

Social Performance

To Our Stakeholders

To Our Customers

We meet our customers' expectations by providing useful products and services.

- ▣ Developing Human Resources at the Hino Technical Skills Academy, a New Generation of Master Craftsmen
- ▣ Donating Valuable New Technologies to Automobile Mechanic Vocational Schools

Enhancing Customer Satisfaction

The principle, "We meet our customers' expectations by providing useful products and services" lies at the heart of the HINO Credo and CSR Charter. Based on this underlying principle, Hino Motors strives to nurture relationships built on unwavering bonds of trust.

Under the slogans, "Effectively addressing customer expectations" and "Hino's Total Support," every employee and department takes care to listen to customer feedback. The Company is striving toward the development and delivery of products and services that meet its customers' expectations.

* Hino's Total Support

Hino Motors is committed not simply to supplying vehicles to customers, but also to enhancing its after-sales services and support under its Total Support concept, by which it responds to the diverse needs of customers around the world with the aim of continuing to be their brand of choice.

Customer Service Center Activities in Japan

Hino Motors' Customer Service Center in Japan was established to address a range of customers' concerns and enquiries by telephone.

Following the motto, "Speedy and accurate response," the center is committed to improving its quality of service, aiming to further enhance customer satisfaction.

The center handled a total of 9,777 calls in fiscal 2014, an increase of 2% compared to the previous fiscal year.

Information Outside of Japan

For customers outside of Japan, Hino Motors publishes the magazine, *HINO Cares*, translated into seven languages to provide information on its approach to vehicle manufacturing and examples of overseas activities carried out under the slogan, "Hino's Total Support."

The Company also strives to enhance customer satisfaction by providing service information and vehicle repair tips in the countries where Hino vehicles are marketed, and by publishing profiles of customers in *HINO Cares*

- ▣ [HINO Cares](#) 

Furthermore, Hino Motors' global website offers a search function to enable international customers to easily locate sales and service networks.

Conducting Customer Satisfaction Surveys and Applying Results

To better meet customers' expectations, Hino Motors conducts surveys in Japan, and the results are compiled annually to provide feedback to dealers across the country.

Recognizing that customer feedback provides valuable data, Hino Motors cooperates with dealers to determine and implement the most effective response methods.

| Customer Satisfaction Survey Overview | |
|---------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Survey period | January to December 2014 |
| Survey format and sampling method | The survey consisted of multiple-choice questions and was given to a sample of customers, chosen based on pre-established criteria, who purchased a new vehicle or had a vehicle maintained at a Hino Motors dealer during the survey period noted above. |
| Number of respondents completing the survey | <ul style="list-style-type: none"> • 3,631 customers who had purchased a new Hino Motors vehicle • 5,451 customers who had a vehicle repaired at a Hino Motors dealer |

For both new vehicle purchases and maintenance, the survey measured the effects of five factors on the overall level of customer satisfaction: the ability of staff to make suggestions prior to the sale or maintenance; the ability of staff to respond to customers; the benefits of the product or service; the ability of staff to solve any problems following the sale or maintenance; and the convenience of the services. The survey found that the ability of staff to respond to customers when negotiating a new vehicle sale and the benefits of maintenance services had the strongest effects on the level of customer satisfaction.

Customer Satisfaction Training at Dealers' Sites

Hino Motors conducts customer satisfaction training programs for various dealers in Japan as part of its efforts to raise after-sales service quality. In fiscal 2014, the Company held five customer satisfaction lectures at dealer group training sessions.

Overseas Hino distributors are working to enhance customer satisfaction by developing after-sales service expertise through customer satisfaction contests and skills competitions. Since 2012, these events have been held not only in each country on a national basis, but also at the regional level across those countries. Hino Motors provides information and assistance to the overseas dealers and distributors holding the contests and competitions, and it will continue to enrich the scope and contents of such assistance.



