Central Health and Safety Committee meeting each year chaired by the executive in charge of human resources and attended by management and labor union representatives from Nissan facilities.

Activities over the past year are reviewed in such areas as workplace safety, fire prevention, mental health, health management, and traffic safety, and then plans are laid out for the following year. The Health and Safety Committee at each facility meets each month, and these meetings are attended by labor union representatives where the progress of activities is managed. A health and safety officer and a traffic safety officer are assigned at each workplace to ensure the effectiveness of day-to-day occupational safety activities.

Globally, each facility applies the PDCA cycle. Twice a year, remote meetings with all global Nissan facilities are held to share information and discuss key issues. Regional managers for employee health and safety also meet every other year for a Global Safety Meeting.*1

Furthermore, Nissan has introduced Occupational Safety and Health Management Systems (OSHMS) in Japan and overseas in line with the guidelines of the governments of various countries. Many of its business sites are also ISO 45001*2 compliant, thereby establishing a system to ensure that occupational safety and health activities are implemented.

Such management systems cover all workers in the workplace. In addition, our Japan offices have been conducting management system evaluations for some time.

*1 In fiscal 2020, fiscal 2021, and fiscal 2022, the group meeting was suspended to prevent the spread of COVID-19 infection.

*2 ISO 45001: An international standard for occupational health and safety management systems.

For our overseas offices, we have conducted voluntary assessments at each office through our Global Headquarters from fiscal 2023, and plan to continue doing so. All Nissan Group employees globally are subject to NS4*1, and all workers, including those from other companies on site, are subject to the serious accident count (GUR) to monitor workplace conditions.

Health and safety achievements

Occupational safety initiatives

Global standardization of occupational safety standards

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

Creating safe workplaces

Two tools developed internally by Nissan to identify the risks associated with work accidents at all sites in Japan and overseas are the Safety Evaluation System (SES), and to identify the risks of fire accidents, the Fire-Prevention Evaluation System (F-PES). They call for workplace patrols in accordance with established evaluation standards to identify potential dangers and fire risks, with all from corporate executives to general employees having a uniform perspective. The use of these has been effective in achieving these aims.

Since 2011, we have continued to systematically carry out Kiken Yochi Training (KYT) —literally “risk-prediction training” —at plants in Japan to raise awareness among individual workers of the risk of accidents and thereby help prevent their occurrence.

Activities to prevent accidents through hazard prediction have taken root widely, where they are continuously and systematically implemented on equipment and operations in the workplace.

In addition, we employ risk assessment to identify risks in the workplace and implement countermeasures. We also provide risk assessment training to develop employees who

can accurately identify risks in the workplace. Employees who have received this training conduct risk assessments of equipment and operations and implement safety measures to create safe workplaces.

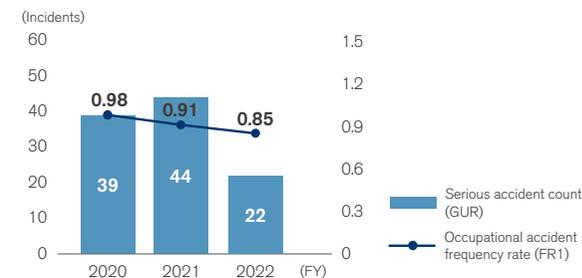
We have established global common standards for reporting on work accidents or outbreaks of fire that occur in any of the production sites. The person in charge where the accident or fire occurred must report without delay to Nissan Motor Co., Ltd. (NML). We promptly share information on the occurrence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

Nissan has adopted the occupational accident frequency rate (FR1)*2 and serious accident count (GUR)*3 indicators for the purpose of comprehensive monitoring of occupational accidents and manages the progress of each.

We have set the goal of continuously achieving an occupational accident frequency rate below the previous year’s results for the entire company and aim to reduce the number of fatal accidents to zero.

As a result of monitoring in fiscal 2023, we confirmed that the occupational accident frequency rate was 0.85, lower than the previous year, and the serious accident count was 22, of which the number of fatal accidents involving employees was 1.

Occupational accident frequency rate and serious accident count (Global)



*1 NS4 (Nissan Safety 4): Internal KPI for monitoring workplace health & safety.

*2 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

*3 Serious accident count (GUR): Fatal accidents (G: Grave), accidents resulting in residual disability (U: Unrecoverable), number of serious injuries with no aftereffects but with predefined symptoms (R: Recoverable but serious)

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 summer temperatures, for example, the physical burden on employees is heavy and there is the risk of suffering from heatstroke. We have installed internal cold-air ducts and ensured there are set breaks to drink water, particularly in locations with considerable workloads. Constant improvements are being made to allow employees to work in a comfortable environment.

