

## Social Performance

### To Our Stakeholders

#### To Our Business Partners

We build relationships of trust by engaging in open communication, with mutual prosperity as our goal.

☒ Our Bonds with Customers and Society

#### To Our Dealers

##### Basic Stance toward Dealers

Hino Motors and its distributors and dealers strive for customer satisfaction.

To ensure that customers will want to use Hino vehicles far into the future, quality is essential not only for these products but also for after-sales service. Hino Motors' distributors and dealers, which are in direct contact with customers, have comprehensive expertise in the Company's vehicles and after-sales service, and they strive to offer customers tailor-made services and total support. As a manufacturer of trucks and buses, Hino Motors is striving to provide full assistance to their efforts.

##### Deepening Bonds with Dealers

Hino Motors believes that forging strong bonds with its dealers and distributors ultimately leads to better customer service.

As a means of facilitating mutual understanding between Hino Motors and its dealers in Japan or distributors outside of Japan, as well as among the dealers or distributors themselves, the Company organizes conferences that bring together relevant parties aiming to share ideas and exchange information.

In Japan, Hino Motors holds annual dealer conferences and awards ceremonies to commend outstanding dealers and staff and express appreciation for their hard work.

Outside Japan, Hino Motors organizes a global conference once every four years, attended by staff from the Company's international subsidiaries and distributors. The conference provides a venue for the sharing of Hino Motors' vision of the future and expressing gratitude for ongoing efforts. Furthermore, in 2015, under the slogan, "One Team, One Pledge," the Hino Total Support World Business Meeting 2015 was held as a forum for Hino Motors and its international subsidiaries to demonstrate the Company's shared resolve to provide total support for its customers.

In addition, regional representatives exchange views and discuss fiscal year policies at conferences held annually in various regions, including Central and South America and the Middle East.



Hino Motors Total Support World Business Meeting 2015

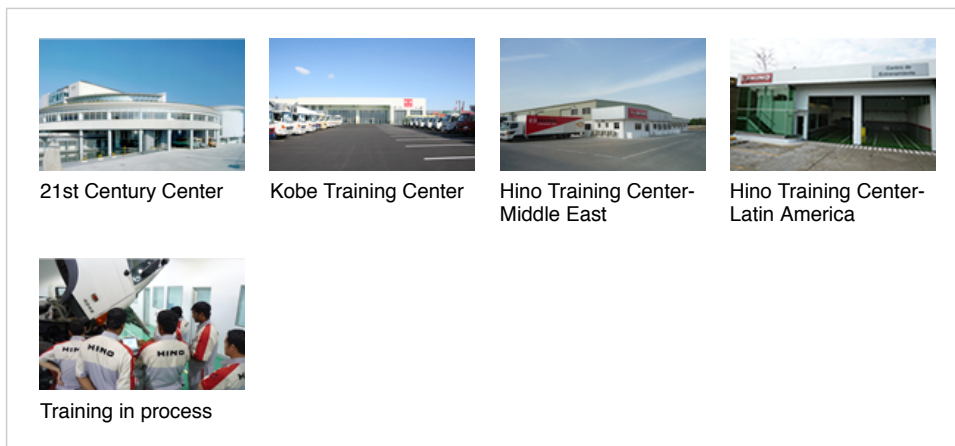


Award ceremony at a conference for dealers

##### Initiatives Aimed at Enhancing After-sales Service Quality

Working in unison with its dealers in Japan and its distributors overseas, Hino Motors is striving to create a framework for supplying parts in a timely manner and enhancing the quality of after-sales service.

To this end, regular training activities focused on enhancing the quality of after-sales service in each region are being carried out at Hino Motors training centers, namely the 21st Century Center in Tokyo and the Kobe Training Center in Hyogo Prefecture in Japan, and the Hino Training Centers in Middle East and Latin America.



In addition, a service skills competition for dealers across Japan takes place every year. Held for the 44th time in 2015, the competition enhances the vehicle repair skills of service engineers and the customer service capabilities of frontline advisors by enhancing their techniques so they can provide high-quality services for the customers.



Competition for vehicle repair skills



Competition for service skills



Awards ceremony

### Holding Conferences on After-sales Service

Following the previous fiscal year, Hino Motors held an all-Japan conference for after-sales service staff working in the parts and after-sales service departments of its domestic dealers.

The conferences are held for the purpose of strengthening the Hino Motors Group after-sales service network. Participants engage in Group discussions concerning the wide-area after-sales service structure in the After-Sales Service Department, and key points about inventory management and business operations in the Parts Department. Hino Motors intends to continue holding the conferences with the belief that having the frontline staff of its dealers share information on challenges and problem-solving will lead to better quality service.



A scene from the conference  
(After-Sales Service)



A scene from the conference  
(Parts)



Participants toured Ome Parts  
Center

Hino Motors holds an after-sales service conference for managers every year for its distributors outside Japan. The event provides an opportunity for managers in charge of operations in each country to share information on their respective customer support activities, which, in turn, stimulates initiatives for improving after-sales activities and developing new after-service products. In fiscal 2015, a global conference for after-sales service managers worldwide was held, with 97 representatives from 55 countries participating.



After-Sales Service Conference for managers



Visiting dealer in Kyoto

### Service Master Course System

The Company began offering its Service Master Course in 2003 as an educational program for the staff of dealers across Japan. As the next generation of valued after-sales service engineers, participants learn about repair and malfunction diagnostic techniques, gain knowledge on products and relevant laws and regulations, practice customer liaison, and study a broad range of skills including repair shop management. Upon the course's completion, the participants apply their acquired expertise in departments in charge of after-sales service at Hino Motors' dealers in Japan.



