



# For Our Customers

## Providing Nissan Quality

**Nissan aims to provide products and services that surpass the expectations of our customers. To achieve this goal we must be sincere in our thinking and bold in our actions. While maximizing quality through continuous improvements to performance, we must also be unceasing in our quest for creativity. It is through the combination of efforts in all of these areas that Nissan can help to create an automobile society that provides safety and peace of mind.**

**A Lifetime Guarantee**  
A global take on quality management and production control

It is customers, not Nissan employees, who pass final judgment on the quality of our products. Indeed, our quality is defined in terms of the appraisals we receive from our customers. We believe that listening to these stakeholders' comments and sincerely taking them to heart is the starting point from which we can work to meet their expectations.

At Nissan we have defined three quality categories, basing them on a consideration of the customers' perspective. The first is the "ordinary quality" of our products—the peace of mind that our customers expect from their vehicles as a matter of course. Next is the products' "attractiveness quality," that which makes Nissan cars attractive to drive. Third is "sales and service quality," a category that boosts satisfaction for the customers dealing with our company. We use customer satisfaction surveys to determine objectively whether we are meeting customer expectations in these three categories. The results of these surveys, carried out in different regions worldwide by independent consumer research organizations, are put to work to improve quality.

Our guarantee goes beyond the quality of the car itself. Quality must be guaranteed at every stage in the lifetime of a car, from the development and production of a new model to distribution, sales and after-sales service. In 2004 Nissan appointed its first product quality director (POD), a position directly responsible for guaranteeing the lifetime quality of vehicles. The POD successfully improved product quality in

### New technical centers in Japan and China

Our Nissan Value-Up business plan includes a goal of 70 production launches worldwide during the three years through fiscal 2007. Our main task in pursuing this goal is to achieve optimum efficiency while ensuring that all our cars, from the first vehicles to roll off the lines, maintain the high standards of quality that Nissan customers have come to expect. To help achieve this goal, Nissan will establish the Global Production Engineering Center (GPEC), opening its doors in March 2007 at the Zama Operations Center in

Kanagawa Prefecture. The GPEC will conduct intensive prototyping and analysis of new car models to find ways to boost quality, sharing these methods with Nissan factories everywhere to achieve a uniformly high level of quality worldwide.

Dongfeng Motor Co., Ltd., Nissan's joint venture with Dongfeng Automotive Investment, has also moved to boost quality with the March 2006 completion of the Dongfeng Nissan Technical Center (DNTC) in the Huadu district of Guangzhou, China.

Through close collaboration with Nissan engineering facilities in Japan and elsewhere around the world, the DNTC will develop new models for the Chinese market jointly with Nissan and support them throughout their lifecycles. The center will also work to source more parts domestically and reduce costs by developing close ties with local suppliers. Another DNTC focus will be on providing value to Chinese customers in the form of high-quality cars outfitted with the latest technologies.



The Global Quality Meeting held at Nissan headquarters

North America, one of our major markets, by overseeing reforms in the areas of product quality management and production control. Quality-control personnel from every production facility in North America attend monthly quality meetings, and under the lead of the PQD they tackle issues by sharing information on production and sales facilities throughout the region. Furthermore, quality control personnel from Nissan's Global Headquarters in Tokyo visit production bases in China, Southeast Asia, Australia, South Africa, the Middle East, Brazil, Mexico and Taiwan every year to gauge progress in the quality management field.

**Transparent, Fair Recalls**  
**Responding promptly to customers and the market**

The opinions and inquiries we receive from our customers are a vital information resource to use in improving our quality. In October 2005 we launched a specialized department to handle tasks in this area: the Field Quality

Investigation Analyst Center. Staff from the planning, development, quality and other departments of Nissan gather together with suppliers at this FQIA to analyze the points raised by our customers and to find prompt solutions to problems. The initial phase of the FQIA rollout took place in Japan, the United States and Europe in the fall of 2005, and in fall 2006 the center will begin full global operations.

It is the duty of a manufacturer to make every possible effort to ensure that there are no defects in its products. Automobiles are extremely complex industrial products, though, and unfortunately, unexpected defects do occur at times. Nissan is fully prepared to carry out prompt recalls of its cars if this is judged necessary, placing the safety of its customers first. Underlying our recall policy is our commitment to objective, accurate analysis—any decision to recall a car is made purely on technical grounds, with other business considerations playing no part whatsoever. This ensures that recalls are carried out in a transparent and fair manner.

