

For Our Customers

Aiming to achieve better quality

Providing products and services that exceed customer expectations.

In order to exceed customer expectations, we try to be both bold and thoughtful in the actions we take.

We continuously improve our performance in order to achieve better quality, while challenging ourselves to be more innovative.

We believe that the combination of these two approaches will lead to a safe and comfortable automobile society.

**Providing Products and Services
that Exceed Expectations
Fostering diversity in our company
that reflects the diversity of our markets**

Nissan product creation begins with our effort to understand what our customers see and feel. We start by listening to what they say.

We elicit customer feedback in a number of ways, such as investigating customer satisfaction and perceptions of quality and conducting daily in-car interviews, during which technicians ride with customers in their cars and gather frank opinions regarding driving comfort and product satisfaction.

At our Customer Support Center in Japan, we get approximately 180,000 calls a year. Each phone call is an important message conveyed directly from a customer to Nissan. We aim to improve our customer service quality by providing quick and precise answers and information, ensuring that customers feel satisfied with their interaction with the Customer Support Center. In order to handle a larger number of calls, we further strengthened the customer service system in fiscal year 2004 and now offer service on weekends and national holidays.

Customer feedback obtained by our Customer Support Center provides the key to learning about customer requirements. This is the driving force behind Nissan, compelling us to improve our quality and service. Customer input is stored in a database and used throughout the company. Nissan employees can access

customer-feedback information when and where they need it. When a customer question or problem requires a particularly rapid response, we send reports to the relevant departments and ensure that the issue is dealt with immediately. We make every effort to ensure that the feedback we receive from our customers is used to improve everything from production to the complete ownership experience.

Responding to customer diversity

Currently, women make 30% of all direct purchases in the Japanese automobile market. Another 30% of all purchases are made with the active participation of women in the decision-making process. This means that women are involved in 60% of all automobile purchases. Understanding the specific requirements of female customers is a business imperative for Nissan. Nissan is increasing its number of female employees, and through the appropriate training enabling more active participation by women in the corporate decision-making process (→ P28). We also have plans to increase the percentage of women working as salespeople at dealerships, where Nissan communicates directly with customers.

In Japan, we have plans to increase the percentage of female salespeople at dealerships from a level of 3% in fiscal year 2004 to a target of 10% in fiscal year 2007, and to increase the percentage of female technical advisors (responsible for compulsory and regular vehicle inspections and other tasks) from a level of 7% in fiscal year 2004 to a target of 20% in fiscal year 2007.



Customer Support Center, a point of contact between customers and Nissan (Japan)



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

Approach to the protection of personal information —

In April 2005, The Personal Data Protection Law came into force in Japan. At Nissan, we are working to set up a technological environment to support the appropriate administration of personal information and are educating employees in order to raise the awareness of the importance of information security. Our approximately 3,000 dealerships in Japan manage large volumes of personal customer information on a daily basis, including contract information relating to car loans. We have issued handbooks and videos to dealers to address the most important aspects of handling personal information and are currently in the process of training salespersons. Nissan Financial Service Co., Ltd., which provides financial support for the sale of Nissan cars in Japan, has, thanks to the nature of its business, already made great advances in the area of personal information collection and protection, and reinforced its corporate systems before the new law came into force. At present,

monthly committee meetings with all board members, and monthly meetings with division managers from headquarters are used to discuss related issues from both a management and practical view point. In fiscal year 2005, we will make further efforts to obtain recognition as a “privacy mark” company — a certification awarded in Japan to companies who treat personal information diligently.

For the Improvement of Global Quality
The appointment of an officer responsible
for general quality control across
functional and regional organizations

“Quality is Nissan’s heart,” said Nissan CEO Carlos Ghosn, who chairs the Global Quality Meeting of individuals responsible for quality throughout the organization. Quality improvement is also one of the most important activities in NISSAN Value-Up.

Cars are products that are completed after going through numerous processes and are then used over a long period of time. Quality must be controlled throughout the entire procedure, from the initial development phase to the time that customers dispose of their cars. Therefore, in 2004 we established a new position, the Project Quality Director (PQD). The PQD is in charge of the lifetime quality of a vehicle. One PQD is appointed for each project, and a total of six PQDs administer cross-functional quality on a global basis.



Handbook and video about the most important aspects of protection of personal data



The Global Quality Meeting held at Nissan Headquarters



Nissan Motor Co., Ltd. Tochigi Plant (Japan)

“Teana” wins Chinese Car of the Year Award 2005

The “Teana” (Tian Lai in Chinese), which is manufactured by Dongfeng Motor Co., Ltd. has won Car of the Year 2005 in China as well as Best Value Award. Dongfeng Motor Co., Ltd. is a joint venture established in 2003 by Dongfeng MOTOR Corporation and Nissan.

