

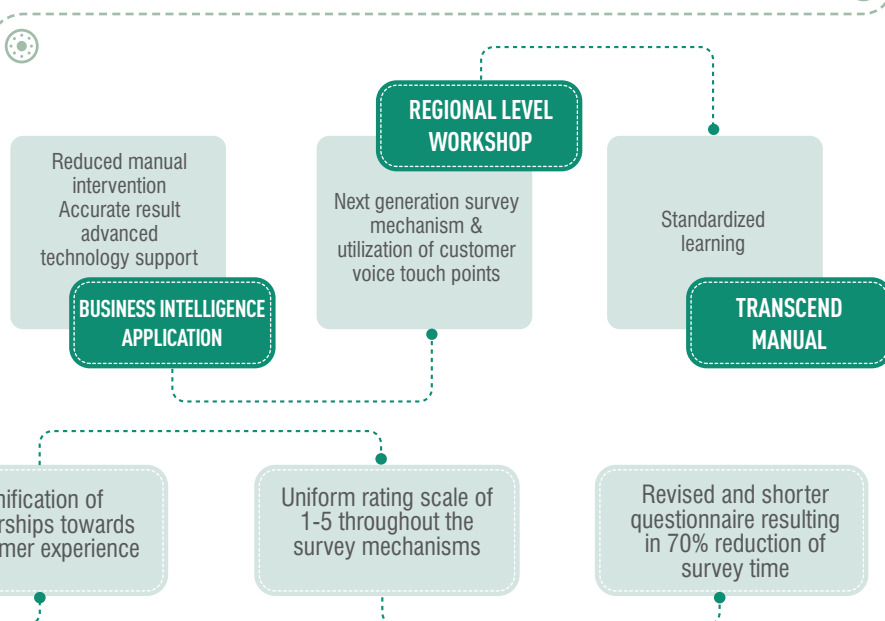


CUSTOMER DELIGHT

Loyal and happy customers are our business promoters. To ensure ultimate customer delight, it is vital to consider qualitative customer voice as the key input in dealer operations and service offerings. We ensure customer delight by expanding our product portfolio with advanced technology that offers quality products and services.

CUSTOMER SATISFACTION SURVEY

We at TKM have devised a new survey mechanism to capture the customer voice at all touch points to give the customer what he or she really wants. A Business Intelligence [BI] application is introduced to analyze customer satisfaction results in our pan-India dealerships. This tool helps to strategize and enhance the Customer Service Experience. Through this, dealers can also emulate other dealers' Best Practices to learn, improvise and standardize their own practices. We are also educating our dealer staff on the survey mechanism through workshops. We also conduct a benchmarking survey to understand customer expectations & employ Best Practices with respect to other players in Industry.



We are presently focusing on the positive voice of our customers to enhance their experience. For this, we have successfully implemented three different surveys at 3 intervals:

INSTANT FEEDBACK

To measure the service experience during vehicle delivery

To measure the customer satisfaction on Service quality after 3 days of service

POST SERVICE FOLLOW UP

CUSTOMER SATISFACTION SURVEY

Dipstick survey to check the Dealer CSI performance and heart touching experience after a month's service

SUSTENANCE PLAN:

BUSINESS ANALYTICS

Co-relate CSI, Business & DISHA KPIs Capture customer sentiments from different touch points

CUSTOMER MAPPING

Capture customer voice at various stages of survey

COVERAGE OF 100% SERVICED CUSTOMERS

Strengthen instant & post service follow up to utilize the feedback

BEST IN TOWN



ACCURACY

+



CARING

=



TRUST

Customer retention plays a vital role in sustaining business under the current competitive market conditions. Hence, it is vital for us to ensure 'best in town' customer experience.

For this, we are promoting self-reliant operations at our dealerships, following the Toyota Customer Service philosophy. Under this program, our dealers from the North region [Rajasthan, Delhi, Haryana, Chandigarh], have initiated cross learning through customer

voice-based kaizen. About 71 dealer guests participated in the event, including 21 senior dealer management.

