

ESG Data / Index

Corporate Overview.....	193	TCFD Content Index	226
Environmental Data	195	SASB Content Index	228
Social Data	217	GRI Content Index	229
Governance Data	223	Quick Guide For Investors.....	236
Editorial Policy	224		

Contents	Corporate direction	Environmental	Social	Governance	Data / Index			
Corporate Overview	Environmental Data	Social Data	Governance Data	Editorial Policy	TCFD Content Index	SASB Content Index	GRI Content Index	Quick Guide For Investors

Corporate Overview

Corporate Profile

Date of Establishment	December 26, 1933
Location of Organization's Headquarters	1-1, Takashima 1-chome, Nishi-ku, Yokohama, Kanagawa 220-8686, Japan
Group Structure and Business Outline	The Nissan Group consists of Nissan Motor Co., Ltd., subsidiaries, affiliates and other associated companies. Its main business includes sales and production of vehicles and related parts. The Nissan Group also provides various services accompanying its main business, such as logistics and sales finance.
Brands	Nissan, Infiniti
Consolidated Number of Employees (as of March 31, 2022)	134,111
Global Network (as of March 31, 2022)	<p>R&D: 16 markets (Japan, U.S., Mexico, U.K., Spain, Belgium, Germany, Russia, China, Taiwan, Thailand, Vietnam, India, South Africa, Brazil, Argentina; total of 45 sites)</p> <p>Design: 5 markets (Japan, U.S., U.K., China, Brazil; total of 7 sites)</p> <p>Automobile Production: 30 bases in 15 markets (excludes plants providing OEM vehicles to Nissan [Renault, Mitsubishi Motors, Fuso, Suzuki, etc.])</p>

Financial Data

	(¥ billion)		
	FY2019	FY2020	FY2021
Net sales	9,878.9	7,862.6	8,424.6
Operating income (loss)	(40.5)	(150.7)	247.3
Ordinary income	44.0	(221.2)	306.1
Profit (loss) before tax	(573.0)	(339.3)	384.2
Net income (loss) attributable to owners of the parent	(671.2)	(448.7)	215.5
Capital expenditure	509.2	405.4	345.0
Depreciation	372.9	270.3	289.4
Research and development costs	544.8	503.5	484.1

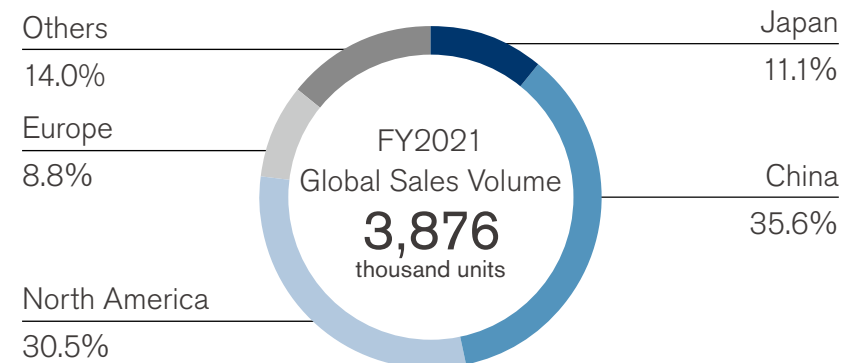
Click here for more information on Financial Data.
<https://www.nissan-global.com/EN/IR/>

Contents	Corporate direction	Environmental	Social	Governance	Data / Index			
Corporate Overview	Environmental Data	Social Data	Governance Data	Editorial Policy	TCFD Content Index	SASB Content Index	GRI Content Index	Quick Guide For Investors

Global Sales Volume and Production Volume

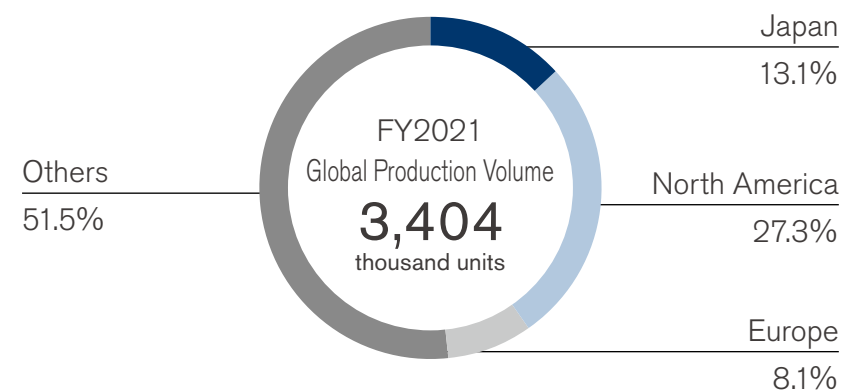
(Thousand units)

	FY2019	FY2020	FY2021
Global sales volume	4,930	4,052	3,876
Japan	534	478	428
China	1,547	1,457	1,381
North America	1,620	1,213	1,183
Europe	521	391	340
Others	708	513	544



(Thousand units)

	FY2019	FY2020	FY2021
Global production volume	4,757	3,634	3,404
Japan	758	517	446
North America	1,340	953	930
Europe	508	336	276
Others	2,151	1,828	1,751



Click here for more information on Financial Data.

<https://www.nissan-global.com/EN/IR/>

Contents		Corporate direction		Environmental		Social		Governance		Data / Index	
Corporate Overview	Environmental Data	Social Data	Governance Data	Editorial Policy	TCFD Content Index	SASB Content Index	GRI Content Index	Quick Guide For Investors			

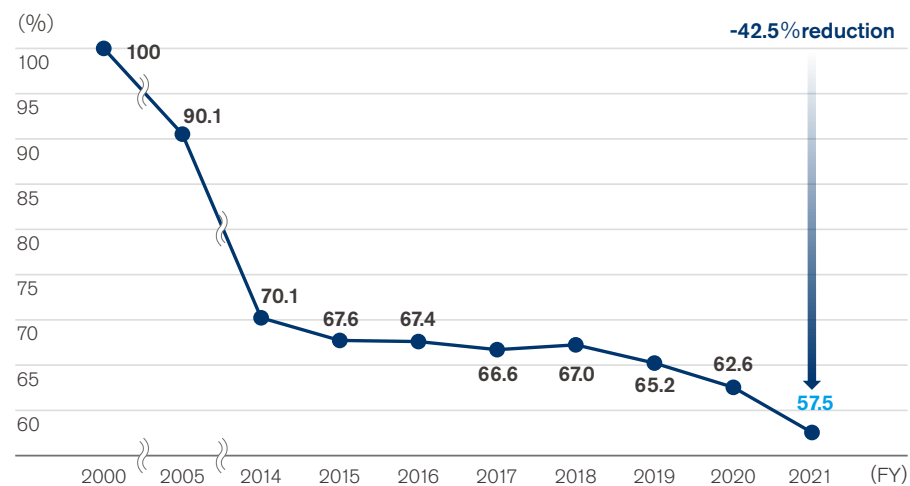
Environmental Data

- Climate Change (Products) 195
- Climate Change (Corporate Activities) 199
- Air Quality 205
- Resource Dependency: Achievements in Reuse 207
- Resource Dependency (Facility Waste) 208
- Water Resource Management 210
- Strengthening Our Business Foundations to Address Environmental Issues 213
- Material Balance 215
- Environmental Conservation Cost 216

Estimates (as of July 2020) have been used for the FY2019 actuals for CO₂, VOC, industrial waste, and water at European facilities.

Climate Change (Products)

CO₂ Emissions from New Vehicles (Global)*



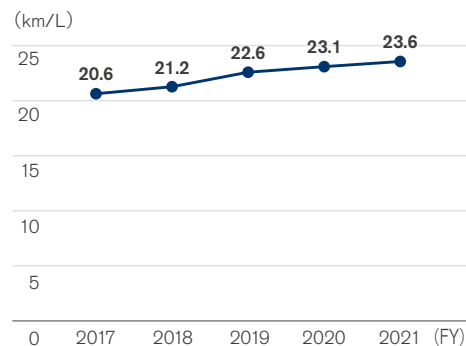
In fiscal 2021, CO₂ emissions in Nissan's main markets of Japan, the U.S., Europe, and China were 42.5% lower than fiscal 2000 levels, as measured by Corporate Average Fuel Economy (CAFE).

In particular, fuel efficiency has improved compared to fiscal 2020 due to the introduction of new models in China and Europe.

* Reduction in CO₂ emissions calculated by Nissan.

