Nissan North America: Improving our Working Way

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MAY 15 2018
Agenda

- Supplier WRI Survey Results
- What We Have Done
- What We Need To Do
WRI SURVEY RESULTS

2017 Supplier Results
OEM – Supplier Working Relations Index
What We Have Done

Suppliers

Buyers

Industry
Supplier Focus

- **VP Supplier Visits**
  - Hasegawa-san managed 20+ at Supplier visits targeting Supplier Relations throughout FY17

- **Supplier Newsletter**
  - Improved content and ensured quarterly communications to all suppliers
Buyer Focus

“To be effective, automakers’ efforts to improve supplier relations must have the support of top management...”

- VP Cascade
  - Purchasing Guiding Principles Cards
  - Alliance Defined Values

<table>
<thead>
<tr>
<th>Trust</th>
<th>Respect</th>
<th>Transparency</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Work fairly, impartially, and professionally</td>
<td>• Honor commitments, liabilities, and responsibilities</td>
<td>• Be open, frank, and clear</td>
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</tbody>
</table>
### Purchasing Area Working Relations Indices 2018

<table>
<thead>
<tr>
<th>Purchasing Area1,2</th>
<th>Detroit 3 OEMs</th>
<th>Japanese 3 OEMs</th>
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<tbody>
<tr>
<td></td>
<td>FCA</td>
<td>GM</td>
</tr>
<tr>
<td>PA-1 Body-in-White</td>
<td>225</td>
<td>285</td>
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<tr>
<td>PA-2 Chassis</td>
<td>219</td>
<td>301</td>
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<td>PA-3 Electrical &amp; Electronics</td>
<td>213</td>
<td>287</td>
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<tr>
<td>PA-4 Exterior</td>
<td>191</td>
<td>291</td>
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<tr>
<td>PA-5 Interior</td>
<td>175</td>
<td>276</td>
</tr>
<tr>
<td>PA-6 Powertrain</td>
<td>207</td>
<td>281</td>
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</tbody>
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1. Scale: 1 – To a very little or no extent; 2 – To a little extent; 3 – To some extent; 4 – To a great extent; 5 – To a very great extent.
2. Red number indicates lowest Purchasing Area WR15 across OEMs; Green number indicates highest Purchasing Area WR15 across OEMs.
What We Need to Do
What We Need To Do

Understand What the Survey Results Really Mean

- Deep dive into detail by category
- Utilize buyers’ input for root cause analysis
- Get more direct Supplier feedback
- Identify improvement opportunities

Increase Executive Engagement

- More open forum for Supplier Council Meetings
- Gain cross-functional support for sustainable solutions
- Create cross-functional champions to drive change

Transparency

Transformation
In the weeks to come, Nissan will finalize the next Mid-Term Plan [MTP]

Your VoC will be incorporated to ensure alignment between Nissan and our suppliers