The discussions focused upon the future challenges and helped Toyota dealerships to set future directions towards innovations. This helped the dealerships to get a way forward to ensure business sustainability through customer retention, repurchase and referral sales of Toyota vehicles. The host dealership [OM Toyota] showcased their kaizen

towards two key pillars of Customer First philosophy, the 'People Power' and 'Super Competitive' operations. The best practices for improving customer convenience and even better sales and after-sales experience were also showcased by other dealers.

The event promoted collaborative efforts of different cross functions centered towards customer delight - One Customer One Team.

ENHANCING CUSTOMER EXPERIENCE

LACK OF CUSTOMER AWARENESS

Customer education through various promotion channels

ESTIMATION OF SKILL & SYSTEM

Integration of web parts catalogue with Estimation system

INSURANCE CLAIM SYSTEM

Link dealer TP system and insurance system through live information sharing

LACK OF PARTS SOP SUSTENANCE

Strengthen the parts SOP as per Gemba requirement

JOB PLANNING SYSTEM

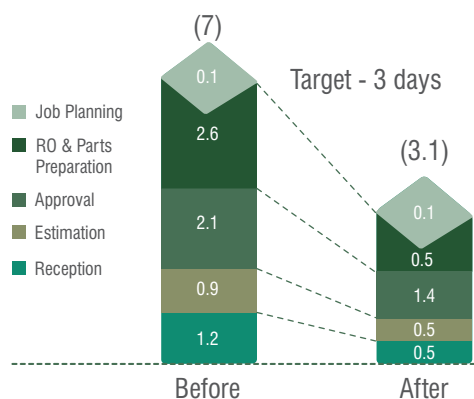
Develop new job planning system

We at TKM are working towards the enhancement of dealer and distributor manpower to manage the ever-growing automobile sector in India. For this, our regional headquarter TMAP, has initiated 'Customer Service Kaizen Evolution' [CSKE] in 2013, for six key functions. This is a distributor level competition focused on evolving new ideas and kaizens in service operations.

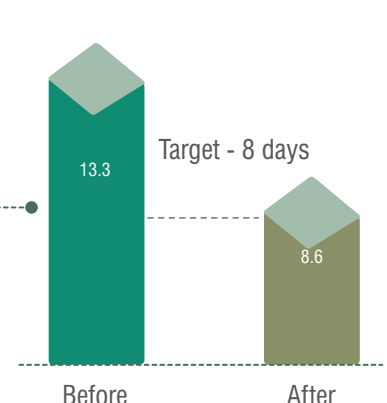
Since 2011, India Toyota dealers' Body Paint [BP] operations are continuously improving. BP Basic Pro was introduced to ensure on-time delivery and high repair quality. This led to the year on year reduction in VOC. However, we noticed that a major VOCs were customers' complaints on delayed service delivery.

To deliver best in town BP service to our customers, it is vital to value their time, and assuring service quality. For this, a detailed root cause analysis was carried out through a pre-kaizen survey of overall BP operations. As a result, it was found that the car-in to car-out lead time was very high due to process stagnation in pre-production process (work approval process) at pilot shop. As per detailed genba study at pilot shop, we found key focus areas and countermeasures are developed to meet customer expectations.

PRE-PRODUCTION LEAD TIME



OVERALL LEAD TIME



BREACH OF INFORMATION SECURITY

Information security is vital for every organization. We have a vigilant information security team. It continuously strengthens our information security systems by creating awareness on the foreseeable information security risks and develop a mitigation plan.

TOYOTA TECHNICAL EDUCATION PROGRAM [T-TEP]

T-TEP is a distinctive training model where students studying in Industrial Training Institutes are trained as per industry requirement.