Contents	Corporate direction	Environmental	Social	Governance	Data / Index			
Corporate Overview	Environmental Data	Social Data	Governance Data	Editorial Policy	TCFD Content Index	SASB Content Index	GRI Content Index	Quick Guide For Investors

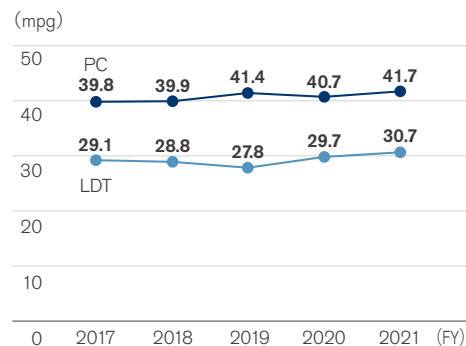
Corporate Average Fuel Economy (CAFE, JC08 Mode) in Japan



In fiscal 2021, the corporate average fuel economy in Japan was 23.6 km/L. Higher sales of e-POWER Nissan Note/Note Aura and other e-POWER vehicles contributed to the 2% improvement over fiscal 2020.

* Provisional values calculated in-house; some models include WLTC mode fuel consumption values.

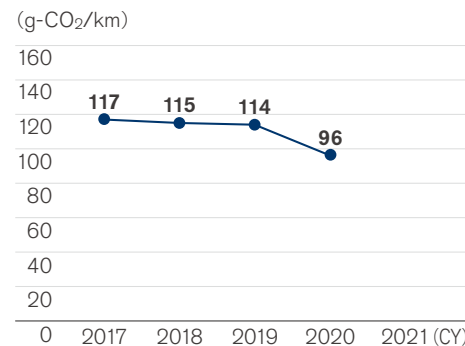
Corporate Average Fuel Economy (CAFE) in the United States



In fiscal 2021, the corporate average fuel economy (CAFE) of Nissan's passenger cars in the US was 41.7 mpg, a 2.4% improvement over fiscal 2020, owing to the release of new models and an improved model mix. In the light-duty truck segment, the release of new

models increased the CAFE 3.4%, from 29.7 mpg to 30.7 mpg.

CO₂ Emission Index from Nissan Vehicles in Europe



In 2021, average vehicle CO₂ emissions in Europe are expected to be exacerbated by the change in evaluation mode from NEDC to WLTP.

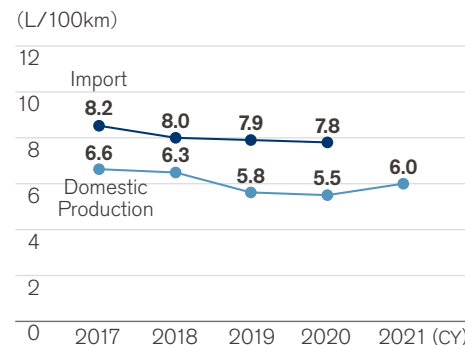
On the other hand, as an individual company and an alliance pool, we have complied with the EU CO₂ emission

regulations that applied to 2020 and beyond.

* 2020 result was updated.

* Official figures for 2021 have not been published yet, so there is no graph data

Corporate Average Fuel Consumption in China



In 2021, average fuel consumption of domestic production models in China was 9% worse than in 2020 due to test cycle mode change from NEDC to WLTP. In case of on same NEDC test cycle, fuel consumption was improved about 8% thanks to e-POWER model launch.

* No data due to no import car sales

Contents	Corporate direction	Environmental	Social	Governance	Data / Index			
Corporate Overview	Environmental Data	Social Data	Governance Data	Editorial Policy	TCFD Content Index	SASB Content Index	GRI Content Index	Quick Guide For Investors

Revenue, Global Sales Volume and Production Volume Data

(¥ billion)			(k unit)			(k unit)		
	FY2020	FY2021		FY2020	FY2021		FY2020	FY2021
Revenue*1	9,108.7	9,743.3	Global Sales Volume*2	4,052	3,876	Global Production Volume*2	3,634	3,404
			Japan	478	428	Japan	517	446
			North America	1,213	1,183	North America*3	953	930
			Europe	391	340	Europe*4	336	276
			Asia	1,649	1,572	Asia*5	1,737	1,646
			Other	320	353	Other*6	91	105

*1 Management pro-forma basis (includes Chinese joint ventures in proportionate consolidation).

*2 Global sales volume and global production volume for China and Taiwan consider values from January to December.

*3 Production in the U.S. and Mexico.

*4 Production in the U.K., Spain, Russia and France.

*5 Production in Taiwan, Thailand, China and India.

*6 Production in South Africa, Brazil, Egypt and Argentina.

Contents	Corporate direction	Environmental	Social	Governance	Data / Index			
Corporate Overview	Environmental Data	Social Data	Governance Data	Editorial Policy	TCFD Content Index	SASB Content Index	GRI Content Index	Quick Guide For Investors

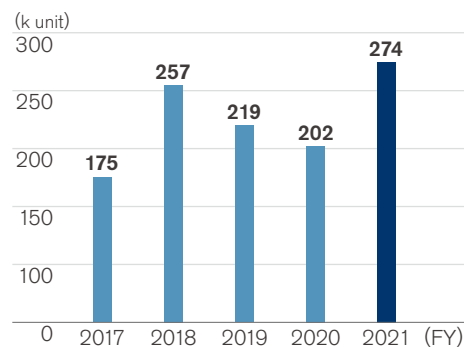
Powertrain Type Ratios (Shipment-Based)

	Unit	Gasoline-powered vehicles	Diesel-powered vehicles	e-POWER vehicles	Electric vehicles	Hybrid drive vehicles	Natural-gas drive vehicles
Japan	%	31.9	1.6	35.7	3.1	27.6	0.1
North America	%	98.3	0.2	0.0	1.4	0.0	0.0
Europe	%	53.9	7.6	0.0	11.5	27.0	0.0
Other	%	90.9	7.1	0.7	0.9	0.5	0.0
Global	%	82.3	4.4	4.9	2.3	6.2	0.0

In Japan, where customers' interest in electrified vehicles is relatively high, e-POWER models account for 35.7% of total shipments in Japan. Combined with electric and hybrid vehicles, entire electrified vehicles account for 66.4%, almost two-thirds of the total. This trend is expected to continue, given the strong sales of the new Nissan Sakura Kei-EV, which went on sale in FY2022. We see this as a situation where more sustainable product lines are becoming the core of Nissan's business in pursuit of environmental values.

EVs

100% EV and e-POWER Vehicle Sales*



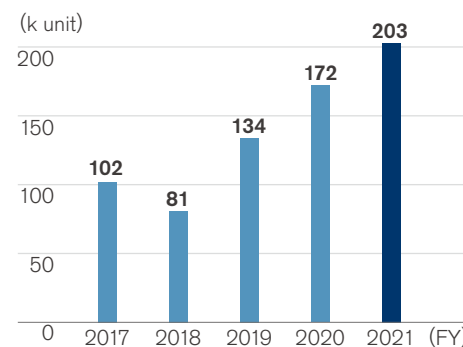
In fiscal 2021, e-POWER sales volume increased thanks to strong sales of the new Note and the launch of the new Sylphy in China.

* Includes the sale of EVs by joint ventures in China.

* There have been changes in historical figures due to the recalculation of local brand sales volume by the Nissan China JVs.

Hybrid Electric Vehicles

Hybrid Units Shipped



In 2021, vehicle numbers increased due to the launch of the all-new Qashqai in Europe.

Contents	Corporate direction	Environmental	Social	Governance	Data / Index			
Corporate Overview	Environmental Data	Social Data	Governance Data	Editorial Policy	TCFD Content Index	SASB Content Index	GRI Content Index	Quick Guide For Investors

Climate Change (Corporate Activities)

Energy Input

(FY)

	Unit	2017	2018	2019	2020	2021
Total	MWh	9,532,840	9,252,737	8,313,893	7,655,514	7,495,492
By region						
Japan	MWh	4,084,912	3,700,532	3,438,939	3,015,419	3,149,380
North America	MWh	2,452,299	2,570,438	2,180,450	1,909,902	1,982,066
Europe	MWh	1,126,186	1,048,201	913,521	888,089	650,003
Other	MWh	1,869,443	1,933,566	1,780,983	1,842,105	1,714,043
By energy source						
Primary						
Natural gas	MWh	3,701,640	3,579,998	3,079,723	3,089,803	2,907,420
LPG	MWh	179,945	191,405	175,559	144,478	145,717
Coke	MWh	218,618	200,527	154,961	100,144	112,154
Heating oil	MWh	147,522	113,200	90,078	69,618	69,868
Gasoline	MWh	299,000	259,045	243,166	184,021	177,147
Diesel	MWh	48,259	53,074	23,246	25,315	23,800
Heavy oil	MWh	27,652	15,995	16,303	22,816	22,383

(FY)

