



CUSTOMERS



B PADMANABHA

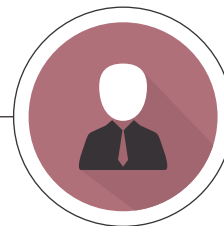
Vice-President, Customer Service Group

Our business depends on building partnerships with our stakeholders, especially our customers. As we acknowledge the interdependency between our business and that of our customers, we have developed long term relationships through customer engagement that align with our sustainability agenda. This engagement model is designed to increase touch points, enabling us to remain aligned to their priorities and focus on building valuable partnerships.

A host of distinctive facilities and services are being offered to meet the customers' requirements in the company's nationwide service network. We bring in state-of-the-art service centers with qualified and trained manpower to ensure that the Customers and their cars are well taken care of.

We understand that the depth and breadth of our customer relationships are critical to the ongoing economic sustainability of our business. Thus, we intend to create and share new values by providing high quality services beyond customer's expectation. Also, we will continue to foster stable business performance and share the environmental and social values created with our customers.

OUR CUSTOMERS



At Toyota Kirloskar Motor, we aim to establish a lifelong relationship with our customers by creating 'Delight' element during each interaction. 'Trust' is the core value that all personnel engaged in customer service keep in mind. We build long-lasting relationships by providing prompt and timely service, making sure that we meet our customers' needs to our best possible ability.

Ensuring effective communication and consistently high quality of the products and services, with support from factors such as the kaizen culture, enhanced service capacity and technology to support efficient operations, we have achieved the highest level of customer satisfaction amongst our customer base.

In order to ensure customer satisfaction, we have initiated several Customer Satisfaction Surveys at different stages. To understand how the industry is performing, we also subscribe to an industry level customer survey whose results are carefully analyzed along with the customer expectation and shared with all dealers, regional offices and key departments at actionable points for quick action and usage in their day to day activities. The consolidated report is also shared with our management for easy decision making and driving future activities. It also forms a part of the input to prepare our next year's customer service strategy to further enhance customer satisfaction. No substantiated complaints regarding breaches of customer privacy and losses of customer data were recorded during the reporting period

PRODUCT AND SERVICE INFORMATION

Product specification details available on the Toyota website are intended to help the customers and stakeholders understand the product and vehicle related information.

No significant fines have been levied on the company for non-compliance with regards to laws and regulations concerning product service, and labeling during FY 2014-15.

CUSTOMER SAFETY

All vehicles produced at Toyota use new generation technology and are of the highest safety standards. All TKM vehicles meet the prevailing safety regulation of the country. Toyota's kaizen philosophy combined with the 3R (Reduce, Reuse and Recycle) principle makes sure that the products go through many cycles of improvement until the desired standard is achieved. TKM does a periodic assessment of its products and

services to reduce their health and safety impact. No incidents of non-compliance with regulations and voluntary codes concerning these aspects have been reported.

STANDARDIZATION OF AIRBAGS ACROSS ALL MODELS AND GRADES

Airbags, which serve as a passive safety device to safeguard the occupant in the event of crash, were not available across all grades of Etios, Etios Liva and Innova models, earlier. Although fitment of airbags does not legally mandate the requirement in India, in order to enhance customer safety in vehicles in India, airbags were provided across all models of TKM cars.

Vehicle safety has boosted up post airbag installation in the Etios and Etios Liva since October 2014 and in Innova since January 2015.

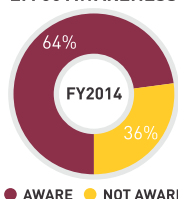


EM 60

Service is a key differentiator in the decision of vehicle purchase. Each Toyota service outlet understands that a focus on valuing customer time has a huge influence on customer service perception. Thus, Toyota Production System (TPS) has initiated Express Maintenance (EM), a unique tool to provide customer delight in the outlets. It helps to achieve shorter lead time service and ensure our commitment towards 60 minutes service without compromising on the quality. The EM Program is certified by TKM and implemented at all dealers across India.

Aggressive promotion of EM 60 was carried out through Radio Jingle, Digital media key and TVCF [Close Circuit Television] at 30 JD Power cities to enhance the awareness about the swift service.

EM 60 AWARENESS



The EM 60 service awareness increased from 50% to 64% during the year 2014.

MONSOON CAMPAIGN



Seasonal Campaigns are carried out across the country to enhance dealer business and create excitement for customers. This is a very useful tool for customer retention.

Toyota Kirloskar Motor carried out the 'Monsoon Campaign' across its dealerships in western India for a period of one month, during July 2014. This limited period service campaign ensured that customers

have a monsoon-fit vehicle, with a free 20 points monsoon season check-up for their Toyota vehicles, during the stipulated period. Additional offers and discounts in service parts for car beautification and other benefits were given to the customers.



Always Insist on
Toyota Genuine Parts

NO-TO-COUNTERFEIT CAMPAIGN

In December 2014, the No-To-Counterfeit (NTC) Campaign was successfully launched in India with an aim to increase awareness amongst the customers on Toyota genuine parts, their safety and quality.