T-TEP SEMINAR



Opening Remarks by Mr Vedprakash Tiwari, General Manager, Customer Service Division

T-TEP NETWORK EXPANSION 2017



MOU Sign off by Mr. Ravi P Sontakke, Deputy General Manager, Customer Service Division & Sri Ram Polytechnic Institute Management

In the reporting year, the 10th National T-TEP Seminar was held to strengthen and standardize T-TEP operations across India. The key technical challenges faced by the dealerships and the institutes are discussed at the event. To further enhance the skills and

knowledge of T-TEP instructors. Instructor skill contest is conducted along with Best Kaizen, Safety Aids & Simulators displayed in the stalls.

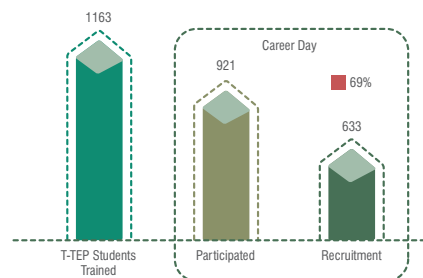
T-TEP New Launch (Name)	Location	Category
Don Bosco Technical Campus	Pulianthope, Chennai	Body & Paint
Sriram Polytechnic	Perumalpattu, Chennai	Service Advisor

T-TEP CAREER DAY

With the help of T-TEP, training institutes will be able to develop a highly skilled technical work force with greater career prospects in the automotive service industry. This program was launched in 2006 and currently tied up with more than 40 industrial training institutes.

Every year, we organize Career day at T-TEP institutes to provide employment opportunities for students at our dealerships. Till day, more than 6500 students have been trained & recruited 4500 students by our dealer partners.

T-TEP Training and Recruitment



T-TEP Career Day

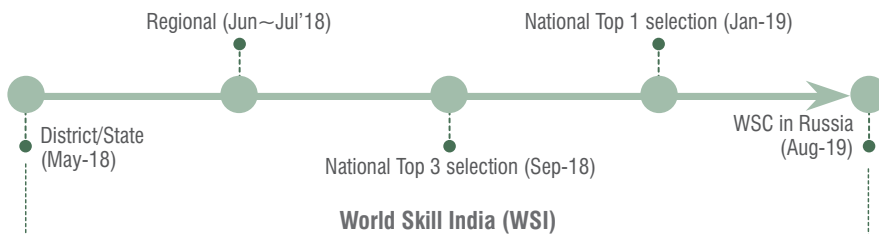
WORLD SKILL COMPETITION (WSC)

The World Skill Competition [WSC] is skill Olympic where it brings youth, industries and institutions together to create platform for the youth to showcase their talents & skills at international level. The objective of this program is to encourage youth to attain the skills of international standards.

To promote Skill India Campaign to achieve its objectives, India also participates in the World Skill Competition. Best Indian Talent is selected through India Skills Competition conducted by National Skill Development Corporation (NSDC).

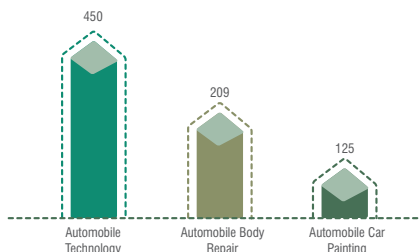
The best talent is selected through Skill Competition conducted at

INDIA SKILLS-SELECTION PROCESS



District level, Regional level and National level. First time, TKM facilitated T-TEP students and Dealer Technicians to participate in the WSC for Auto body, Car Painting and Auto Technology Categories. Also TKM (Manpower Excellence Centre) provided focused trainings for better performance in the Regional Skill Contest.

T-TEP & Dealers Participation



ENVIRONMENT MONTH

The Toyota Global Environment Month (June) is celebrated at all our Dealerships, pan India. All our dealerships collaborated with TMC global vision 'Let's Do it for the Future'. The environmental awareness was promoted at all sales-service outlets through various displays, audio-visuals, sapling plantation and distribution involving local community. Various competitions like quiz, painting, slogan writing were organized for the staff family members and customers. Free PUC check-up and Eco-wash was organized for all vehicles in the environment month at service shops.