	Unit	2017	2018	2019	2020	2021
External						
Electricity (purchased)	MWh	4,755,897	4,711,467	4,384,282	3,851,011	3,859,586
Renewable energy*1	MWh	133,212	135,574	123,225	181,815	229,754
Chilled water	MWh	6,661	7,487	5,086	3,530	3,598
Steam	MWh	128,038	102,324	125,662	96,960	114,506
Internal						
Electricity (in-house generation)	MWh	14,609	13,214	43,668	65,183	59,313
Renewable energy*2	MWh	14,609	13,214	43,668	65,183	59,313
Total renewable energy	MWh	147,821	148,788	166,893	246,998	289,067

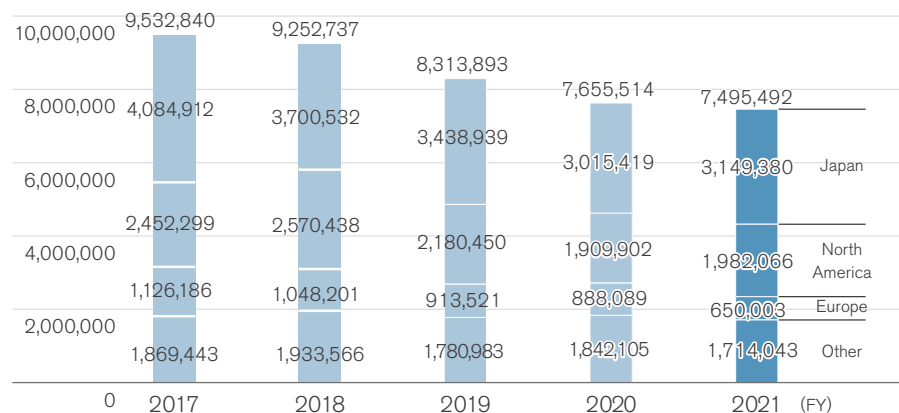
*1 Volume of renewable energy in electricity purchased by Nissan.

*2 Volume of renewable energy generated by Nissan at its facilities and consumed for its own purposes.

Contents	Corporate direction	Environmental	Social	Governance	Data / Index			
Corporate Overview	Environmental Data	Social Data	Governance Data	Editorial Policy	TCFD Content Index	SASB Content Index	GRI Content Index	Quick Guide For Investors

Global Energy Consumption

(MWh)



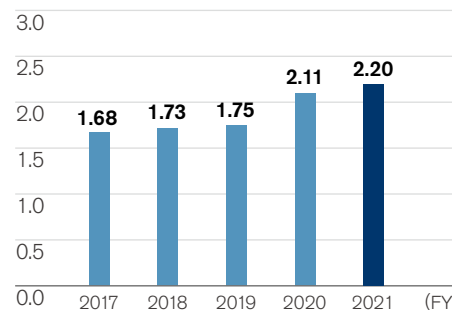
The total energy consumption of our global corporate activities during fiscal 2021 was 7.495 million MWh, 2% decrease from fiscal 2020. This reduction was primarily due to the promotion of energy-saving activities at facilities and a decline in total production volume. Production sites globally accounted for 6.875 million MWh★ of total energy consumption.

★ This figure is subject to assurance by KPMG AZSA Sustainability Co., Ltd. For details, please see here.

[>>> P083](#)

Energy per Vehicle Produced

(MWh/vehicle)



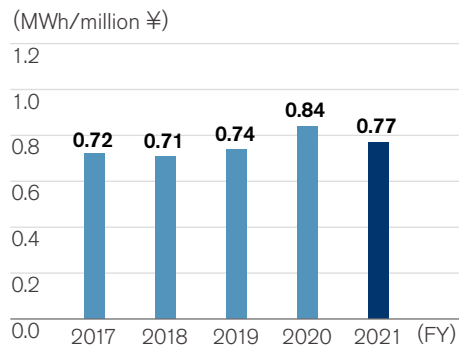
In fiscal 2021, energy per vehicle produced was 2.20MWh increased by 4.5% compared to fiscal 2020.

Data for the Japan region includes the manufacture of powertrains and other components for overseas assembly. Since the denominator is vehicles produced in the region, this tends to result in higher values for Japan.

By region	Unit	2021
Japan	MWh/vehicle	7.06
North America	MWh/vehicle	2.13
Europe	MWh/vehicle	2.36
Other	MWh/vehicle	0.98

Contents		Corporate direction		Environmental		Social		Governance		Data / Index	
Corporate Overview	Environmental Data	Social Data	Governance Data	Editorial Policy	TCFD Content Index	SASB Content Index	GRI Content Index	Quick Guide For Investors			

Energy per Revenue



In fiscal 2021, global Nissan facilities saw energy per revenue result of 0.77MWh, decreased by 8% from 2020. We are taking ongoing steps toward decoupling financial capital generation from energy use.

Carbon Footprint

	Unit	2017	2018	2019	2020	2021
Scope 1	t-CO ₂	912,476	889,444	774,163	754,453	697,851
Scope 2	t-CO ₂	2,394,109	2,339,883	2,105,700	1,631,551	1,541,276
Scope 1+2	t-CO ₂	3,306,584	3,229,327	2,879,864	2,386,004	2,239,127
Japan	t-CO ₂	1,333,335	1,208,303	1,147,686	949,269	990,367
North America	t-CO ₂	683,332	738,234	648,754	529,044	507,584
Europe	t-CO ₂	228,998	221,692	163,553	156,442	112,157
Other	t-CO ₂	1,060,920	1,061,098	919,871	751,250	629,019
Scope 3	t-CO ₂	213,715,000	203,106,900	173,138,601	135,068,055	127,735,901

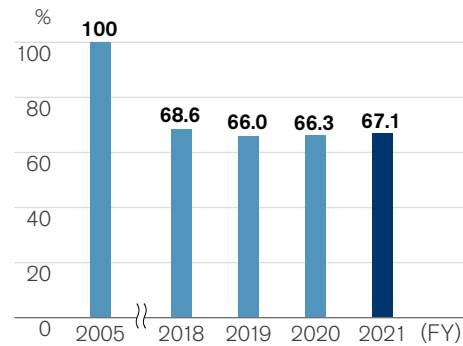
In fiscal 2021, the total of Scope 1 and 2 emissions was 2.239 million tons. Total CO₂ emissions from manufacturing processes were 1.944million tons★ (Scope 1 emissions: 0.622million tons★; Scope 2 emissions: 1.322million tons★).

★ This figure is subject to assurance by KPMG AZSA Sustainability Co., Ltd. For details, please see here.

[>>> P083](#)

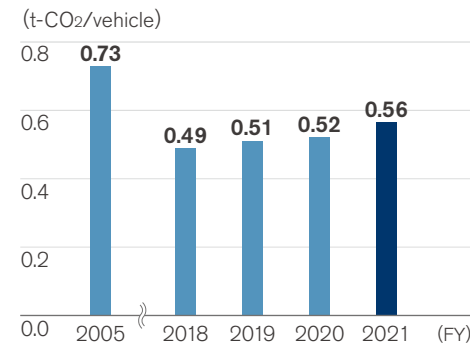
Contents	Corporate direction	Environmental	Social	Governance	Data / Index			
Corporate Overview	Environmental Data	Social Data	Governance Data	Editorial Policy	TCFD Content Index	SASB Content Index	GRI Content Index	Quick Guide For Investors

Corporate Carbon Footprint per Vehicle Sold



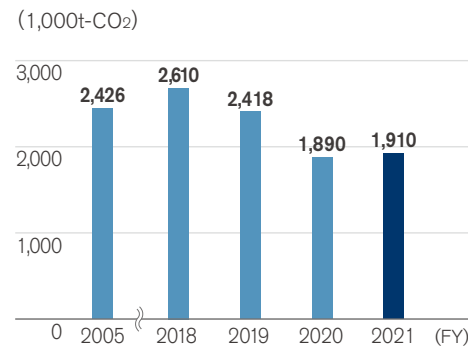
In fiscal 2021, overall corporate emissions were reduced by 32.9% compared to fiscal 2005.

Manufacturing CO₂ per Vehicle Produced

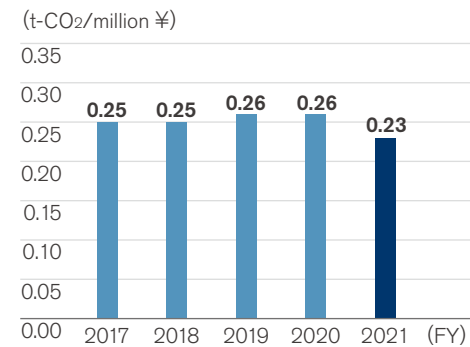


In fiscal 2021, our manufacturing CO₂ emissions per vehicle produced were 0.56 tons, 23.4% less than fiscal 2005.