Since its introduction in China in September 2004, Teana has proved to be a popular high-end sedan, and optional features such as air massage seats have been installed to appeal to the unique tastes of Chinese customers.

Continuous Quality Improvement

In the end, however, it is the customer who judges Nissan’s quality, and not the employee.

In all circumstances, we believe that our customers’ opinions are decisive in any assessment of quality. Customers’ opinions give us the opportunity to make improvements and to respond to the needs of our customers. From the customers’ point of view, we have clearly articulated three quality categories for our products.

The first category is the “product ordinary quality,” or peace of mind when driving our cars; the second is “product attractiveness quality,” or whether our customers view our cars as attractive to drive; third is the “sales and service quality,” which addresses our customers’ satisfaction with sales and service. When considering these three qualities, we use the customer satisfaction index that results from a quality investigation carried out globally by an external organization. This index is used to judge our ability to meet customer expectations.

During the three years from fiscal year 2002 to 2004, we set a goal to be within the top three car companies in each part of the world where we operate (Quality 3-3-3). Quality improvement is an endless task.

The evaluation for the 3-3-3 program takes place in September 2005. We will continue to pursue quality improvements in order to provide higher value for our customers.

Improving and speeding up our repair services

Speeding up repairs is another of our quality improvement initiatives. In Japan, we established a call center that provides a telephone link between repair shops across the country and technicians at Nissan Headquarters. The technicians provide advice to technical staff at the repair shops concerning problems and questions that arise during repairs. This improves the speed and effectiveness of repairs and increases customer satisfaction.

In Europe, we have established a direct link between dealers across the continent and technicians at Nissan Headquarters by placing some of our staff members directly in the market. The field engineers provide advice to technical staff at the repair shops concerning problems and questions that occur during repairs, and they also feedback the concerns directly into our manufacturing plants and design centers which leads to faster repairs.

A traceability system (a system which traces production history) has also been introduced for some of the components used in our cars. The system works by attaching two-dimensional barcodes to components. In case of defects, component information can be identified instantaneously, enabling both the quick identification of the cause and effective preventive measures.

Our approach to recalls

It is the duty of a manufacturer to take every step possible to minimize product defects. However, cars are complex industrial products and unfortunately defects do occur occasionally. The Japanese recall system



Nissan Design America, Inc. — a new design studio was opened

New design studio opens at Michigan in the US

The studio of Nissan Design America, Inc., (NDA) at Farmington Hills, Michigan in the US was expanded and opened in March, 2005. The amount invested was 14 million dollars. The new studio measures 50,912 square feet, about three times the size of the previous studio space.

One of the features of the new studio is a 15,000-square-foot outdoor viewing courtyard for car-design called the Egg, which embodies the meshing of car engineering and design. Positioned to

face due north for optimal light, the Egg allows designers to work on designing evaluation on full-scale car models in natural daylight with the help of two turntables. In addition, the studio has a facility called the Power Wall, which allows designers to simultaneously analyze designs by outputting large-scale computer-generated designs and by manipulating the locations and directions of the models. These cutting-edge facilities make it one of the most advanced car-design studios in the world.

Nissan, as a company emphasizing the value of design, is strengthening its global designing bases and further cooperation among the bases through the expansion of the San Diego studio, the establishment of a design studio in London, UK, and the construction of a new studio in Japan, and other initiatives. Nissan will continue to make efforts to improve the quality of its design in the future.

applies when cars do not meet the security criteria stated in The Road Transportation Vehicle Law, either because of unsuitable design or improper production procedures. Recalls are reported to The Ministry of Land, Infrastructure and Transport, and the affected vehicles are repaired free of charge. Nissan also makes every attempt to inform customers who own these vehicles by way of direct mail and announcements on our web site. We also take swift measures to retrieve and repair vehicles in collaboration with sales companies throughout the country.

The European General Product Safety Directive requires the manufacturer, distributor and sales companies to place only safe products into the market, and where risks are inherent in a product, appropriate action must be taken. All vehicle recalls are reported to the appropriate European authorities. Nissan, in conjunction with the distributor and sales companies, informs customers who own these vehicles by direct mail and ensures action is taken to repair the vehicles as soon as possible, free of charge to the customer.