OUTCOMES



ROAD SAFETY

Customer health and safety is of utmost importance to us. Along with the product related safety features, we also educate our customers and dealer staff on road safety.

We create road safety awareness to all our key stakeholders and expect them to in turn create awareness amongst their stakeholders.

Our dealerships create road safety awareness programs amongst their staff, customers and local community. The banners are displayed at the dealerships and various competitions / trainings are conducted to the dealership staff.

NATIONAL ROAD SAFETY WEEK, 2018

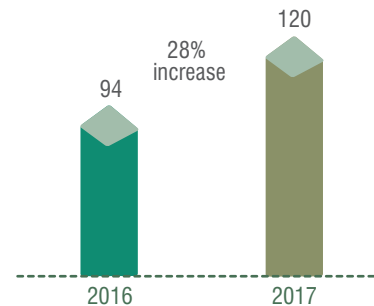
On the occasion of National Road safety week, our dealerships conduct awareness drives and training programs amongst dealer staff, customers and local community. Road safety awareness banners and placards such as usage of seat belt, helmet, non-usage of mobile phones while riding/driving etc. displayed at the dealerships.

The customers were made aware of product related Safety features [Air bag, ABD & EBD, 3 point seat belts - use safety book] and through road safety awareness videos in customer lounges and safety stickers on vehicles. TKM has also pledged to continue movement restlessly to achieve the common goal of least possible road accidents and zero casualty on road.

During the road safety week, a daily morning meeting was held at the workshop and the topics and cases of customer safety were discussed. The water conservation and road safety leaflets were distributed at fuel stations. 'Drive safe' awareness was promoted through human chain, mime play, road safety rally and light shows with Toyota vehicles. The employees were trained on first aid and gifted with helmets and safety badges. The road safety awareness was also spread through the Toyota Connect application and through social media.

Best promoted Dealers for creating road safety and Environment awareness effectively through unique social activities are awarded in National Dealer Meet.

NATIONAL ROAD SAFETY WEEK 2016-2017 Dealer Reporting Status



ROAD SAFETY AWARENESS
SPREAD TO **68,624**
CUSTOMERS AND PUBLIC
BY ALL OUR DEALERSHIPS

T-SHIELD

Customer health safety is of utmost importance to us. We educate our customers on product safety during all our interactions at dealerships. They are also provided with educational material on Safety and Hygiene of vehicle usage and maintenance during their visits.

During customer interactions at the dealerships, it was found that the customers were not comfortable talking on safety issues, fire incidences, accidents and thefts as they felt it was inauspicious. It was observed that the customers found the safety and maintenance material handed over to them unattractive and hence, they would not want to read the same.

As a responsible corporate, it was important for us to sensitize our customers on safety issues. The challenge for us was to find ways to sensitize our customers without

disturbing their Sentiment and attract their attention on safety issues in a more Direct "Cause - Effect" manner. To address these challenges, we felt the need to Create a Face - something that can be personified as a TOYOTA CARE and RELIABILITY EXPERT.

T SHIELD BRAND CREATION

The Super-Hero Persona of T-SHIELD was inspired from the Avengers series - A Toyota Hero that saves the Customer from "Unwanted elements or Villains" like Thieves, Rodents, Non-Genuine Accessory and even Flood Water! The Persona had to have easy Brand recall and association with the end benefit of "Protection" against these



unwanted elements as well as link to Toyota Brand and its Values. Hence the term T- SHIELD was coined. (Stands for Toyota Safety Hygiene Innovative Education for Long-term Durability)

In developing T-SHIELD, we surveyed customers at three pilot dealerships to learn about their preferences through Whatsapp and SMS in regional languages in a scheduled Manner.

Based on the survey results, we prepared the following tools according to our customers' preferences.