A Total Support contest held in Thailand



A skills competition held in Australia



A customer service skills competition for the Americas region held in Equator

Proper Vehicle Use

Compared to passenger cars, trucks and buses have a broader range of uses: as they serve to transport various items and people, they differ structurally in terms of the drive shaft and engine, as well as in overall length and weight. Hino Motors provides study workshops and vehicle training and handling for its dealers, recognizing the importance of providing customers with accurate information on vehicle specifications and usage guidelines at the time of sale.

Quality Assurance Initiatives

Basic Stance toward Quality Assurance Initiatives

With the aim of becoming a "frontrunner in both the environmental and safety fields," Hino Motors endeavors to fulfill its corporate social responsibilities as a manufacturer of vehicles. To this end, the Company aims to position its products as the preferred choice for long-term purchases by delivering vehicles that offer fuel efficiency, reduced exhaust emissions, and enhanced safety.

From these customer- and quality-first principles, Hino Motors strives to consistently deliver the highest quality products and services in its efforts to enhance customer satisfaction.

Product and Service Quality Control

Working in unison with its distributors and dealers, Hino Motors strives to gather, categorize and distribute customer opinions, claims, comments and requirements throughout its network, and the Company is taking significant strides in enhancing product and service quality.

Since introducing the Hino Quality Assurance (HQA) System throughout its dealer network in Japan in fiscal 2006, Hino Motors has enabled information to be quickly obtained and shared over its dealer network. The Company began introducing the HQA System at its overseas dealers and distributors in fiscal 2008, and then proceeded to expand the system to almost every market where Hino vehicles are sold.

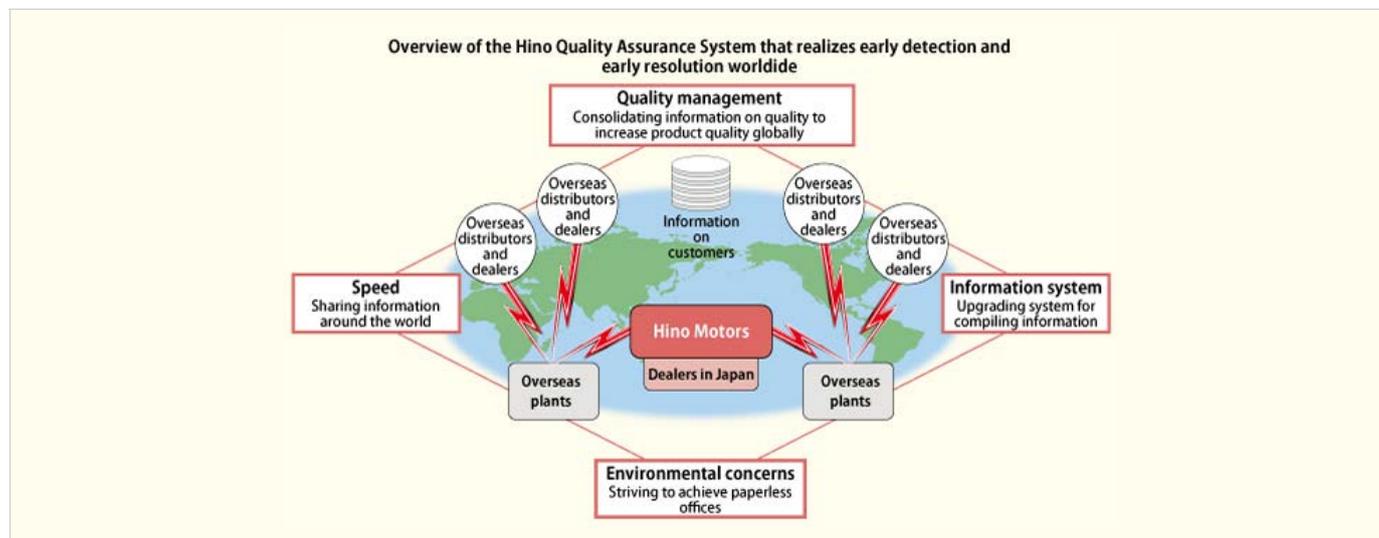
Through this system, Hino Motors developed its Early Detection Early Resolution (EDER) system, which enables faster collection of information on quality-related issues arising in markets around the world.

