

Social Performance

To Our Stakeholders

To Our Customers

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

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 developing with them as their partners.

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 10,161 calls in fiscal 2016, a slight decrease of 1% of the calls handled in the previous fiscal year.

Information Outside of Japan

For customers outside of Japan, Hino Motors publishes the magazine, *HINO Cares*, translated into eight 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	August to October 2015 and January to July 2016
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"> 2,385 customers who had purchased a new Hino Motors vehicle 5,120 customers who had a vehicle repaired at a Hino Motors dealer

Customer Satisfaction Survey Results

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 new Hino Motors vehicles or the maintenance capabilities of service personnel; the ability of staff to solve any problems following the sale or maintenance operations; 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 maintenance capabilities of service personnel to resolve any issues of after-sale for customers 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 2016, the Company held twenty 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. The number of countries where these contests are held continues to increase each year, with a new contest being held in Pakistan in fiscal 2015. Regional events have also continued to be held since 2012 in the Middle East and Central and South America regions. Furthermore, in fiscal 2016 the winners of skills contests around the world came together for an award ceremony, which helped to further boost motivation and provided an opportunity for all winners to pledge to continue to enhance their technical skills. 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 skills contest held in Pakistan



A customer service skills contest for the Middle East region held in UAE



A customer service skills contest for the Central and South America region held in Costa Rica



Skills Contest Global Award Ceremony (Yokohama)

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 recognizes the importance of providing customers with accurate information on vehicle specifications and usage guidelines at the time of sale. To this end consistent efforts are being made to improve product knowledge among sales staff. These include the implementation of training workshops for sales staff to enable acquisition of the latest product knowledge, and a uniform nationwide test to gauge the level of understanding about products in general.

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.

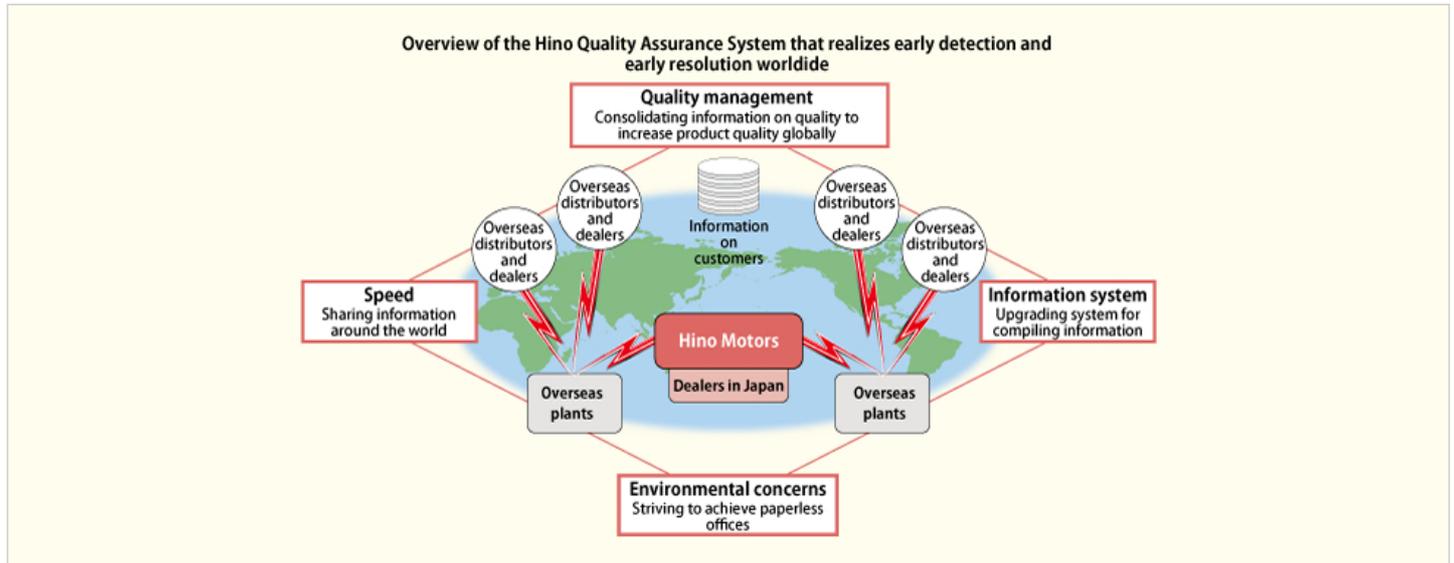
Through this system, Hino Motors developed its Early Detection Early Resolution (EDER) system, which enables faster collection of information on quality-related issues arising in markets around the world.

Hino Motors evolved its HQA System into the Global Hino Quality Assurance (G-HQA) System in fiscal 2013 aiming to respond to production increases at its factories outside Japan and the globalization of its supplier network. Under the new system, work has been accelerated to collect market-related information through the integrated and centralized management of information at overseas production sites, including in the ASEAN region in fiscal 2014 and the Americas region in fiscal 2015.

Furthermore, in fiscal 2016, aiming to achieve further quantitative and qualitative improvements in quality information in all markets, Hino Motors has improved its system to ensure even more efficient distribution of information and quicker response to the needs of customers around the world by enhancing its information management systems, including those for the management of data on the quality of vehicle parts.

In addition, as part of its ongoing initiatives, Hino Motors held seminars on customer feedback and exhibitions on product quality in an effort to raise employee awareness of product quality.