- Educational videos (via WhatsApp)
- Educational message (via SMS)
- Educational comic
- Website & social media (To Reach even non Customers/ Prospects)
- (Facebook/Twitter/WhatsApp)

T-Shield Videos - Proactive Education To Customer



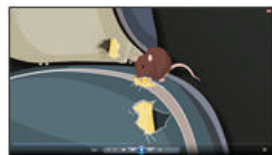
Fire Preventer



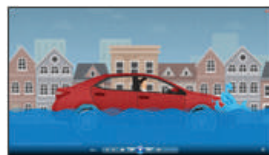
Theft Preventer



Tyre Preventer



Road Preventer



Water Logging



Summer Protection




10,000

Feedbacks from customers

Customer Appreciation

T-SHIELD

Send me videos for safety plz.

*Its good to see that
Toyota take care of there
customers like this.
Proud to be your customer
Thanks & Regards.*

Opportunity to engage with Customers

TKM VOC : Reduction of Serious Complaints

Fire Preventer (TKM VOC)



44%
Decrease

2017

2018

Theft Preventer (TKM VOC)



50%
Decrease

2017

2018

Rodent Preventer (TKM VOC)



58%
Decrease

2017

2018

FOCUSED DEALER ACTIVITY

The Voice of Customers [VOC] captured from the top 30 dealerships accounted to about 40% of the total VOCs. Hence, the dealerships contributing to the highest number of VOCs were prioritized and reviewed for improvement. The VOCs raised were discussed and the relevant countermeasures were identified

DEALER SELECTION

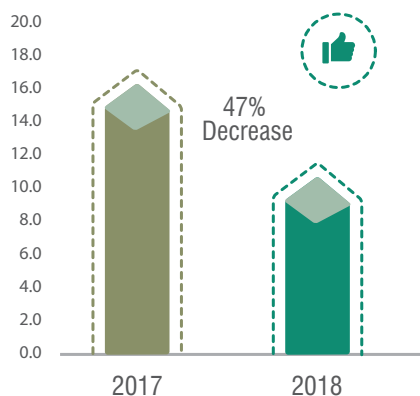
CONCERN PRIORITIZATION

TKM & DEALER CFT (VOC REVIEW)

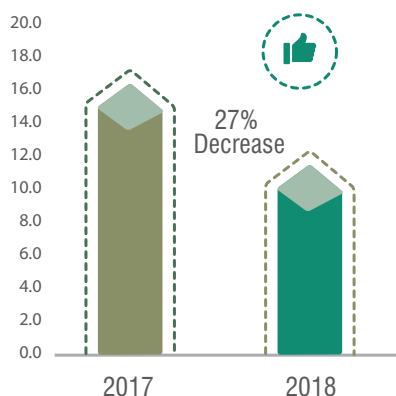
ROOT CAUSE & COUNTERMEASURE IDENTIFICATION

ACTION PLAN IMPLEMENTATION

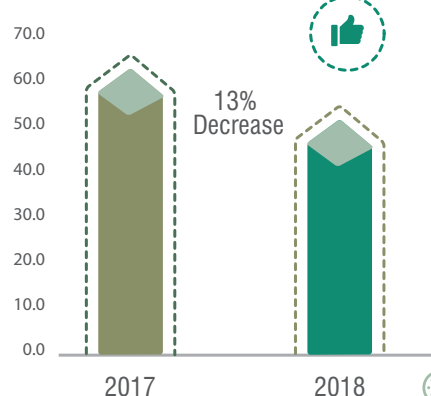
SALES COMPLAINTS



GENERAL SERVICE COMPLAINTS



BODY & PAINT SERVICE COMPLAINTS



YARIS LAUNCH: 360° CAMPAIGN (MULTICITY LAUNCH)

**6 CITIES. 6 UNFORGETTABLE
EVENINGS. ONE SEDAN, LIKE NO
OTHER.**

To commemorate the successful launch of its latest sedan, Toyota Yaris, Toyota organised gala evenings across 6 cities. The events were a grand success with both the press and the sedan lovers who graced the event. Some of the top names in the music industry enthralled the audience with their chart topping melodies. The night ended with a sumptuous dinner crafted exclusively for the guests.