Countermeasures against COVID-19

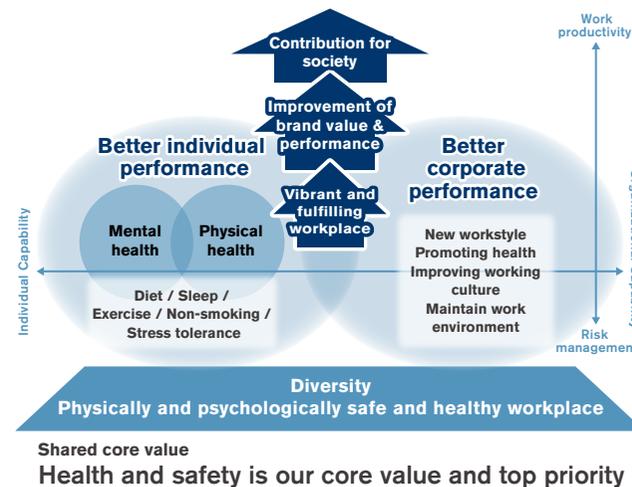
Nissan formulated and implemented its Global Guidelines for COVID-19 Countermeasures to protect employees and their families from infection with preventative measures aimed at avoiding the spread of COVID-19 infections both within the company and in wider society.

Employee health promotion and management

Basic approach

In accordance with its global policy, Nissan 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 Basic Policy on Health and Safety, 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.

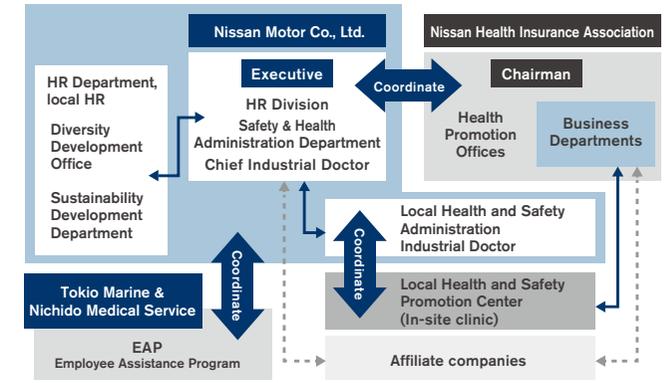
Nissan’s health and productivity management



Organizational structure for health promotion

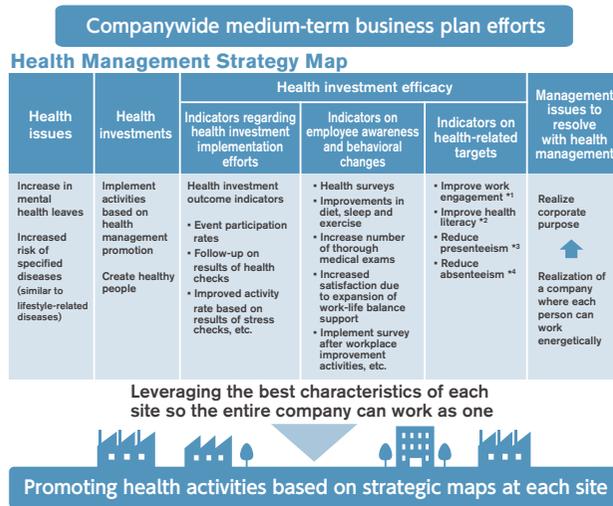
Nissan’s health promotion activities are carried out to promote the physical and mental health of employees in cooperation with the Nissan Health Insurance Association (Workplace Health Promotion Center), Tokio Marine & Nichido Medical Service Co., Ltd., the Health and Safety Departments of both headquarters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

Promotion structure



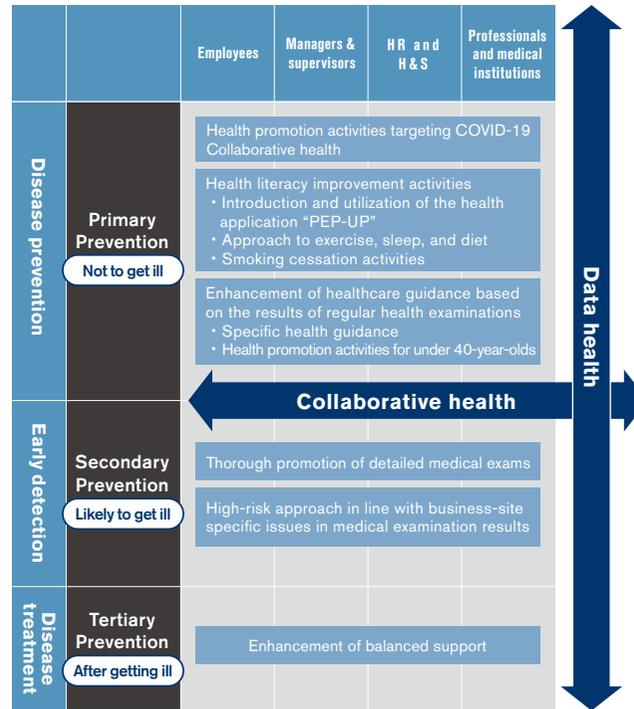
Approaches to health issues

Under the health promotion organization in Japan, we visualize the health status of employees through data, and based on the data we analyze and predict the risk of disease, then 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.



Solid efforts toward physical healthcare

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



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 health and diet-related activities to prevent heat stroke. Furthermore, we will begin focusing on physical exercise from fiscal 2024.