Hino Motors evolved its HQA System into the Global Hino Quality Assurance (G-HQA) System in fiscal 2013 aiming to respond to production increase at its factories outside Japan and the globalization of its supplier network. Under the new system, the management of information at these overseas factories has been integrated and centralized.

From fiscal 2014, Hino Motors plans to distribute information even more efficiently by enhancing its information management systems, including those for the management of data on the quality of vehicle parts. The Company intends to pursue ongoing improvements like these so that it can quickly respond to the requests of its customers around the world.

Among its initiatives in fiscal 2014, Hino Motors held seminars on customer feedback and exhibitions on product quality for employees in an effort to raise their awareness of quality.

■ Overview of the Hino Quality Assurance System



Product and Service Information Disclosure

While giving one of the first priorities to safety, Hino Motors responds to vehicle problems by taking appropriate countermeasures based on objective reviews and disclosing necessary information in accordance with relevant rules in each country where the vehicles are operated.

■ Remedial and Other Measures

- Collection of information from dealers
- Analysis and evaluation of information
- Recall and other notification

■ Incidence of Recalls and Remedial Measures in Japan

| Details | FY2012 | FY2013 | FY2014 |
|---------------------|--------|--------|--------|
| Recalls*1 | 13 | 16 | 12 |
| Remedial measures*2 | 0 | 0 | 0 |
| Service campaigns*3 | 5 | 4 | 2 |

By definition of the Ministry of Land, Infrastructure, Transport and Tourism Japan

*1: Recalls: Automobile manufacturers and related manufacturers recall vehicles to make necessary improvements in accordance with safety standards when it has been determined that a certain range of the same model of vehicles, or tires or child seats do not comply with or are suspected of not complying with safety standards for road transport vehicles due to factors at the design or manufacturing stage.

*2: Remedial measures: Automobile manufacturers and related manufacturers undertake remedial measures for making necessary improvements to vehicles when it has been determined that problems have occurred due to factors at the design or manufacturing stage, and such problems cannot be ignored in terms of ensuring safety or preserving the environment, even if the problems are not covered by safety standards for road transport vehicles (in contrast to product recall notifications).

*3: Service campaigns: Automobile manufacturers carry out service campaigns to make necessary improvements to the marketability or quality of vehicles in the event of problems that do not fall within the scope of recalls or remedial measures.

Hino Motors' Basic Approach to Safety

Placing one of the highest priorities on safety, Hino Motors develops products with the ultimate desire of "completely eliminating fatalities and injuries due to traffic accidents." Safety measures are considered from the combination of three pillars: vehicles, people and roads. The Company believes that customer feedback and results of ongoing studies and analyses of traffic accidents also play a crucial role in the Company's development of products and safety-oriented technologies.

CAPS Concept of Safe Design for Eliminating Accidents

Hino Motors employs the concept of "Combined Active and Passive Safety" (CAPS) in a wide array of vehicle systems designed to support safe driving. Hino's Active Safety technologies, which aim to support drivers by helping to reduce the risk of accidents, include the Vehicle Stability Control (VSC*1) system, designed to help stabilize the vehicle while turning on a curve, and the Pre-Crash Safety (PCS*2) braking system, designed to help predict collisions and reduce collision damage. Hino's Passive Safety technologies, which aim to help decrease the damage from collisions, are typified by the Emergency Guard Impact Safety (EGIS) truck cabs. The Company is also striving to develop and spread new safety-oriented technologies, not just from the perspective of protecting the vehicle drivers, but also everyone on the road.