The top management and leaders of Toyota talked about the new car and the brand's vision of India.



TOYOTA OFF ROAD CAMP

METAL MEETS METTLE MEETS SUV HEADS

The Toyota Fortuner Off Road Camp was a roaring success in Chandigarh and Delhi. A one of a kind event where guests were given a demo of the legendary off roaders capabilities after which they themselves tried

their hands at navigating a specially designed course to put to test the Fortuner's calibre. A slush patch, a steep climb over a 60 degree mound and water wading are just a few of the challenges on the obstacle course designed to push every off roader to the limits. All in all the guests had a great time experiencing the Fortuner doing what it does best, take on terrains and adrenalize the driver.



HNI MEET (MUMBAI, DELHI & KOLKATA)

THE JET SET COME TOGETHER TO CELEBRATE THEIR LOVE OF LUXURY SEDANS.

Toyota organized a 3 city event with an exclusive guest list that comprised of Toyota Corolla and Toyota Camry owners. These events were a celebration of all things luxurious and were graced by Madhuri Dixit at Mumbai and Mohit Chauhan at Delhi & Kolkata who engaged with the audience over their shared love of the two



world class sedans from Toyota. The leaders of Toyota also shed light on Toyota Environmental Challenge 2050 and their mission to go beyond zero environmental impact. To achieve this Toyota has set itself six challenges.

To Achieve the 2050 goal with steady initiatives in order to realize sustainable development together with society, Toyota will leave no stone unturned.

The delectable spread coupled with the elite guest list and engaging conversations made the event a memorable one.



ANNUAL DEALER BUSINESS MEET 2018

A BETTER FUTURE TOGETHER WITH OUR DEALER PARTNERS

TKM held its Annual Dealer Business Meet (ADBAM) on 19th January 2018 at the J W Marriot, New Delhi. This is an annual event to commemorate the performance and achievements of dealers and partners.

Dealers from all over India attended the meeting. Mr. Akito Tachibana (Managing Director) Mr. Preston Tan (VP of Area Operations Division India), Mr. Atsushi Oki (Vice President), Mr. N Raja (Deputy Managing Director & Chairman), Mr. P B Venugopal (Vice President), Mr. Babu Moopan (Dealer



Council President) were also in attendance. They addressed this years theme of “build a better future” and shared Dealer Best Practices for the mutual learnings amongst the dealer fraternity.



THE FUTURE UNVEILED AT AUTO EXPO 2018



**TOYOTA ADOPTED THE THEME
'DRIVEN BY A BETTER FUTURE'**

Auto Expo is the biggest and most important event of the calendar year for the automobile industry. It is an opportunity for the industry's key players to showcase their upcoming vehicles and concepts to the press, and the general public. Given its significance, Toyota used this platform to share its vision for the coming years.

Hence, Toyota adopted the theme 'Driven By A Better Future'. The entire booth demonstrated Toyota's commitment to a safer, greener, more sustainable, and connected future. Concept vehicles and innovations such as Toyota's FCV technology, and many others were put on display for all to see. Also demonstrated were Toyota's

new-age connected technologies and best-in-class safety features. The main event for Toyota was the grand unveiling of its brand new sedan – the Toyota Yaris. Audiences eagerly gathered to witness this exciting launch, while the other exhibits made the Toyota booth one of the most popular at Auto Expo 2018.

THE TOYOTA EXPERIENCE ZONES

The Today Zone featured a range of the current offerings including the Etios Limited Edition, Dual-tone Liva, Etios Cross X-Edition, Innova Crysta, Innova Touring Sport, Camry Electric Hybrid, Corolla Altis, Fortuner, Land Cruiser and Land Cruiser Prado.