Carbon Footprint of Manufacturing Activities



Scope 1 and 2 Emissions per Revenue



In fiscal 2021, CO₂ emissions from our global operations were 0.23 ton per ¥1 million of revenue.

Contents	Corporate direction	Environmental	Social	Governance	Data / Index			
Corporate Overview	Environmental Data	Social Data	Governance Data	Editorial Policy	TCFD Content Index	SASB Content Index	GRI Content Index	Quick Guide For Investors

Logistics Volume

(FY)

	Unit	2017	2018	2019	2020	2021
Total	mil ton-km	35,635	34,903	28,288	21,168	22,835
Inbound*	mil ton-km	9,699	10,164	8,083	5,518	7,643
Outbound*	mil ton-km	25,935	24,739	20,205	15,651	15,192

Sea	%	57.6	60.9	63.8	60.2	61.7
Road	%	25.9	23.3	23.0	25.0	24.1
Rail	%	16.1	14.9	12.7	14.3	13.8
Air	%	0.4	0.9	0.6	0.5	0.4

* "Inbound" includes parts procurement from suppliers and transportation of knockdown parts;
 "Outbound" includes transportation of complete vehicles and service parts.

In fiscal 2021, global shipping increased by around 8% compared to the previous fiscal year, to 22,835 million ton-km.

CO₂ Emissions from Logistics

(FY)

	Unit	2017	2018	2019	2020	2021
Total	t-CO ₂	1,567,248	1,482,982	1,144,338	900,234	874,936
Inbound*	t-CO ₂	739,610	762,314	582,957	397,822	366,190
Outbound*	t-CO ₂	827,638	720,667	561,381	502,412	508,746

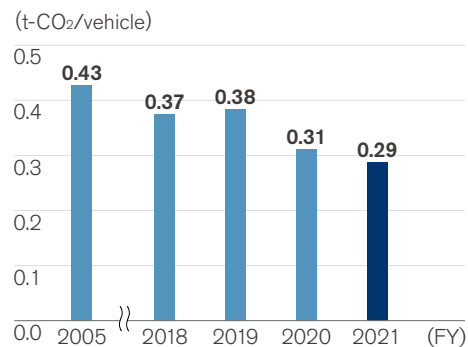
Sea	%	20.0	19.9	21.1	19.9	20.8
Road	%	64.6	60.3	64.1	66.2	65.6
Rail	%	7.0	6.7	5.9	6.6	7.1
Air	%	8.4	13.1	8.9	7.3	6.5

* "Inbound" includes parts procurement from suppliers and transportation of knockdown parts;
 "Outbound" includes transportation of complete vehicles and service parts.

In fiscal 2021, CO₂ emissions from logistics were 874,936 tons, down approximately 3% from the previous fiscal year.

Contents	Corporate direction	Environmental	Social	Governance	Data / Index			
Corporate Overview	Environmental Data	Social Data	Governance Data	Editorial Policy	TCFD Content Index	SASB Content Index	GRI Content Index	Quick Guide For Investors

CO₂ Emissions per Vehicle Transported



In fiscal 2021, CO₂ emissions per vehicle transported were 0.29 tons.

Scope 3 Emissions by Category

We conducted a study based on standards such as the Corporate Value Chain (Scope3) Accounting and Reporting Standard from the GHG Protocol and found that about 90% of our Scope3 emissions were from the use of sold products.

For the fiscal 2021 study, we updated the basis of calculation* for the purchased goods and services which account for about 8% of Scope3 emissions, to make it close the actual amount of raw material used.

* For details of the basis of calculation, please refer. [>>> P084](#)

Category	Unit	2021 (FY)
1.Purchased goods & services	kt-CO ₂	10,002★
2.Capital goods	kt-CO ₂	848
3.Fuel- and energy-related activities	kt-CO ₂	247
4.Upstream transportation & distribution	kt-CO ₂	366
5.Waste generated in operations	kt-CO ₂	118
6.Business travel	kt-CO ₂	19
7.Employee commuting	kt-CO ₂	163
8.Upstream leased assets	kt-CO ₂	0
9.Downstream transportation & distribution	kt-CO ₂	525
10.Processing of sold products	kt-CO ₂	6
11.Use of sold products	kt-CO ₂	114,854★
12.End-of-life treatment of sold products	kt-CO ₂	255
13.Downstream leased assets	kt-CO ₂	332
14.Franchises	kt-CO ₂	0
15.Investments	kt-CO ₂	0
Total	kt-CO ₂	127,736

★ This figure is subject to assurance by KPMG AZSA Sustainability Co., Ltd. For details, please see here. [>>> P083](#)

Carbon Credit

Nissan Motor Iberica, S.A. in Barcelona and Cantabria, Spain, entered EUETS, and the verified allowance earned for fiscal 2021 was 29,480 tons.

Contents	Corporate direction	Environmental	Social	Governance	Data / Index			
Corporate Overview	Environmental Data	Social Data	Governance Data	Editorial Policy	TCFD Content Index	SASB Content Index	GRI Content Index	Quick Guide For Investors

Air Quality

Emissions

In fiscal 2021, NOx and SOx emissions from Nissan manufacturing facilities in Japan were 375 tons and seven tons.

(FY)

	Unit	2017	2018	2019	2020	2021
NOx	ton	619	418	380	364	375
SOx	ton	36	34	14	10	7

Volatile Organic Compounds (VOCs)

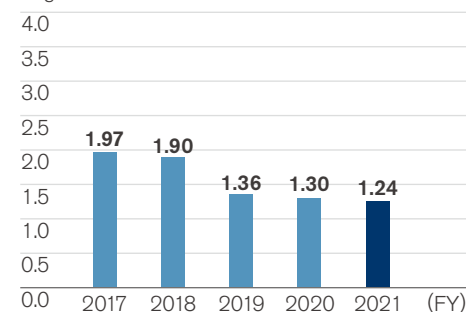
In fiscal 2021, VOCs from manufacturing plants were 4,218 tons globally, a reduction from fiscal 2020. We actively continue to promote activities to reduce VOCs, such as switching to materials including water-based paints.

(FY)

	Unit	2017	2018	2019	2020	2021
Total	ton	10,564	8,433	6,465	4,742	4,218
Japan	ton	3,232	2,188	2,016	1,420	1,362
North America	ton	4,284	3,847	3,135	2,294	2,362
Europe	ton	3,048	2,397	1,315	1,028	493

VOCs per Vehicle Produced (Global)

(Kg/vehicle)



In fiscal 2021, VOCs per vehicle produced were 1.24kg

(FY)

By region	Unit	2021
Japan	kg/vehicle	3.05
North America	kg/vehicle	2.54
Europe	kg/vehicle	1.79

Contents	Corporate direction	Environmental	Social	Governance	Data / Index			
Corporate Overview	Environmental Data	Social Data	Governance Data	Editorial Policy	TCFD Content Index	SASB Content Index	GRI Content Index	Quick Guide For Investors

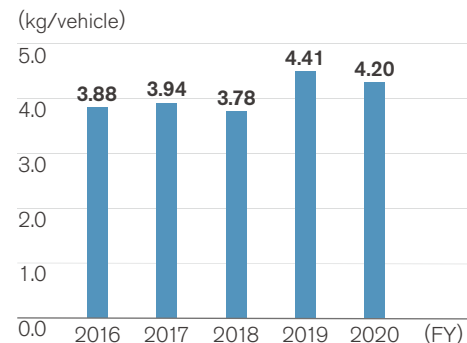
Released Substances Designated by PRTR Law* (Japan)

In fiscal 2020, released substances designated by the PRTR (Pollutant Release and Transfer Register) Law in Japan were 2,173 tons, decrease from fiscal 2019.

	Unit	2017	2018	2019	2020
Japan site total	ton	3,887	3,406	3,339	2,173
Oppama	ton	796	715	1,022	697
Tochigi	ton	920	655	467	394
Kyushu	ton	1,697	1,573	1,391	1,042
Yokohama	ton	20	25	21	9
Iwaki	ton	62	54	62	6
NTC	ton	388	378	351	3
Zama Operation Center	ton	4	7	26	22

* The table shows chemical substance emissions calculated based on the Japanese government PRTR guidelines. PRTR emissions show total volume excluding substances adherent to the product.

PRTR Emissions per Vehicle Produced (Japan)

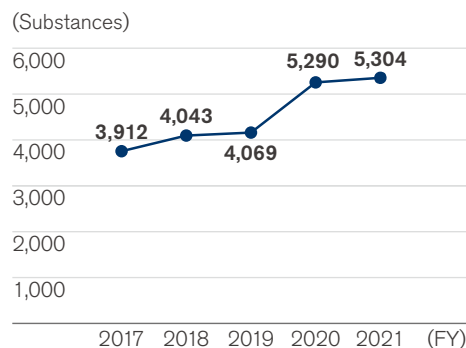


In fiscal 2020, PRTR emissions per vehicle produced in Japan were 4.20 kg, a decrease from fiscal 2019.