For Our Customers

Messages for Our Stakeholders



**Gerald Hale**  
 Department Manager  
 Parts Quality Engineering,  
 Smyrna Plant  
 Nissan North America Inc. (USA)

**Continual Improvement Integral to the Value-Up Commitment**

I believe an important ingredient to sustained success is the willingness to compare your practices to the best in the industry and having the courage and sense of urgency to change when deficiencies are found. The group in which I now work—Parts Quality Engineering—was a direct result of benchmarking activity with other Nissan and competitor plants. Our research made clear that we had an opportunity to improve our approach to controlling purchased parts quality. Our company quickly responded by establishing our team, which is currently concentrating on improving purchased parts

quality for the next-generation Altima and its hybrid version. The more we challenge ourselves to improve, the closer we come to achieving our Value-Up commitments, and the greater the value we can create for all of our customers.



### Technical skills contest for service advisors (China)

In August 2005 Dongfeng Motor Co., Ltd., a joint venture between Nissan and Dongfeng Automotive Investment, hosted the first-ever technical skills contest for service advisors in China. The contest attracted entrants from 149 companies throughout the nation. Eight

male and seven female service advisors made it through the regional heats, competing in their day-to-day customer-relations tasks and their follow-up telephone calls. Overall assessments were based on how closely the competitors' customer-

handling skills matched with the guidelines of the Nissan Sales and Service Way program, as well as their ability to tailor service to each customer's specific needs.

### Grasping Customer Needs Handling 180,000 inquiries a year

Nissan maintains call centers in every region worldwide, allowing all our customers to contact the company directly with questions and comments. At just one of these locations, the Japan Customer Support Center, we receive some 180,000 telephone inquiries annually. We are now strengthening the inquiry system at this center to let us quickly and accurately understand the nature of each call, in turn letting us respond more appropriately to our customers' needs. In Europe, meanwhile, the call centers in each country have been integrated into one center in Budapest, Hungary, which efficiently covers these customer relations tasks for all of Europe.

### Faster Checks and Maintenance Service that exceeds the customer's expectations

We are outfitting the service areas of Nissan dealers with state-of-the-art equipment and tools to let them keep pace with the rapid advances in automotive technologies. Problems with sensors, switches and other electronic devices are difficult to spot with visual examinations. The Nissan Consult diagnostic device for tracing electrical faults allows quick and accurate checks. The Consult device is simply plugged into the customer's car and the engine started—the device reads the signals from the car's sensors and can immediately pinpoint any faults. Technicians then use this information to carry out the appropriate repairs.

## Messages for Our Stakeholders



**Naoko Kaneya**  
Car-Life Advisor  
Tokyo Nissan Auto Sales Co., Ltd.  
(Japan)

### Putting Smiles on Customers' Faces

When I'm doing my job, I spend a lot of time thinking about ways to provide the best service possible—ways to put a smile on the faces of my customers. I aim to be friendly, welcoming and energetic, responding quickly to the customer's needs no matter how small. I put a lot of hard work into selling and servicing Nissan vehicles, and I've promised myself to always keep these goals in mind as I do my job.

As a car-life advisor I work together with customers as they buy a car—one of the bigger purchases they can make. I take a lot of pride in my job, and I find it very satisfying

that I'm able to grow as I work with people like this each day. When a customer thanks me for my help, I feel like I've really made a difference in my work.

I take pride in my work, and I hope to continue increasing the number of Nissan enthusiasts with my advice.



Nissan dealerships are to be equipped with the latest model, the Consult-III, in fiscal 2006. (Japan)



Infiniti dealership (Korea)

### The Infiniti moves onto the world stage

As part of the Nissan Value-Up three-year business plan, Nissan is making its Infiniti luxury brand available in many new international markets. This expanded introduction is a key part of Nissan's long-term global strategy. The Infiniti was first launched in the United States in 1989,

and it is now being released in Canada, the Middle East, Taiwan and Korea. During the Nissan Value-Up period lasting through fiscal 2007, the Infiniti will also be marketed in China, Russia, Ukraine and other countries to enhance Nissan's global credibility as a provider of top-class luxury

vehicles. In 2008 we will launch sales and servicing of the brand throughout Europe at Infiniti-branded dealerships. We are also considering the release of the Infiniti in the Japanese market after the completion of the Nissan Value-Up plan.

Nissan's service centers currently use the second-generation Consult-II diagnostic device, but in order to keep up with the latest developments in car electronics all Nissan dealerships in Japan are to be equipped with the latest model, the Consult-III, in fiscal 2006. This third-generation device is outfitted with wireless LAN

functionality, giving technicians real-time access to a central database of service manuals and maintenance instructions as they work. This will ensure further accuracy in testing and repairs. Nissan is now looking to introduce similar wireless LAN systems and make documentation available on the web for other dealers on a global basis.



Bluebird Sylphy (Japan) Tiida (China)  
Quest (USA)  
Micra (Europe) Navara (Australia)

For Our Customers



Increasing female salespersons at our dealers. Women will make up 10% of the salesforce by fiscal 2007. (Japan)



The LV Advisory Staff take extra care to assist customers with special needs.



In the Nissan Group, welfare vehicles supporting customers in a variety of situations in life are called "Lifecare Vehicles."