Company-wide and facility-specific walking rally events and healthy eating initiatives

In fiscal 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.*5

*1 Work Engagement : A positive and fulfilling psychological state related to work, meeting the following three criteria: "Work makes me feel energetic and alive" (vitality) "I am proud and feel my work is rewarding" (enthusiasm) "I am enthusiastic about my work" (devoted)

*2 Health Literacy : The power to determine one's health by making decisions based on health information, defined as follows:

- Knowledge, motivation and ability to obtain, understand, evaluate and utilize health information
- Judgment and decision-making regarding healthcare, disease prevention and health promotion in everyday life
- Maintaining and improving quality of life throughout one's lifetime

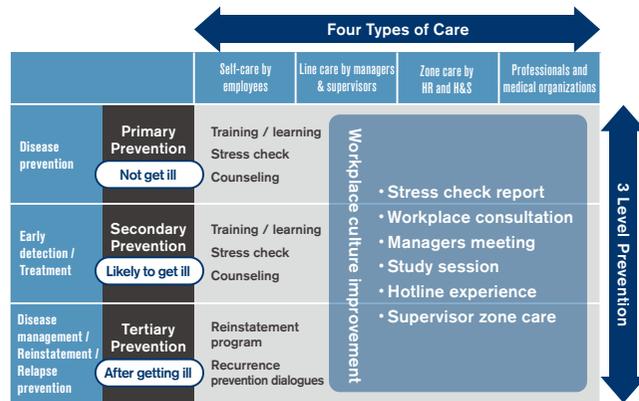
*3 Presenteeism : Despite being in poor health, employees come to work and efficiency suffers as a result.

*4 Absenteeism : Chronic leave-taking or absence from the workplace due to poor mental or physical health that prevents work from getting done.

*5 Click here for more information on Nissan's physical healthcare activities. https://www.nissan-global.com/EN/SUSTAINABILITY/SOCIAL/EMPLOYEE/ASSETS/PDF/Nissan_Health_Management.pdf

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*1

- * 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.

Debriefing sessions on the results of organizational analysis are held in all departments.

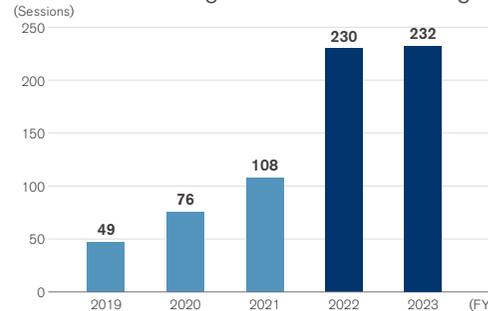
In promoting improvement activities, the point is for superiors (managers, supervisors) to



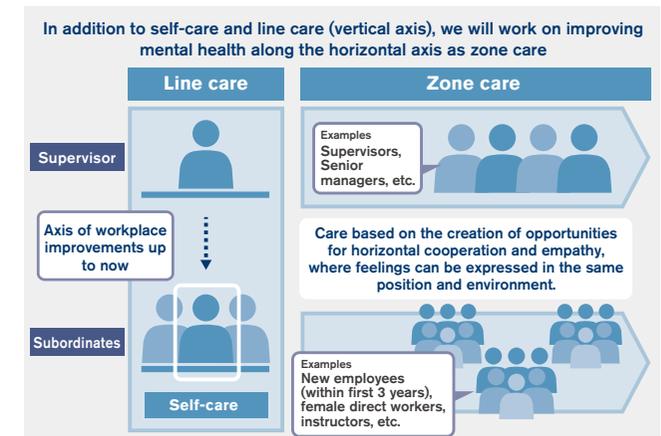
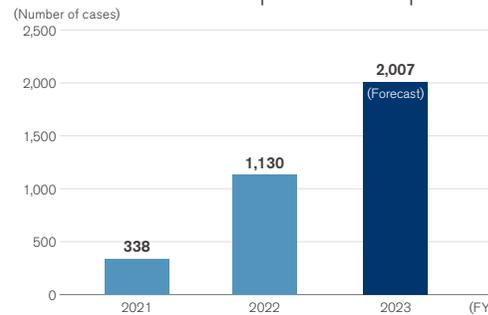
Scene from a debriefing session

acknowledge the results of their own organizational analysis and motivate activities according to the results. Accordingly, in recent years, Nissan has been expanding improvement activities by holding organizational analysis result report meetings in as small a format as possible, rather than being particular about departmental or divisional level meetings. In particular, the hotline experience provides counseling once a year until the third year of employment, providing support that leads to counseling for younger employees and early detection of those with mental health issues. Furthermore, from fiscal 2023, we are strengthening employee care by expanding the number of eligible employees.

Number of debriefing sessions on results of organizational analysis



Number of hotline experiences implemented



Social evaluation of health promotion activities

In Japan, Nissan positioned the excellent health management corporation certification system of the Ministry of Economy, Trade and Industry as our health management system, and we have been promoting health improvement activities accordingly.

As a result, Nissan has been certified as an excellent health management corporation (White 500) for six consecutive years since 2019.

In addition, the Japan Sports Agency has certified Nissan as a Sports Yell Company actively engaged in sports to improve the health of employees since 2022.



*1 EAP: Employee Assistance Program