A customer survey was conducted to assess the customers' awareness level on counterfeit parts.

As a part of the promotional strategy, posters, dangler and banners were displayed across all Toyota

dealerships, and related SMS and emails were sent to the customers. An interview and training program were conducted to educate the customers on genuine parts and their safety.

The NTC Campaign reached out to 11% of the customers during the promotion period and was effective in boosting the customers' awareness on Toyota genuine parts and their safety.

ASIA PACIFIC CUSTOMER SERVICE KAIZEN AWARD

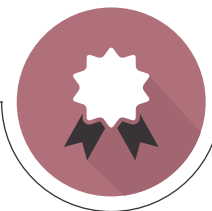
TMAP-MS (Singapore) organizes Customer Service Kaizen Evolution (CSKE) to reignite our Kaizen culture, to accelerate Kaizen activities and to develop younger members to take up leadership in future.

TKM Customer Service Group participated in CSKE-2014 marathon contest on 12th January in Thailand, and won the gold award for enhancing service quality through an improvised training module. It also introduced the customers' voice recording concept.



ASIA PACIFIC CUSTOMER SERVICE KAIZEN AWARDING CEREMONY

QUALITY ASSURANCE



The advent of mass production has made quality management an increasingly important aspect in the manufacturing process of modern cars. Safety and environmental concerns have also influenced many of the manufacturing standards. Since these standards change as knowledge and technology progresses, implementing automotive quality management systems can be quite a challenge.

The Quality Assurance Division (QAD) at TKM comprises of administrative and procedural activities implemented in a quality system, so that requirements and goals for the product, service or activity will be fulfilled. The QAD understands the current and future customer needs and thus meets the customer requirements.

CORPORATE QUALITY MONTH (CQM) 2015

The Quality Assurance Division at TKM conducts Corporate Quality Month (CQM) every year in February as a reminder about the past quality issues. This year CQM was inaugurated on 30th January 2015 by the MD, Naomi Ilshi, along with guests from dealer and supplier partners. The Theme for this year was 'Pursuit of Perfection for better job Quality'. The three main activities carried out were Remind, Reflect and Reform.

REMIND ACTIVITY

To remind ourselves of previous Quality issues, Customer First Exhibition was carried out involving TKM Bidadi, Regional offices, Suppliers and Dealers.

REFLECT ACTIVITY

All 46 divisions took up theme '1Task-100% accomplishment' and successfully completed [TBP approach].

REFORM ACTIVITY

Establish companywide Standard Operating Procedure (SOP) for all operations and training to relevant stakeholders.

ASIA PACIFIC PRODUCTION QUALITY AWARD 2014-15

Toyota Motor Asia Pacific awards its affiliates (vehicle manufacturers) with Excellent Quality Company awards on achieving the targets in Warranty Reduction, Field Action and TMC-Shipping Quality Audit results.

During FY2014-15, TKM achieved all the targets in Warranty Reduction, Field Action and Shipping Quality Audit, and received the:

- Warranty Reduction Achievement Award
- Zero Field Action Achievement Award
- Excellent Quality Company Award



ASIA PACIFIC PRODUCTION QUALITY AWARDING CEREMONY

CASE STUDY

PRODUCT ENHANCEMENT (INITIAL QUALITY STUDY AND VEHICLE DEPENDABILITY STUDY)

The customer product experience was assessed over two varying study periods, namely the Initial Quality Study (IQS) period and Vehicle Dependability Study (VDS) period. During the IQS, overall vehicle quality experience, comprising of the vehicle's fit, finish and performance were evaluated over a period of six months. The VDS estimates experience in Durability and Reliability of the vehicle over a period of 36 months.

Product enhancement was achieved through timely and continuous improvement of the product to meet the market demands. The Quality rules, management and audit contributed to the betterment of customer satisfaction process. A periodic and systematic method of sharing the field failure information contributed to quality mind enhancement of in-house, supplier and dealer members.

The IQS showed that as a brand, Toyota was ranked No.2 and the Innova stood no.1 in the segment for the consecutive year. As per VDS, the Etios was ranked No.1 as well as the Innova stood no.1 in the segment yet again for the next year. A periodic management review is conducted for achieving all milestones for becoming a No. 1 brand in all segments by 2016.

CUSTOMER SATISFACTION SURVEYS INITIATIVES AT TOYOTA KIRLOSKAR MOTOR

At Toyota Kirloskar Motor, we aim to establish a lifelong relationship with our customers by creating delight at every interaction.

We have initiated several Dealer level and National level Customer Satisfaction Surveys at different stages, to assess our levels of achievement and improve upon them. We also subscribe to an industry level customer survey to have a perspective of how the industry is performing.

The information from the surveys is analyzed in detail at the Head Office and along with the customer expectation shared to all dealers, regional offices and key departments in actionable points for quick action and usage in their day to day activities. The consolidated report is also shared with our management for easy decision making and driving future activities. It also forms a part of the input to prepare our subsequent business year's customer service strategy to further enhance customer satisfaction.