Contents	Corporate direction	Environmental	Social	Governance	Data / Index			
Corporate Overview	Environmental Data	Social Data	Governance Data	Editorial Policy	TCFD Content Index	SASB Content Index	GRI Content Index	Quick Guide For Investors

Resource Dependency: Achievements in Reuse

Proper Use of Regulated Chemical Substances



Nissan revised its standard for the assessment of hazards and risks in the Renault-Nissan Alliance, actively applying restrictions to substances not yet covered by regulations but increasingly subject to consideration around the world. As a result, the number of substances covered by

the Nissan Engineering Standard in fiscal 2021 rose to 5,304. These steps are thought to be necessary for future efforts in the repair, reuse, remanufacture, and recycle loop for resources.

Click here for more information on chemical substances governance.
[>>> P072](#)

Recycled Plastic Usage in Vehicle

We are making efforts to expand the use of recycled plastic in our vehicles, as well as developing technologies for this. Recycled plastic use in fiscal 2021 was 5%, based on the rate achieved by our best-selling model in Europe.

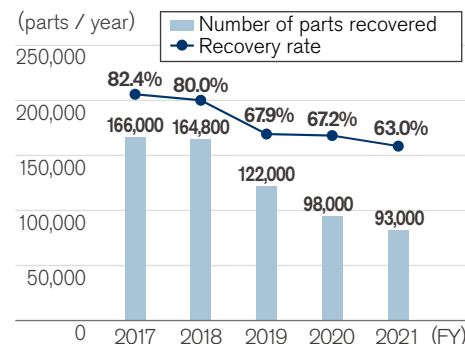
Automotive Shredder Residue to Landfill Ratio

After removing ferrous and nonferrous metals from ELVs, in accordance with the End-of-Life Vehicle Recycling Law in Japan, the ratio of ASR taken to landfills for final disposal was zero in fiscal 2021 as same as 2020's result. This was achieved by enhancing recycling capability through the acquisition of additional facilities that comply with the law.

Material Ratio

In 2021, ferrous metals accounted for 60% of the materials used in our automobiles by weight. Nonferrous metals made up another 14% and resins 15%, with miscellaneous materials making up the final 12%. To further reduce our use of natural resources, we are advancing initiatives to expand the use of recycled materials in each of these categories.

Recovered Bumpers



The number of bumpers collected in fiscal 2021 was 93,000, and the recovery rate decreased by 4.2 points.

Contents	Corporate direction	Environmental	Social	Governance	Data / Index			
Corporate Overview	Environmental Data	Social Data	Governance Data	Editorial Policy	TCFD Content Index	SASB Content Index	GRI Content Index	Quick Guide For Investors

Resource Dependency (Facility Waste)

Waste

Waste generated globally in fiscal 2021 amounted to 158,199 tons, a increase from 153,160 tons in fiscal 2020. Waste generated globally from production sites in fiscal 2021 was 150,945 tons★.

★ This figure is subject to assurance by KPMG AZSA Sustainability Co., Ltd. For details, please see here.

[>>> P083](#)

(FY)

	Unit	2017	2018	2019	2020	2021
Total	ton	152,674	206,645	199,470	153,160	158,199

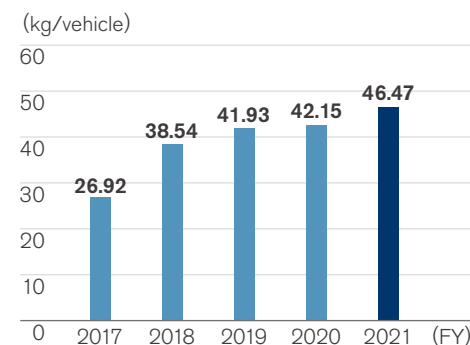
By region

Japan	ton	61,327	69,829	63,294	48,921	52,386
North America	ton	35,177	64,514	58,970	48,043	51,062
Europe	ton	45,268	49,662	50,205	31,868	33,895
Other	ton	10,903	22,639	27,001	24,328	20,857

By treatment method

Waste for disposal	ton	8,041	7,231	6,365	6,539	7,208
Recycled	ton	144,633	199,414	193,105	146,621	150,991

Waste per Vehicle Produced



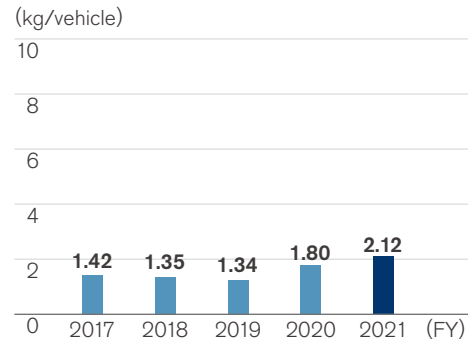
In fiscal 2021, waste per vehicle produced increased to 46.47 kg

(FY)

By region	Unit	2020	2021
Japan	kg/vehicle	94.62	117.46
North America	kg/vehicle	50.41	54.90
Europe	kg/vehicle	94.85	122.81
Other	kg/vehicle	13.31	11.91

Contents	Corporate direction	Environmental	Social	Governance	Data / Index			
Corporate Overview	Environmental Data	Social Data	Governance Data	Editorial Policy	TCFD Content Index	SASB Content Index	GRI Content Index	Quick Guide For Investors

Waste for Disposal per Vehicle Produced



In fiscal 2021, the volume of waste for disposal was increased to 2.12 kg per vehicle produced.

Contents	Corporate direction	Environmental	Social	Governance	Data / Index			
Corporate Overview	Environmental Data	Social Data	Governance Data	Editorial Policy	TCFD Content Index	SASB Content Index	GRI Content Index	Quick Guide For Investors

Water Resource Management

Water Input for Corporate Activities

In fiscal 2021, water input for corporate activities was 20,090 thousand m³, a 5.1% decrease compared with the fiscal 2020 level. In fiscal 2021, water input from production sites was 19,495 thousand m³★.

★ This figure is subject to assurance by KPMG AZSA Sustainability Co., Ltd. For details, please see here.

[>>> P083](#)

(FY)						
	Unit	2017	2018	2019	2020	2021
Total	thousand m ³	26,197	26,420	23,656	21,159	20,090
Japan	thousand m ³	13,115	13,022	11,918	10,797	10,317
North America	thousand m ³	4,905	4,930	4,768	3,888	4,047
Europe	thousand m ³	2,155	2,093	1,792	1,373	1,404
Other	thousand m ³	6,023	6,376	5,178	5,101	4,322

Water Discharge from Corporate Activities

The total amount of water discharged in corporate activities in fiscal 2021 was 13,986 thousand m³, an increase of 2.7% compared to fiscal 2020.

(FY)

	Unit	2017	2018	2019	2020	2021
Total	thousand m ³	17,410	17,345	15,391	13,624	13,986
Japan	thousand m ³	10,376	10,472	9,496	8,474	8,771
North America	thousand m ³	3,382	3,190	2,746	2,351	2,565
Europe	thousand m ³	1,564	1,539	1,389	1,094	1,073
Other	thousand m ³	2,088	2,143	1,760	1,705	1,577

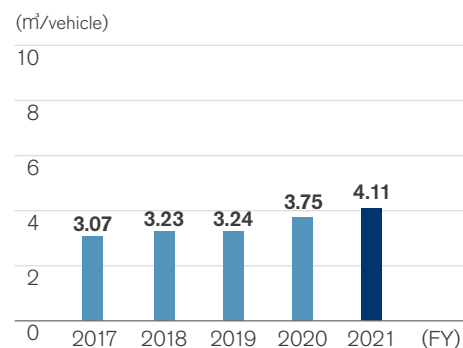
Quality

Chemical oxygen demand (COD) Japan only*	kg	28,791	25,965	22,269	18,017	19,941
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* The calculation method has been revised and the figures for 2017-2020 have been updated.

Contents	Corporate direction	Environmental	Social	Governance	Data / Index			
Corporate Overview	Environmental Data	Social Data	Governance Data	Editorial Policy	TCFD Content Index	SASB Content Index	GRI Content Index	Quick Guide For Investors

Water Discharge from Corporate Activities (Per Vehicle Produced)



In fiscal 2021, water discharge per vehicle produced was 4.11m³, which was a 9.6% increase compared to fiscal 2020.

By region	Unit	2020	2021
Japan	m ³ /vehicle	16.39	19.67
North America	m ³ /vehicle	2.47	2.76
Europe	m ³ /vehicle	3.26	3.89
Other	m ³ /vehicle	0.93	0.90

Data for the Japan region includes the manufacture of powertrains and other components for overseas assembly. Since the denominator is vehicles produced in the region, this tends to result in higher values for Japan.