*1. VSC is a registered trademark of Toyota Motor Corporation

*2. PCS is a registered trademark of Toyota Motor Corporation

Safety Technologies and Equipment

PCS, Driver Monitor, Lane Departure Warning System, and Left & Right Balance Monitor

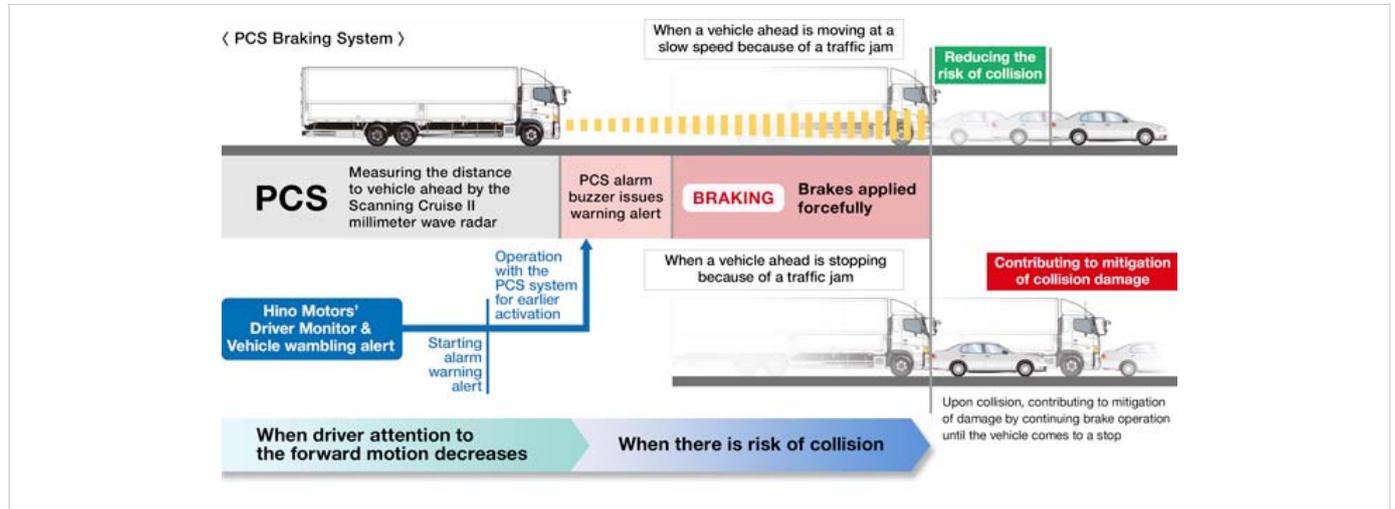
Hino Motors' Pre-Crash Safety (PCS) system helps drivers reduce the risk of collision damage by detecting the threat of a collision with the vehicle ahead and alerting the driver to brake. If a collision is detected to be imminent, the system automatically applies the brake to decrease vehicle speed. Hino Motors' Driver

Monitor function alerts the driver with a warning buzzer if the driver does not appear to be facing forward by utilizing a camera to track the position of the driver's face and determine whether the eyes are open or closed during vehicle operation. The function activates the PCS system well in advance if the risk level is deemed high.

In addition, the Lane Departure Warning System detects the traffic lane being driven in with a camera and sounds a warning if the vehicle deviates irregularly from the lane.