**DIVIDED INTO 3 ZONES, TOYOTA'S BOOTH
AT AUTO EXPO 2018 FEATURED THE
CARS OF TODAY, TOMORROW AND THE
CARS THAT WILL BE USHERING IN THE
AUTOMOTIVE FUTURE OF INDIA.**

The Tomorrow Zone introduced the Yaris and Alphard, focusing on safety, connected technology and the environment.

The Future Zone showcased the most innovative vehicle concepts designed for energy diversification and energy savings - the Prius PHV, i-Road, Ha:mo and the FCV Plus. This zone truly demonstrated Toyota's commitment to be driven by a better future.



THE TOYOTA DRIVING SCHOOL SIMULATOR

Toyota debuted India's first-ever driving simulator with a real car, offering a realistic, immersive driving experience. This allowed those undergoing the experience to learn how to drive in a safe, stress-free environment without any real-world consequences.



THE BIT ZONE

To familiarise the audience to Toyota's Best In Town practices, several engaging videos were played to capture their attention. Also on display was Toyota's first-ever mobile app for an enhanced customer experience.

TOYOTA'S INNOVATIONS OF THE FUTURE

The car displays were supported with various experiential activities that exhibited Toyota's present and future innovations. By interacting with them, valued customers were educated as well as entertained.

TOYOTA SAFETY SENSE SIMULATOR AND HYBRID THEATRE

Toyota's revolutionary safety technologies like ABD, EBS and VSC were demonstrated via a virtual reality drive through a course, responding to various incidents and how a Toyota car would respond in such situations. Also in focus was Toyota's pathbreaking hybrid technology for a cleaner, greener future.



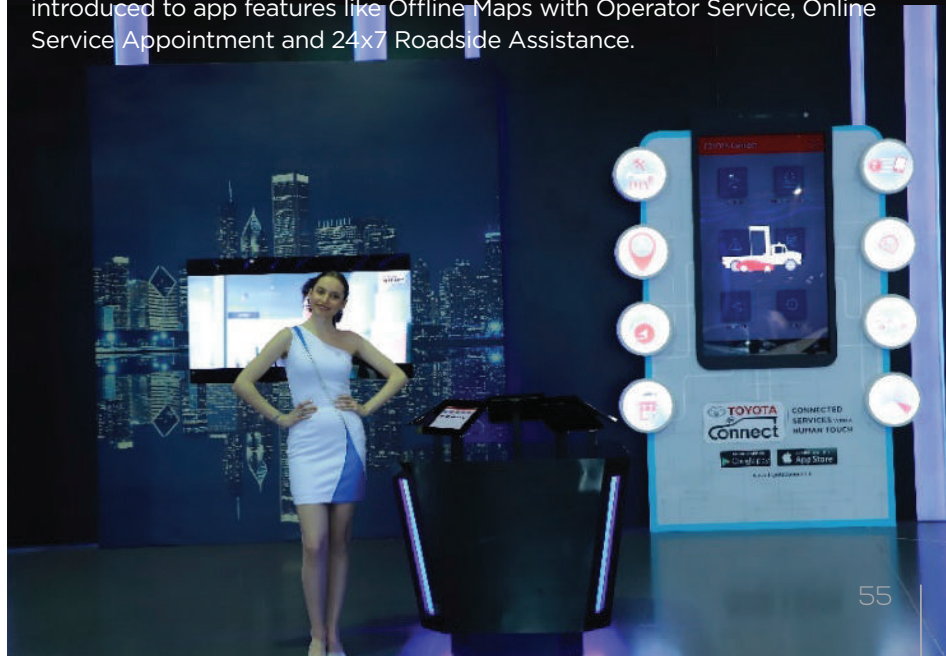
THE FIVE CONTINENTS DRIVE SIMULATOR

A simulation experience which accurately reproduced the experience of being inside a Land Cruiser as it races across off-road courses through 5 continents.