Water Consumption in Corporate Activities

The total amount of water consumed in corporate activities in fiscal 2021 was 6,103 thousand m³, a decrease of 19.0% compared to fiscal 2020.

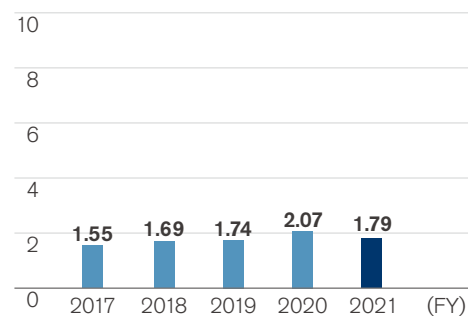
	Unit	2017	2018	2019	2020	2021
Total	1,000m ³	8,787	9,075	8,265	7,535	6,103
Japan	1,000m ³	2,739	2,550	2,422	2,323	1,546
North America	1,000m ³	1,523	1,740	2,022	1,537	1,481
Europe	1,000m ³	591	554	403	279	331
Other	1,000m ³	3,935	4,233	3,418	3,396	2,745

* Based on GRI 303, total water consumption is total water withdrawn minus total water discharged as calculated by Nissan.

Contents	Corporate direction	Environmental	Social	Governance	Data / Index			
Corporate Overview	Environmental Data	Social Data	Governance Data	Editorial Policy	TCFD Content Index	SASB Content Index	GRI Content Index	Quick Guide For Investors

Water Consumption in Corporate Activities (Per Vehicle Produced)

(m³/vehicle)



Water consumed per vehicle produced in fiscal 2021 was 1.79m³, a 14% decrease from fiscal 2020.

(FY)

By region	Unit	2020	2021
Japan	m ³ /vehicle	4.49	3.47
North America	m ³ /vehicle	1.61	1.59
Europe	m ³ /vehicle	0.83	1.20
Other	m ³ /vehicle	1.86	1.57

Contents		Corporate direction		Environmental		Social		Governance		Data / Index	
Corporate Overview	Environmental Data	Social Data	Governance Data	Editorial Policy	TCFD Content Index	SASB Content Index	GRI Content Index	Quick Guide For Investors			

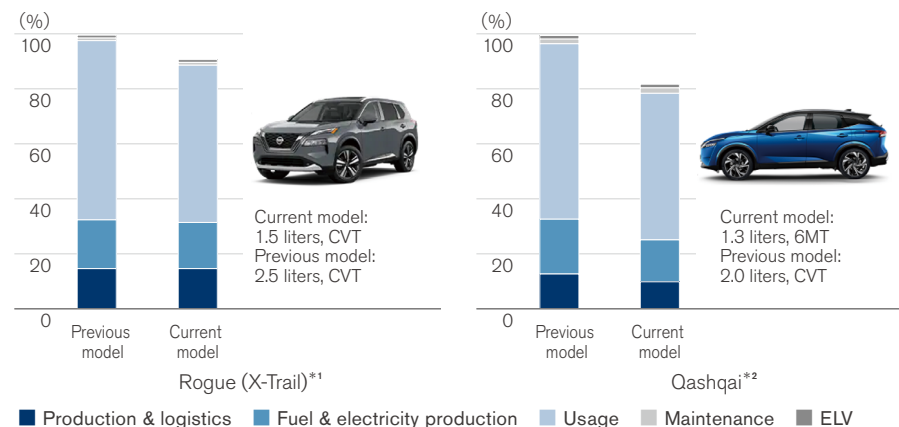
Strengthening Our Business Foundations to Address Environmental Issues

Global Top-Selling Model's Life Cycle Improvements

We have been expanding the application of the LCA method and enhancing the understanding of the environmental impact of our products in quantitative terms, especially our best-selling models worldwide. Coverage on a unit basis has reached approximately 80% of models globally and approximately 90% in Europe.

With the Qashqai and Rogue (X-trail), for example, improvements in internal combustion engine efficiency and vehicle weight reduction have led to both enhanced safety features and lower CO₂ emissions.

Life Cycle CO₂ Equivalent Emissions (CO₂, CH₄, N₂O, etc.)



*¹ Production in the U.S., 120,000 miles driven in the U.S. (basis for comparison).

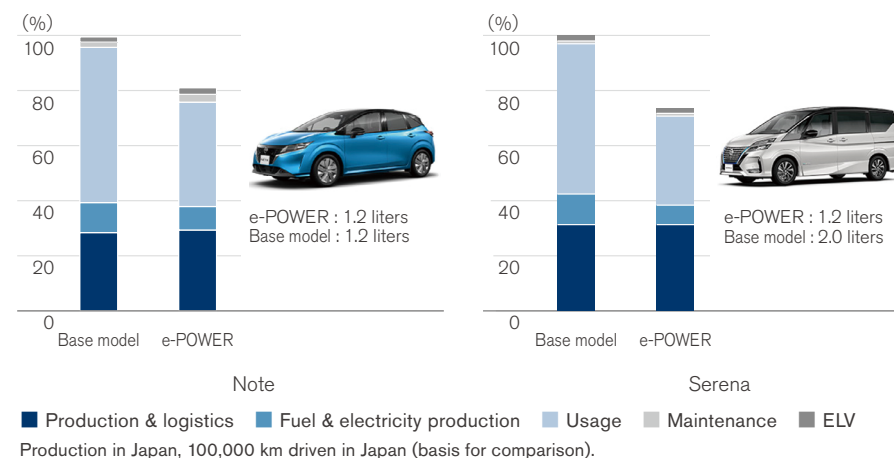
*² Production in EU, 150,000 km driven in EU (basis for comparison).

LCA Comparison for e-POWER Models

Nissan introduced its new e-POWER powertrain in 2016, marking another significant milestone in the electrification strategy with lifecycle emission improvements.

Compared to their gasoline-powered counterpart models, the Note e-POWER and Serena e-POWER have achieved a 19% and 27% reduction in CO₂ emissions, respectively.

Life Cycle CO₂ Equivalent Emissions (CO₂, CH₄, N₂O, etc.)

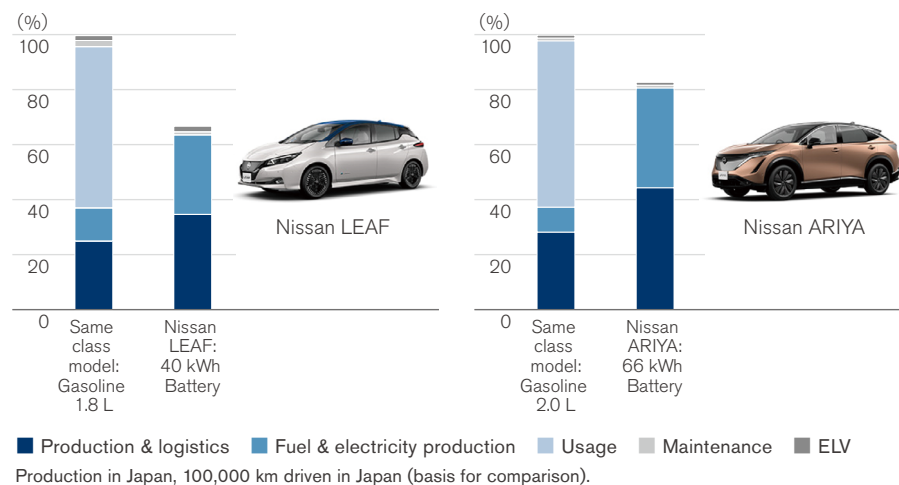


Contents		Corporate direction		Environmental		Social		Governance		Data / Index	
Corporate Overview	Environmental Data	Social Data	Governance Data	Editorial Policy	TCFD Content Index	SASB Content Index	GRI Content Index	Quick Guide For Investors			

LCA Comparison of EV Models

Compared to conventional vehicles of the same class in Japan, the Nissan LEAF results in approximately 32% lower CO₂ emissions during its life cycle. The “Nissan Ariya” launched in 2022 achieves both further improvement of EV product performance and reduction of environmental impact. It extends EV driving range and reduces lifecycle CO₂ emissions by approximately 18% compared to same segment gasoline-powered models in Japan. Nissan will keep reducing the environmental impact from the entire life cycle of electric vehicles.