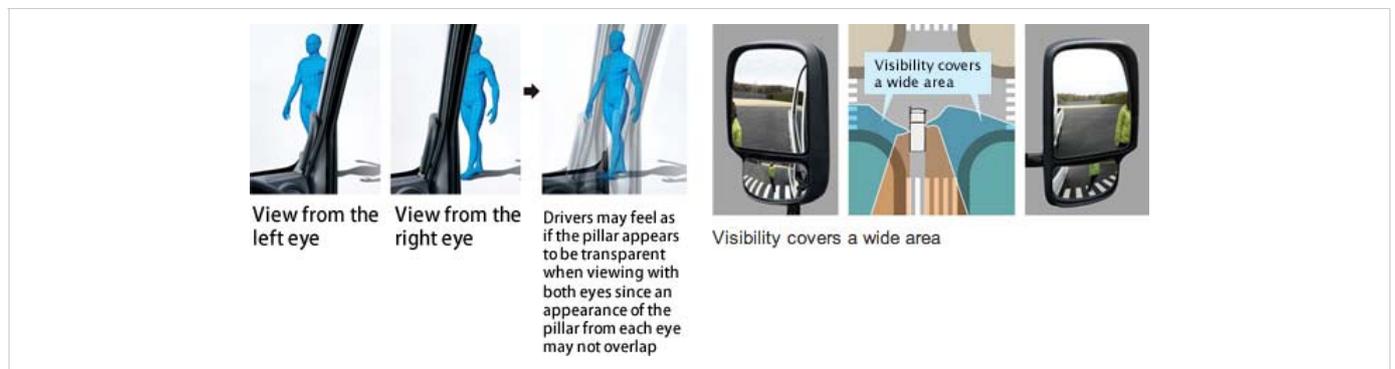
Hino Motors also offers a Left & Right Balance Monitor for tractor-trailers used for transporting shipping containers. The system measures how much the tractor-trailer tilts when containers are loaded and notifies the driver of any changes. Accordingly, the system is expected to help reduce driving risks associated with tilted loads.

■ PCS Braking System



Wide-view Pillars and Wide-view Mirrors

The Wide-view Pillar is designed to enhance driver visibility from the driver's seat by narrowing the front pillars without affecting vehicle strength and contributing to early detection of pedestrians at the intersection. The Wide-view Mirror is also designed to help the driver's early detection of pedestrians by providing wide side views from the driver's seat and is designed to reduce the risk of run-over accidents at intersections.



Safe Driving Seminars

In order to actively engage with "people"—a part of three pillars: people, vehicles, and roads—Hino Motors holds safe-driving seminars, primarily at its Customer Technical Center located in Hamura City in the Tokyo metropolitan area. The seminars are designed to enable customers to gain actual experience in test-driving vehicles fitted with new safety equipment. Through the seminars, Hino Motors provides opportunities for customers to gain hands-on experience in using new equipment.

☒ Customer Technical Center

Universal Design Initiatives

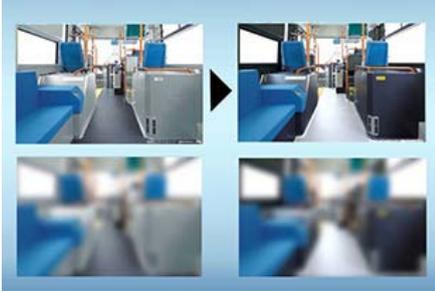
Hino Motors is applying the idea of universal design to all of its product development processes to create vehicles friendly to all drivers and passengers.

For truck drivers responsible for transporting goods, the driver's seat is like a workplace where long periods of time will pass.

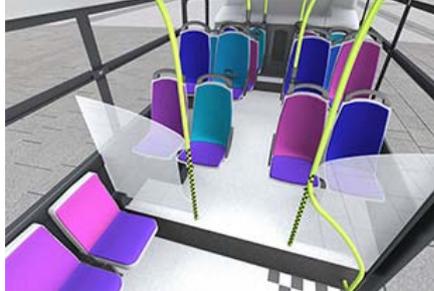
With this in mind, Hino Motors designs its trucks with serious attention to usability and comfort for the driver.

Likewise, when designing buses, Hino Motors places importance on making them user-friendly and comfortable for the driver, as well as being accessible and comfortable for all kinds of passengers, including children and senior citizens, so that everyone can enjoy a pleasant ride inside the vehicle.

Interior design of a next-generation mobility bus



Using colors of contrasting brightness for the floor and interior makes the passageway more visible so that passengers can safely find their way when using the bus simply by distinguishing the brightness of the colors.



This low-floor bus interior is designed to provide a bright, lively atmosphere for passengers and is also based on certification standards intended to promote the use of low-floor buses set by Japan's Ministry of Land, Infrastructure, Transport and Tourism in January 2004.

Hino Motor's light-duty truck designed with wide-view pillars



This safe-design technique takes advantage of the different views of the left and right eyes to make the front pillars appear as transparent