TOYOTA CONNECT APP

To showcase Toyota's continued commitment to seamless customer service the Toyota Connect App was demonstrated. Customers were introduced to app features like Offline Maps with Operator Service, Online Service Appointment and 24x7 Roadside Assistance.





THE QUALITY, DURABILITY & RELIABILITY PROMISE OF TOYOTA WILL KEEP THE DISCERNING CUSTOMERS REST ASSURED. IT COMES WITH SAFETY FEATURES RANGING FROM 7 SRS AIRBAGS TO ADDITIONAL SAFETY FEATURES LIKE VSC, HILL-START ASSIST CONTROL.

LAUNCHING THE YARIS

The most eagerly awaited launch of Auto Expo 2018, Toyota exceeded everyone's expectations with their first-ever B-segment sedan entering the Indian market – the Toyota Yaris!

A sedan that has won global accolades, the Yaris sets new benchmarks in safety and comfort. The Quality, Durability & Reliability promise of Toyota will keep the discerning customers rest assured. It comes with safety features ranging from 7 SRS airbags to additional safety features like VSC, Hill-start Assist Control. Multiple first-in-class features like Power Driver Seat, Gesture control audio, Roof-mounted Air Vents have also

been included. An ultra-responsive engine with enviable options like 6-speed MT and advanced 7-speed CVT-i give the Yaris its superior performance.

Mr. Tachibana, Managing Director and Mr. Atsushi Oki, Vice President of Toyota Kirloskar Motors addressed the gathering. He offered his thoughts and an introduction to the much-awaited Yaris.

Mr. Takatomo Suzuki, Chief Engineer, of Toyota Kirloskar Motors outlined how the evolving values of customers were translated into the best possible car that meets all their needs, both today and tomorrow.

Launched with great fanfare, the Yaris was introduced to India following grand performances by Shamisen and Shakuhachi artists, invited from Japan to perform a traditional music piece. This was accompanied by an engaging performance by hoverboard artists from the USA.

The grand unveiling of the Yaris was awarded Best Launch – Car by NDTV Car & Bike SIAM.

The booth and Toyota's presence at Auto Expo 2018 was a runaway success. Both in the size of the audience and appreciation from customers, and the media.





YARIS MULTI-CITY LAUNCH

Following the success at Auto Expo 2018, the much-awaited Yaris was unveiled across 6 key cities in May.

The purpose of this activity was to excite customers and engage with the media. By highlighting unique features and distinct attributes of the Yaris, the events ensured a strong connect with prospective buyers.

The events were crafted to engage with both the regional press and potential customers in each city, showcasing the many features the Yaris has to offer.

Top Toyota Kirloskar Motors delegates were present in each city. They addressed the audience offering their insights on the Indian automobile industry. And strongly reinforced why Toyota is launching the Yaris.

Attendees were entertained by renowned artists from the music industry.

The effectiveness of this multi-city launch, supported by extensive media coverage ensured the Toyota Yaris was one of the most talked about cars in India.



ETIOS SAFETY EXPERIENTIAL DRIVE

At Toyota, safety is one of its key pillars on which cars are designed. Beginning right from the concept stage, safety is inbuilt at every stage of vehicle development.

In August 2017, the first-ever safety-focused experiential initiative was conducted in Bangalore.

Following the enthusiastic response of 658 Bangaloreans, in November 2017, Toyota took the Etios Safety Experiential Drive to Gurugram.

Where 1,089 attendees took part in the activity.

The 9-day event showcased safety in new and innovative ways. Highly-immersive experiences and on-track demonstrations educated attendees on the importance of vehicle safety.



Toyota also hosted a family workshop for customers. Covering topics like pedestrian safety, safety controls in the car, safe driving and the ideal safety mindset, the workshop served to educate customers about how the Toyota Etios keeps you safe.

Activities through the year have served to highlight one important fact about Toyota: what others promise as the future, or as an added benefit, Toyota provides to you as standard in every car. Right now.