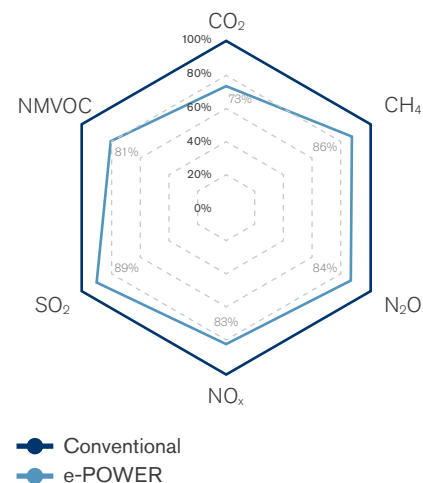
Life Cycle CO₂ Equivalent Emissions (CO₂, CH₄, N₂O, etc.)



Life Cycle Improvements beyond Climate Change

Nissan is expanding the scope of LCAs to include not just greenhouse gases but also a variety of chemicals amid growing societal concerns over air quality and ocean acidification and eutrophication. Our compared to conventional gasoline engine significantly more environmentally friendly, achieving 11% and 27% emission reductions for all targeted chemical substances and achieving environmental benefits throughout its lifecycle.

Emissions Improvement in the Serena e-POWER over Its Life Cycle



Production in Japan, 100,000 km driven in Japan.

Contents	Corporate direction	Environmental	Social	Governance	Data / Index			
Corporate Overview	Environmental Data	Social Data	Governance Data	Editorial Policy	TCFD Content Index	SASB Content Index	GRI Content Index	Quick Guide For Investors

Material Balance

Input

(FY)

	Unit	2020	2021
Raw materials	ton	4,665,300	3,758,427
Energy	MWh	7,655,514	7,495,492
Renewable energy	MWh	246,998	289,067
Water withdrawal	thousand m ³	21,159	20,090

Output

(FY)

	Unit	2020	2021
Vehicles produced			
Global production volume	k unit	3,634	3,404
CO ₂ emissions	t-CO ₂	2,567,819	2,239,127
Water discharge	thousand m ³	13,624	13,986
Emissions			
NO _x	ton	364	375
SO _x	ton	10	7
VOC	ton	4,742	4,218
Waste			
For recycling	ton	146,621	150,991
For final disposal	ton	6,539	7,208

Contents	Corporate direction	Environmental	Social	Governance	Data / Index			
Corporate Overview	Environmental Data	Social Data	Governance Data	Editorial Policy	TCFD Content Index	SASB Content Index	GRI Content Index	Quick Guide For Investors

Environmental Conservation Cost

(FY)

	Unit	2020		2021	
		Investment	Cost	Investment	Cost
Total	mil ¥	1,822	151,675	4,144	125,145
Business area	mil ¥	15	1,601	91	1,713
Upstream/ downstream	mil ¥	0	517	0	407
Management	mil ¥	0	12,131	0	12,899
R&D	mil ¥	1,807	137,296	4,053	109,824
Social activities	mil ¥	0	92	0	87
Damage repairs	mil ¥	0	39	0	215

(FY)

	Unit	2020	2021
Total	mil ¥	5,466	8,816
Cost reduction	mil ¥	408	192
Profit	mil ¥	5,058	8,623

* All environmental costs are based on the guidelines provided by Japan's Ministry of the Environment, and calculated for activities in Japan only.

Contents	Corporate direction	Environmental	Social	Governance	Data / Index			
Corporate Overview	Environmental Data	Social Data	Governance Data	Editorial Policy	TCFD Content Index	SASB Content Index	GRI Content Index	Quick Guide For Investors

Social Data

Employee Data

(FY)

		2019	2020	2021
Nissan Motor Co., Ltd.				
Number of employees		22,717	22,827	23,166
	Male	20,100	20,199	19,862
	Female	2,617	2,628	3,304
Average age (years)		41.4	41.6	41.9
	Male	41.8	42.0	42.1
	Female	38.3	38.5	40.7
Average length of service (years)		17.7	16.9	17
	Male	18.1	17.4	17.8
	Female	13.9	13.4	12
Employee turnover rate (%) ^{*1}		6.6	4.6	5.3
	Voluntary leave	3.1	2.4	2.6
Average annual salary (yen) ^{*2}		8,102,672	7,965,467	8,110,304
Disabled employment ratio (%)		2.22	2.33	2.50
Number of employees taking parental leave		379	413	430
	Male	44	96	122
	Female	335	317	308
Male employee parental leave acquisition rate (%) ^{*3}		7	24	20.6
Ratio of returnees from parental leave (%)		95.6	98.3	98.9
	Male	97.2	100	98.5
	Female	95.2	96.6	99.0
Number of employees taking nursing care leave		7	17	8
	Male	3	13	6
	Female	4	4	2
Days of paid holiday taken		19.5	17.5	20
Taken paid holiday ratio (%)		99	89	102
Average overtime hours/month		24.16	18.75	24.08
Number of unionized employees ^{*4}		26,316	26,503	26,108

		2019	2020	2021
Number of female managers		325	334	331
	Ratio (%)	10.1	10.4	10.3
- Female general and higher-level managers		80	92	92
	Ratio (%)	7.4	8.6	8.5
Number of female corporate officers		2	2	2
	Ratio (%)	4.1	3.9	3.9
Number of female board members		2	2	2
	Ratio (%)	16.7	16.7	16.7
- Female board members (internal)		0	0	0
	Ratio (%)	-	-	-
- Female board members (external)		2	2	2
	Ratio (%)	28.6	28.6	28.6
Number of new hires		1,479	828	986
	Male	1,296	715	860
	Female	183	113	126

^{*1} Employee turnover rate includes retirement.

^{*2} Average annual salary for employees includes bonuses and overtime pay.

^{*3} Ratio of male employees taking parental leave:

(Numerator) Number of male employees who take parental leave at least 1 day in the year.

(Denominator) Number of male employees whose spouses give birth in the year.

^{*4} Number of unionized employees includes full-time employees, Senior Partners (reemployment after retiring) and contract employees. Number of unionized employees includes those of Nissan Motor Kyushu.

Contents	Corporate direction	Environmental	Social	Governance	Data / Index			
Corporate Overview	Environmental Data	Social Data	Governance Data	Editorial Policy	TCFD Content Index	SASB Content Index	GRI Content Index	Quick Guide For Investors

Consolidated Basis

(FY)

	2019	2020	2021
Consolidated			
Consolidated number of employees*	136,134 (22,761)	131,461 (16,092)	134,111 (15,743)
Japan	58,134	58,577	60,145
North America	36,148	35,120	36,969
Europe	14,824	13,891	12,826
Asia	21,023	18,745	18,367
Other countries	6,005	5,128	5,804

* Numbers in brackets represent part-time employees not included in the consolidated number of employees.

Trade union

Most of the company's employees are affiliated with the Nissan Motor Workers' Union, for which the governing body is the All Nissan and General Workers Unions, and the Japanese Trade Union Confederation (RENGO) through the Confederation of Japan Automobile Workers' Unions. The labor management relations of the company are stable, and the number of union members was 26,108 including those of Nissan Motor Kyushu as of March 31, 2022. At most domestic Group companies, employees are affiliated with their respective trade unions on a company basis, and the governing body is the All Nissan and General Workers Unions. At foreign Group companies, employees' rights to select their own trade unions are respected according to the relevant labor laws and labor environment in each country. Countries with unionized operations (only countries with consolidated vehicle assembly plant) is 70% (7/10 countries).

Traffic Safety

Enhancements to Nissan's Safety Technology and External Ratings Received

Intelligent Emergency Braking* is available on nearly all vehicle categories sold in Japan, including EVs and commercial vehicles, and standard on all major models. In North America and Europe also, 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. In particular in Japan, from fiscal 2020 JNCAP (Japan New Car Assessment Program) commenced comprehensive assessments in its "Car Safety Performance" evaluations encompassing the three assessment areas of collision performance ratings, preventative safety performance ratings, and automatic accident emergency call devices. To receive the highest score of five stars, high scores must be achieved in each assessment area (automatic accident emergency call devices are a fitment requirement). Following on from the Nissan DAYZ in fiscal 2020, in "Car Safety Performance 2021" for fiscal 2021 the Nissan ROOX, Note/Note Aura, and Nissan Kicks received five stars, a testament to their overall safety performance. Furthermore, a certification system for advanced safety technology was launched by the Ministry of Land, Infrastructure, Transport and Tourism in fiscal 2018. In fiscal 2020, the scope of devices subject to this system was expanded, and by fiscal 2021 10 models and 29 types equipped with intelligent emergency braking and pedal misapplication prevention devices (Nissan DAYZ, Nissan ROOX, Note, Serena, Nissan LEAF, March, Clipper series, and Elgrand) had been approved.

