

## CSR

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### To Our Business Partners

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

#### To Our Dealers

##### Basic Stance toward Dealers

Hino Motors and its distributors and dealers strive for customer satisfaction. With transportation companies and freight forwarders making up a large portion of Hino's client base, the Company understands customers' expectations for after-sales services of high quality.

With this in mind, Hino Motors' distributor and dealer network maintains a deep understanding of Hino Motors' products and after-sales services. Through direct customer contact, dealers are charged with the responsibility of providing tailor-made services. Hino Motors, as a manufacturer of trucks and buses, forges a trusting relationship with distributors and dealers.

##### Deepening Bonds with Dealers

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, the Sales and Marketing Division of Hino Motors holds annual dealer conferences and awards ceremonies to commend outstanding dealers and staff, express appreciation for their hard work, and deepen mutual bonds. Outside Japan, the overseas sales and marketing divisions of Hino Motors organize a global conference once every four years, attended by the Company's international subsidiaries and distributors. Held in Japan, the conference provides a venue for sharing Hino Motors' vision of the future, expressing gratitude for ongoing efforts, and promoting relations of mutual trust.

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



Hino Motors' Global Conference 2012



A conference for dealers

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

Hino Motors understands the importance of providing reliable vehicles and quality after-sales service to ensure that customers want to continue using Hino products over the long term. Based on its recognition that the customer comes first, Hino Motors is striving to create a framework for long-term customer satisfaction, from vehicle purchase to its final usage, through various efforts, including supplying parts in a timely manner and enhancing the quality of after-sales service.

Hino Motors is also cooperating with its dealers in Japan and its distributors overseas to enhance its after-sales service structure. To this end, regular training activities focused on enhancing the quality of after-sales service are being carried out at Hino Motors training centers, namely the 21st Century Center and the Kobe Training Center in Japan, and the Hino Training Center - Middle East and the Hino Motors, Ltd. Latin America Office.

In addition, a service skills competition for dealers across Japan is held every year to test their after-sales service technical abilities and reception desk skills against each other. Held for the 41th time in 2012, the competition provides a venue for the dealers to enhance their expertise and share information.



21st Century Center



Kobe Training Center



Hino Training Center - Middle East



Hino Motors, Ltd. Latin America Office



Training in process

### 44,000 People Trained at 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 customers that received training reached 44,000 in March 2013.



A training session on safe driving

### Holding Conference on After-sales Service

In fiscal 2012, Hino Motors held its first all-Japan conference for after-sales service staff working in the parts and after-sales service departments of its domestic dealers. With the aim of strengthening the Hino Motors Group after-sales Service Network, the Company brought together staff at the frontline of operations of after-sales service at each dealer for group discussions covering the main aspects of company-wide policies. Hino Motors will continue these efforts since it believes that providing and sharing policies will lead to the enhancement of the quality of after-sales service.



A scene from the conference



Group discussions

Hino Motors also holds meetings on after-sales service called "Kaizen Rally" every year for its distributors outside Japan. In the meeting, managers in charge of operations in each country share information on their respective after-sales service activities in order to contribute to enhancing the quality of after-sales service by distributors as well as broadening after-sales service-related initiatives beyond such regular business activities as supplying spare parts and maintaining the vehicle. In fiscal 2012, 115 employees from 40 countries in three regions participated in the meeting.



A presentation by participants



A visit to a dealer



Outstanding performance is awarded



Participants of the "Kaizen Rally"



Opening ceremony marking the tenth year of the Service Master Course

### Service Master Course System

In collaboration with dealers, 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 Company believes that the participants will apply their acquired expertise in departments in charge of after-sales service at Hino Motors' dealers in Japan.

## A Collaborative Framework with Distributors and Dealers

Hino Motors carries out seminars related to after-sales service for its distributors outside of Japan. Managers and staff from every country where Hino's vehicles are marketed participate; by sharing information on after-sales service activities in their respective countries, they help improve each other's management activities. In this way, the seminars mutually benefit customers and the distributors and dealers by generating new after-sales service concepts—providing initiatives that go beyond such regular business activities as supplying spare parts and maintaining the vehicle to offer broader service packages.

## Customer Assistance Programs

Hino Motors is implementing customer assistance programs to provide support for its customers' operations. As it responds to their changing needs, the Company is presently offering its customers in Japan a total of 36 programs divided into categories such as safety, strengthening business platforms, human resources development and the environment. In fiscal 2012, Hino Motors focused on six assistance programs in particular that cover many of the needs of customers, and it strives to bolster its community-based support for customers together with domestic dealers.



Scenes from training programs for customers

## Eco-driving Seminars for Overseas Customers

Hino Motors' overseas distributors offer eco-driving seminars for customers. Practice vehicles are provided and driving circuits are prepared to demonstrate the benefits of driving economically. Hino Motors is working together with these distributors to administer the seminars by providing learning materials and relevant information.



Eco-driving seminars in China



Eco-driving seminars in Vietnam



Eco-driving seminars in Costa Rica

## 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 building strong partnerships.

#### Hino Motors Basic Procurement Policy

Hino Motors carries out procurement according to the following five items 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 were produced with low impact on the environment in order to offer environmentally 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 presenting its procurement and company policies, Hino Motors presents awards to suppliers that have made notable contributions in areas such as technology and quality.



General meeting for suppliers

## CSR Supply Chain Management

### Supplier CSR Guidelines

In pursuing business on the world stage, Hino Motors recognizes the critical role that communication plays in establishing close partnership with suppliers. With this perspective, 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 are conducting self-inspections of CSR activities and carrying out related initiatives. Based on the Supplier CSR Guidelines, Hino Motors conducted its first survey of some of its main suppliers, including affiliated companies, in fiscal 2012. Using the results of the survey, Hino Motors plans to provide assistance to its suppliers in fiscal 2013, such as holding educational seminars.

 [Supplier CSR Guidelines](#)

 [CSR Guidelines for Suppliers Check Sheets](#)