### Focusing on Customer Diversity Nissan moves to recruit more women

Women purchase some 30% of the approximately 6 million cars sold annually in Japan. An additional 30% are bought following decisions made by men and women together. This means that women are involved in the decision-making in at least 60% of all automobile purchases. To better address the needs of our female customers, we are increasing the number of female CAs, or car-life advisors, at our dealerships. At present 5% of CAs in Japan are female. We aim to increase this ratio to 10% by the end of fiscal 2007 through active recruitment and training of women. We also plan to increase the number of female technical advisors, who communicate with customers and respond directly to their needs when cars are brought in for servicing. Nissan is working to increase the percentage of female technical advisors from the current level of 13% to 20% by the end of fiscal 2007.

### Mobility for Everyone Increasingly accessible lifecare vehicles

#### A 50% jump in certified dealerships

Nissan develops LVs, or lifecare vehicles, with the aim of helping the elderly and people with disabilities become more mobile. We do not regard LVs as "specialty" vehicles—they are simply one part of an extensive range of products that we provide to meet the needs of as many people as possible. Certified LV dealerships have these vehicles on display, and advisory staff are on hand to offer specialized LV consultation. These staff members meet with customers personally and take them for test rides to ensure that they receive the products and services that best suit their individual needs. As of fiscal 2005 there were 356 certified LV dealerships in Japan, staffed by 2,822 LV advisors. Both of these figures are up by approximately 50% from the previous year.

### Working to reduce cabin VOC levels (Japan)

Nissan has been working continuously to improve the passenger compartment environment of vehicles by reducing the levels of volatile organic compounds. These VOCs, which include formaldehyde and toluene, can be volatile even at room temperature and

are identified as causes of respiratory irritation. Nissan has improved the cabin environment in the new March, Cube and Cube Cubic models, which were unveiled in May 2005, through measures including increased use of adhesives containing no VOCs. Through these

efforts Nissan brought the levels of 13 VOCs below the concentrations established by Japan's Ministry of Health, Labor and Welfare for vehicle interiors. We followed this by achieving the same levels in our 2005 Wingroad, Teana, Serena and Bluebird Sylphy models.



Monitoring LV trial rides (Japan)



Caravan Personal Chair Cab

### Incorporating customer requests in our products

During the LV development process, Nissan goes to great lengths to examine the product from the user's perspective and to incorporate the suggestions and requests that we receive into our products and services. For example, we have made a number of improvements to the Caravan Personal Chair Cab, an LV that can accommodate passengers in wheelchairs. This vehicle's interior features a light-toned color scheme and orange handrails. This bright environment provides easily visible cues to the interior's functions, making the car easier and safer for elderly passengers to board and more comfortable to ride in.

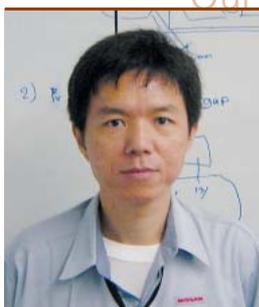
### Letting people get to know LVs

Nissan wants people who have limited opportunities to leave their homes to feel for themselves the pleasure of mobility. With this in mind, we have been conducting a campaign offering trial rides in LVs. Applications are solicited through advertisements over the Internet and in

newspapers—we received 25,000 applications in fiscal 2005, about 10 times as many as in fiscal 2004. From these applications, 100 elderly or disabled persons were selected to experience the LV driving experience in trips together with their family members. Many of these monitors found this an enjoyable as well as informative experience. The lift seats in the LV allowed some of them to get into a car for their first drive in several years.

Nissan set up a special LV section on its Japanese-language website in September 2004. The section provides a wealth of information about these vehicles, including a collection of messages from people who have used Nissan LVs, a list of certified dealerships, and a search engine allowing people to find locations where test drives are possible. Our range of activities designed to make LVs a more familiar presence in society also includes hands-on learning experiences for elementary school children that make LVs a part of their course of study.

## Messages for Our Stakeholders



Suwit Boonchoejarud

Passenger Car Assembly  
Siam Motors & Nissan Co., Ltd.  
(Thailand)

### Teamwork and Communication Key to Winning Customers' Trust

The production line is an essential step of the process that produces Nissan automobiles. As part of that process myself, I'm very proud to know that customers place their confidence in the quality of our work. Currently, I think there are some aspects of the production line we can enhance further, including start to finish production time and overall quality, which we continually strive to improve. When I hear positive feedback about Nissan, I'm very glad to be a part of that success and I share any good news with all of my coworkers and friends. However, when I hear something negative about

Nissan, my team and I become eager to contribute all our talents to make any necessary improvements. Finally, we believe that all Nissan employees in every segment of the company can contribute ideas to make our product even more trustworthy in the eyes of the customer. The production line I work with is one of the many elements that make Nissan a remarkable brand.