*Automatic Emergency Braking in North America

Contents	Corporate direction	Environmental	Social	Governance	Data / Index			
Corporate Overview	Environmental Data	Social Data	Governance Data	Editorial Policy	TCFD Content Index	SASB Content Index	GRI Content Index	Quick Guide For Investors

Major External Safety Ratings (Based on 2021 Assessments)

Regions	External Assessments	Models	Rating
Japan	JNCAP*1 Car Safety Performance 2021	Nissan ROOX	5★ (Highest score)
		Note/Note Aura	5★ (Highest score)
		Nissan Kicks	5★ (Highest score)
U.S.	NCAP*2	Nissan LEAF, Nissan LEAF Plus, Murano, Altima, Maxima, Sentra, Versa, INFINITI QX50	5★ Overall Rating (2022 model year)
		TITAN (Crew Cab), Rogue, Nissan Kicks	4★ Overall Rating (2022 model year)
	IIHS*3	Maxima, Altima, Rogue, Murano	2022 Top Safety Pick+
		Sentra	2022 Top Safety Pick
Europe	Euro NCAP	Qashqai	5★

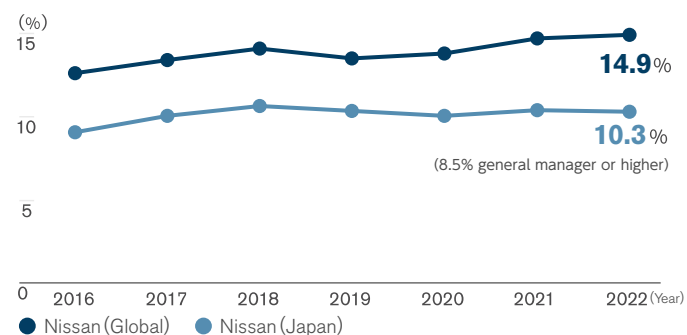
*1 JNCAP: Japan New Car Assessment Program. An automobile assessment program run by the Ministry of Land, Infrastructure, Transport and Tourism and the National Agency for Automotive Safety and Victims' Aid (NASVA)

*2 NCAP: U.S. National Highway Traffic Safety Administration's New Car Assessment Program

*3 IIHS: U.S. Insurance Institute for Highway Safety

Diversity and Inclusion

Ratio of Women in Management Positions



Contents	Corporate direction	Environmental	Social	Governance	Data / Index			
Corporate Overview	Environmental Data	Social Data	Governance Data	Editorial Policy	TCFD Content Index	SASB Content Index	GRI Content Index	Quick Guide For Investors

Nissan's Awards for Diversity *

Year	Award	Sponsor
2022	Best Places to Work LGBTQ+ 2022 (For the third consecutive year)*1	Human Rights Campaign (Mexico)
2021	Gold Award in PRIDE Index (For the fifth consecutive year)	Work with Pride
2021	America's Top Corporations for Women's Business Enterprises (WBEs) *2	Women's Business Enterprises National Council (WBENC) (U.S.)
2021	Regional Automotive Corporation of the Year*2	Southern Region Minority Supplier Development Council, Inc. (U.S.)
2021	Top 100 Ideal Employer for Interns (For the sixth consecutive year)*3	The Canadian Universum Survey (Canada)
2021	Great Place to Work® (For the third consecutive year)*3	Great Place to Work® Institute (Canada)
2021	Pride 365 Certification*4	InterPride (UK)
2017	Perfect Score (100) in Corporate Equality Index (For the fifth consecutive year)*2	Human Rights Campaign (U.S.)
2017	Level-three Eruboshi accreditation	Kanagawa Labor Bureau, Ministry of Health, Labour and Welfare (MHLW)
2017	Nadeshiko Brand (For the fifth consecutive year)	Ministry of Economy, Trade and Industry(METI) and Tokyo Stock Exchange(TSE)
2015	Incentive prize, Empowerment Award	Japan Productivity Center
2015	Platinum Kurumin Mark	Kanagawa Labor Bureau, MHLW
2015	Prize for excellence, 15th Telework Promotion Awards	Japan Telework Association
2015	Japan's Minister of State for Special Missions Prize, Advanced Corporation Awards for the Promotion of Women	Gender Equality Bureau, Cabinet Office
2014	DiversityInc Top 25 Noteworthy Companies for Diversity & Inclusion*2	DiversityInc (U.S.)
2013	Diversity Management Selection 100	METI
2013	Grand Prize, J-Win Diversity Awards	J-Win
2008	Catalyst Award	Catalyst Inc. (U.S.)

* In the United States, Nissan has also received awards other than those listed above.

*1 Awarded to NR Finance Mexico.

*2 Awarded to Nissan North America, Inc. (NNA).

*3 Awarded to Nissan Canada, Inc. (NCI).

*4 Awarded to NISSAN MOTOR (GB)LIMITED (NMGB).



Contents	Corporate direction	Environmental	Social	Governance	Data / Index			
Corporate Overview	Environmental Data	Social Data	Governance Data	Editorial Policy	TCFD Content Index	SASB Content Index	GRI Content Index	Quick Guide For Investors

Product Safety and Quality

Recalls in FY 2021*1

Country/Region	Number of Recalls	Recalled Vehicles (1,000 units)
Japan	11	504
North America	25	3,149
Europe	9	56
Other	20	381
Global	47*2	4,090

*1 Since they are source from internal data, these figures may differ from data published by government authorities.

*2 The total number of recalls is calculated by counting each recall measure as one case; therefore, the aggregate number of recalls by country/region does not sum to the global total.

Human Resource Development

Training Program Achievements at Nissan Motor Co., Ltd.

Performance Indicators for Training Programs	FY2019	FY2020	FY2021
Number of learners	330,784	304,225	395,448
Total hours of training	549,490	250,251	328,783
Hours per learner	24.3	11.1	14.3
Learner satisfaction (out of 5)	over 4.2	over 4.2	over 4.2
Investment per employee (¥)	83,000	64,000	67,000

The fiscal year labels in previous reports had been incorrect, and they have been fixed in this report.

Contents	Corporate direction	Environmental	Social	Governance	Data / Index			
Corporate Overview	Environmental Data	Social Data	Governance Data	Editorial Policy	TCFD Content Index	SASB Content Index	GRI Content Index	Quick Guide For Investors

Contributing to Local Communities

Social Contribution Achievements in FY2021

Global social contributions (FY2021): ¥2.27 billion

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

Breakdown of FY2021 Global Social Contributions

	Philanthropic activities	Monetary donations	In-kind donations (cash equivalent)	Sponsorships, etc.	Total
Amount (¥ million)	739	1,112	230	191	2,272
% of total	32.5	49.0	10.1	8.4	100

	Disaster	Contribution in FY2020
	Donations for disaster relief	<p>Emergency aid to Henan Province (especially Zhengzhou area) to support their flood relief and recovery efforts (China)</p> <p>Nissan lights up communities affected by Typhoon Rai with the LEAF (Philippines)</p> <p>Support for flood victims in Sukhothai, Chaiyaphum and Lopburi provinces (Thailand)</p>

<Other Emergency Humanitarian Assistance>

Assistance for the humanitarian crisis in Ukraine: Donation of 1 million euros to non-profit organizations the Red Cross and Japan Platform.

Contents		Corporate direction		Environmental		Social		Governance		Data / Index	
Corporate Overview	Environmental Data	Social Data	Governance Data	Editorial Policy	TCFD Content Index	SASB Content Index	GRI Content Index	Quick Guide For Investors			

Governance Data

Overview of Corporate Governance (as of March 31, 2022)

Organization form	Company with three statutory committees
Chairperson of the Board of Directors	Independent outside director
Number of directors	12
Number of independent outside directors	7
Number of female directors	2
Chairperson of the Nomination Committee	Independent outside director
Number of directors	6
Number of independent outside directors	5
Number of female directors	1
Chairperson of the Compensation Committee	Independent outside director
Number of directors	4
Number of independent outside directors	4
Number of female directors	2
Chairperson of the Audit Committee	Independent outside director
Number of directors	5
Number of independent outside directors	4
Number of female directors	1

* Click here for more information on Corporate Governance.
<https://www.nissan-global.com/EN/SUSTAINABILITY/GOVERNANCE/>

Status of Attendance at Meetings of the Board of Directors and Committees in FY 2021 (April 2021 through March 2022)

Board of Directors		Number of times Board of Directors meetings were convened	14
		Average attendance ratio per meeting	98.8%
Committee	Nomination Committee	Number of times Nomination Committee meetings were convened	7
		Average attendance ratio per meeting	97.6%
	Compensation Committee	Number of times Compensation Committee meetings were convened	12
		Average attendance ratio per meeting	100%
	Audit Committee	Number of times Audit Committee meetings were convened	15
		Average attendance ratio per meeting	100%

* Click here for more information on Corporate Governance.
<https://www.nissan-global.com/EN/SUSTAINABILITY/GOVERNANCE/>