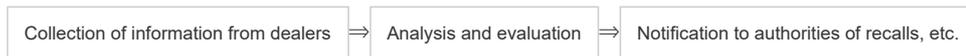
■ Overview of the Hino Quality Assurance System



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



■ Incidence of Recalls and Remedial Measures in Japan

Details	FY2014	FY2015	FY2016
Recalls*1	12	11	18
Remedial measures*2	0	2	0
Service campaigns*3	2	4	5

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 Aiming for the Elimination of Fatal and/or Injury 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 Pre-Crash Safety Collision Avoidance with Pedestrian Detection (PCS*2) 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

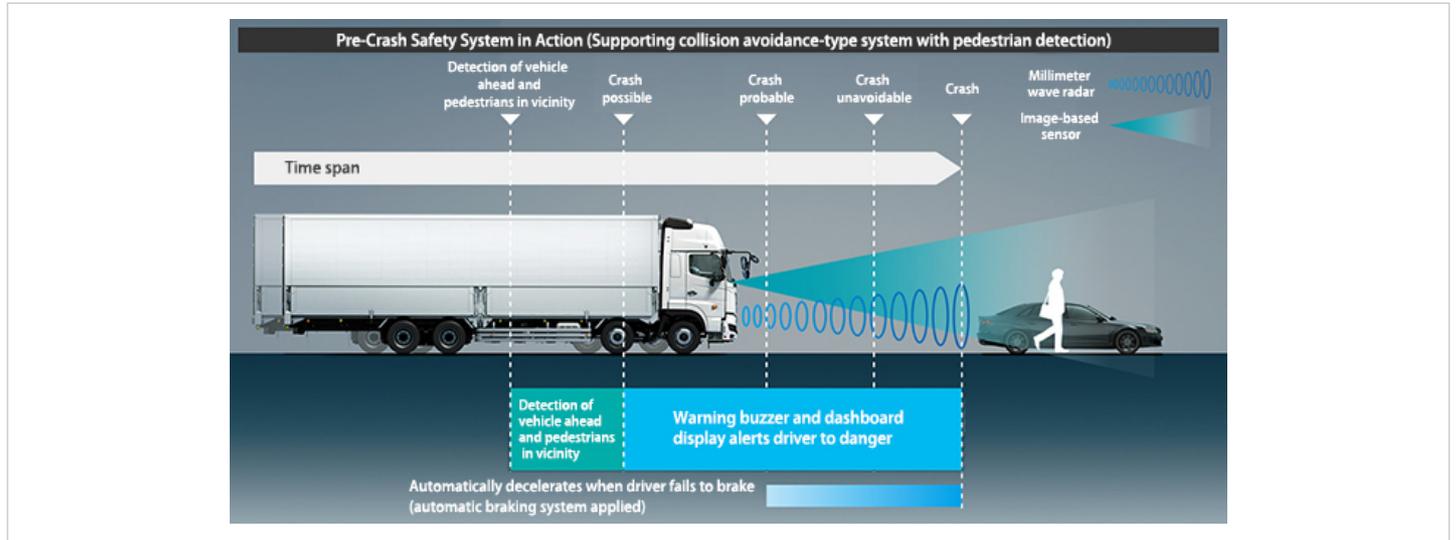
Safety Technologies and Equipment

PCS (Pre-Crash Safety) Collision Avoidance with Pedestrian Detection

Reducing vehicle speed at the time of collision to help reduce collision damage, PCS makes it possible to detect standing pedestrians, as well as stationary vehicles, using millimeter wave radar + image sensors. This is the first^{*4} such technology for heavy-duty Japanese trucks.

*4. As of March 2017, according to Hino Motors research.

■ Illustration of PCS in Operation



Variable Light Distribution Type LED Lamps

With fine control over the lighting and extinguishing of the LED lamps, light distribution can be controlled to automatically shade only the spots where light strikes oncoming and preceding vehicles. These lamps also make the high beams easier to use while driving at night and the detection of pedestrians easier at night to help reduce accidents.

■ Image of Variable Light Distribution Type LED Lamps in Operation



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

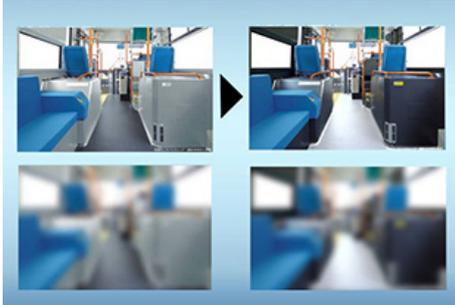
Hino Motors is applying the idea of universal design to all of its product development processes to create vehicles friendly to all drivers and passengers.

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

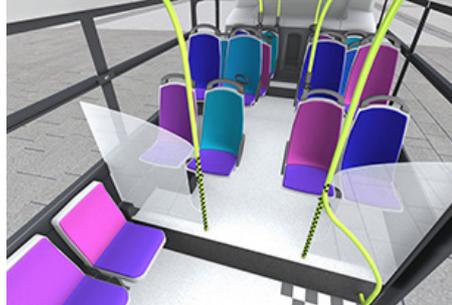
With this in mind, Hino Motors designs its trucks with serious attention to usability and comfort for the driver.

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 technique takes advantage of the different views of the left and right eyes to make the front pillars appear as transparent and support good visibility.