FUGA TIIDA NOTE (Japan)
PATHFINDER (USA) TEANA (China) MURANO (Europe)



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



LV approved dealer (Japan)

"LV", Life-care Vehicles

In the Nissan Group, welfare vehicles supporting customers in a variety of situations in life are called "Life-care Vehicles"

In the United States vehicle manufacturers are required to report to the National Highway Traffic Safety Administration (NHTSA) any safety defect or noncompliance with the safety standards and to conduct a safety recall to correct the vehicles. Nissan North America (NNA) identifies potential safety issues by reviewing owner complaints to Nissan and NHTSA, field reports, and warranty claims. Another source of information is the quarterly early warning information reports which Nissan submits to NHTSA under the Transportation Recall Enhancement, Accountability, and Documentation Act. Potential safety issues are regularly and carefully reviewed to ensure that recall campaigns are conducted appropriately. NNA also has an electronic dealer system on recalls which allows dealers to check for any outstanding recalls when a vehicle comes in for service.

Dramatically Raising the Quality of Sales and Service The Nissan Sales and Service Way

Nissan aims to offer individual services that match each customer's needs. Nissan has defined its guidelines in the Nissan Sales and Service Way (NSSW) and takes various steps to improve its service. We want to improve service quality in the future by providing an environment that increases salesperson motivation by revising our educational and training methods.

Since fiscal year 2003, we have operated a global system for selecting and awarding those dealerships that attain high customer satisfaction based on customer satisfaction investigations.

Starting in 2005, we will visit Nissan dealers worldwide who have received an award in order to collect examples of customer service and other activities highly valued by customers. We will share these examples of best practice with other dealers throughout the world.

Delivering Freedom of Movement to More People Conducting a trial ride campaign of welfare vehicles

Nissan is promoting the manufacturing of vehicles that are comfortable and easy to use for more people in society. Life-care Vehicles (LV) were created to allow the elderly and people with disabilities to travel with fewer restrictions. Rather than considering these 'special interest' or project vehicles, we see these vehicles as simply reflecting the needs of another important market segment. We have developed a variety of driving aide mechanisms for these vehicles, as well as steps and seats that make it easier to get in and out of the car. We sell a number of models in Japan, letting customers select cars that match their needs and specific mobility requirement.



224 dealers have won the LV certification as of February 2005 (Japan)



A monitor test ride takes a family to Mt. Fuji (Japan)

Monitoring LV trial rides (Japan)

We want to extend the pleasure of driving to elderly people who might otherwise feel restricted. With this in mind, we are continuing a trial ride campaign in Japan. We have recruited families with more than one elderly person over 65 years of age who is dependent on a cane or wheelchair

to enter a contest to win a trial ride in an LV. In 2004, there were 3,000 entries in the contest, and we were able to provide rides to eight winners. One of the winners submitted an entry that said: "We would like to drive to Mt. Fuji in an LV with a family member over 100 years of age."

We feel that there may be many customers who are unaware of the existence of cars that would allow them to regain the pleasure of driving. We think that it is important to provide these customers with information about LVs.

We make every effort to see our products from the users' point of view during development. When we visit care institutions, we identify factors that need to be considered in design (for example, the need to accommodate wheelchairs). In the Caravan Chair Cab sold in Japan, we provide a device that allows the customer to change freely between four different interior layouts.

Expansion of LV approved dealerships

LV-approved dealerships are locations where LVs are provided on display, where barrier-free design is in place, and where specialist advisors are available on staff. At present, a global dealership renewal is taking place in accordance with the Nissan Visual Identity program, ensuring that dealerships reflect the Nissan-appeal and enhance customer recognition for both the exterior and interior of the dealerships. We are also increasing the number of LV-approved dealerships in Japan. As of February 2005, 1,800 LV advisory staff are active across Japan and 224 dealerships have been LV-approved.

Car allocation plan using the Internet "e-care system™"

Since we would like to provide new services with our cars, Nissan is studying techniques that support car usage. One of these is the "e-care system™." LVs are used to pick up elderly people who receive institutional daycare services. The "e-care system" is an automatic car allocation plan that provides maximum efficiency and ensures the best possible coverage programs. Since the information is provided on the Internet, each institution can use the system on a low-cost basis using only a PC. In Japan, Nissan visited

18 care institutions in Kanagawa Prefecture during the development period and gathered user input to make the system more user-friendly. Since 2003, we have also been running a trial program in Yokohama City. In 2004, we conducted verification experiments at four care institutions in Kita Kyushu City in cooperation with the City. We are currently collecting opinions and comments in order to prepare a summary and identify required improvements. We plan to expand the experiment in the future.



Operating screen for vehicle dispatch control