Opening ceremony marking the twentieth year of the Service Master Course  
Master course;16 students started the twentieth year of the one-year Master Course



Scene from the opening ceremony

### Customer Assistance Programs

In collaboration with its dealers in Japan, Hino Motors carries out customer assistance programs that go beyond the scope of selling Hino vehicles. The programs are designed to provide comprehensive assistance for customers' operations and include seminars which would contribute to safe and economical driving methods and other useful information.

The customer assistance programs offer useful service options to support customers' operations, aiming to meet their diverse needs.

Hino Motors is presently offering its customers in Japan a total of 41 programs divided into categories such as environment and human resources development. In fiscal 2015, Hino Motors added a new program of training seminars for fleet managers (freight), and it strives to bolster its community-based support.



A scene from training programs for customers



## 70,000 People Have Visited the Customer Technical Center

Hino Motors established the Customer Technical Center in 2005, the first permanent customer-oriented training facility for driving in Japan directly managed by a vehicle manufacturer. The center works closely with dealers to provide customers with training on fuel-efficient and safe driving techniques. The cumulative number of visitors reached 70,000 in April 2016.



The Customer Technical Center



A training session on safe driving

## Hino Total Support Customer Center Opened in Malaysia

As part of its customer support efforts, in February 2015 Hino Motors Sales (Malaysia) Sdn. Bhd opened the Hino Total Support Customer Center (HTSCC) on the premises of Hino Motors Manufacturing (Malaysia) Sdn. Bhd., as a facility for conducting training on safety and fuel-efficient driving.

Since opening, visitors to the facility have continued to increase, with a cumulative total of more than 700 visitors. Hino Motors will engage in consultations and discussions with dealers in other countries, with a view to opening similar facilities in other markets in the future.



The Hino Total Support Customer Center



The showroom at the Hino Total Support Customer Center

## Eco-driving Seminars for Overseas Customers

Hino Motors' distributors around the world offer eco-driving seminars for customers. The distributors provide practice vehicles and prepare driving circuits so that participants can directly experience the benefits of driving economically. The seminars were held in 25 countries and regions in fiscal 2015, with about 16,000 drivers participating. Hino Motors is working together with its distributors to administer the seminars by providing learning materials and useful information.



Eco-driving seminars in Panama



Eco-driving seminars in Algeria

Comment from participant in eco-driving seminar

"By taking part, I got an excellent understanding of the techniques for fuel-efficient driving, many of which I had never thought about before. Thank you very much."

Nguyen Xuan Toan, Dong Nam Inox, Co., Ltd. (Vietnam)



## To Our Suppliers

### Working in Partnership with Suppliers

At Hino Motors, procurement involves obtaining components from reliable suppliers around the world by comprehensively examining technology, quality, price, and delivery times. To this end, the Company strives to nurture relationships of trust with suppliers by enhancing the quality and level of communication and by building strong partnerships.

## Hino Motors Basic Procurement Policy

Hino Motors carries out procurement according to the following five principles that comprise the Group's Basic Procurement Policy.

### 1. Transparent and Fair Transactions

The Hino Motors Group conducts transactions with suppliers fairly and in good faith, regardless of a supplier's national origin, scale of operations, or past performance. Hino Motors decides which suppliers it procures from after due consideration of quality, price, production capacity, and delivery times, as well as their stance on the environment, management stability, and technology development capabilities.

### 2. Establishment of Relations Built on Trust and Continuous Mutual Prosperity

The Hino Motors Group works closely and communicates directly with suppliers in an effort to attain good working relations and mutual prosperity based on mutual trust.

### 3. Promotion of Global Procurement

With its goal to be a commercial vehicle maker trusted around the world, the Hino Motors Group promotes procurement from suppliers in the areas where the Group conducts business to enable it to contribute to communities as a local enterprise.

### 4. Complying with Relevant Laws, Regulations and Terms of Contracts

The Hino Motors Group operates in accordance with social norms and in compliance with laws and regulations, in letter and in spirit. The Group also properly and strictly manages classified information it shares with suppliers.

### 5. Promotion of Green Purchasing

The Hino Motors Group works to procure parts, materials, and equipment that have been produced with a low impact on the environment in order to offer environment-friendly products and services.

## General Meeting for Suppliers

Every year in March, Hino Motors holds a general meeting for suppliers as a venue to provide information and engage in discussions. In addition to explaining its procurement and company policies, Hino Motors presents awards to suppliers that have made notable contributions in areas such as quality management, technology development, and cost reductions.

In 2015, over 350 supplier companies participated in the meeting.




General meeting for suppliers

## CSR Supply Chain Management

### Supplier CSR Guidelines

Hino Motors recognizes the critical role that communication plays in establishing close partnerships with suppliers. With this in mind, the Company has created Supplier CSR Guidelines and inspection checklists in an effort to ensure that suppliers better understand the HINO Credo, its CSR activity domains, and Hino Motors' overall stance toward CSR. Accordingly, suppliers conduct self-inspections of CSR and carry out related initiatives. In the checklists, questions about child labor and forced labor are included to ensure the prohibition of such labor practices by suppliers. The Company also encourages both its suppliers and their suppliers to understand and implement these initiatives. Hino Motors conducts the Suppliers CSR Meeting once a year to exchange information and deliver news on CSR with its suppliers.

 [Supplier CSR Guidelines](#)

 [CSR Guidelines for Suppliers Check Sheets](#)

