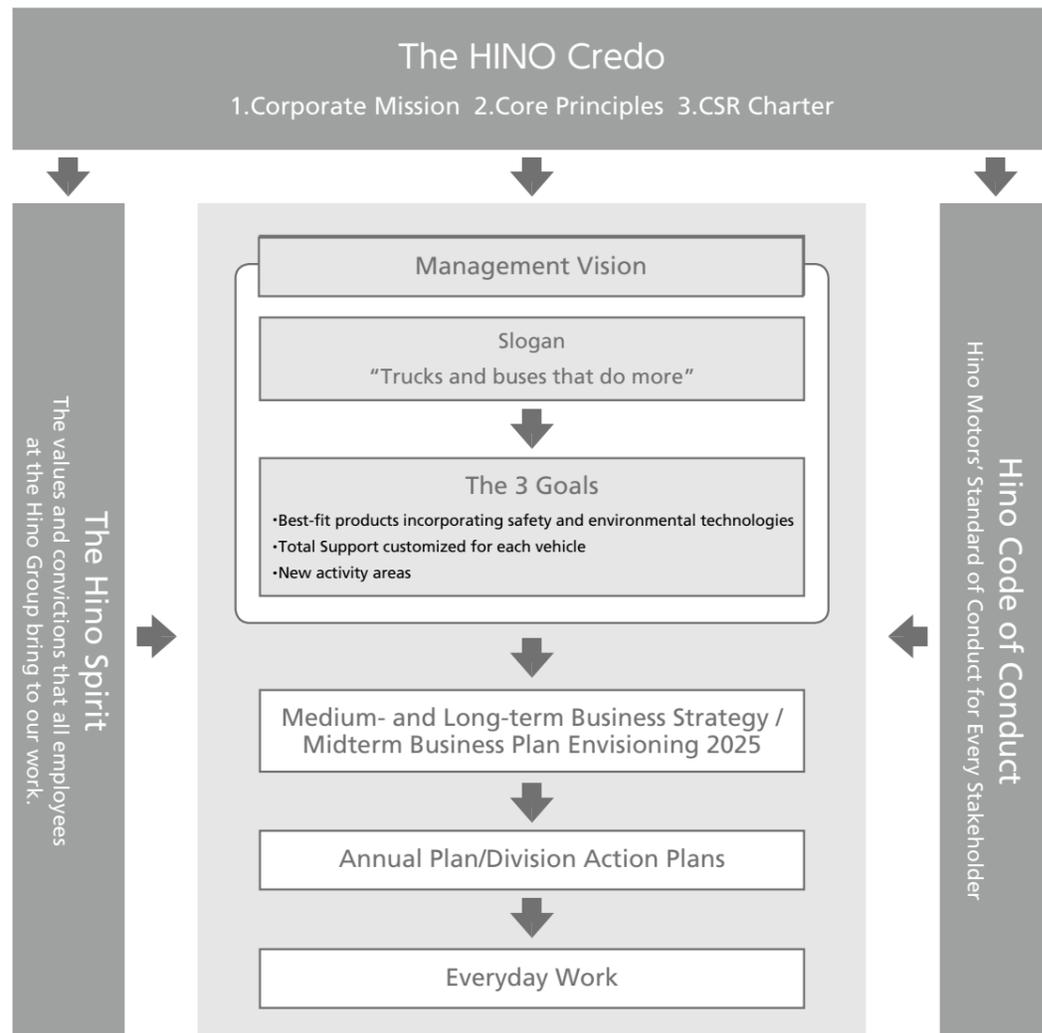


# The HINO Credo & Course of Action

## The HINO Credo

In July 2007, Hino Motors reassessed the previous corporate philosophy and drew up the HINO Credo based on a CSR perspective. More recently, the Company is addressing unprecedented rapid change of the automotive industry by striving to create multifaceted value. All of these efforts are guided by not only one slogan and three goals, but also medium- and long-term business development and initiatives for 2025, helping to forge a united mindset among all the employees who make up global "Team Hino."



The HINO Credo Hino Code of Conduct

[Envisioning 2025](Medium- and long-term business development and initiatives for 2025 announced in October 2018)

## The Course of Action: One Slogan and Three Goals

Customers and the broader society have higher and higher expectations of trucks and buses. Today's vehicles must fulfill safety needs, help address social issues surrounding distribution such as the recent shortage of drivers, and contribute to the fight against climate change.

Stepping up to these challenges, Hino Motors is working hard to support customers' businesses, contribute to society, and achieve continuous growth under the slogan of "Trucks and buses that do more."

The HINO Credo: Corporate Mission

**"To make the world a better place live by helping people and goods get where they need to go—safety, economically and with environmental responsibility—while focusing on sustainable development."**

The Hino Motors Slogan

**"Trucks and buses that do more"**

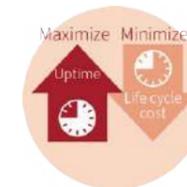
The 3 Goals

Best-fit products incorporating safety and environmental technologies



-Areas to the present centering on vehicles-

Total Support customized for each vehicle



New activity areas



New areas



The **3** Goals

## Best-fit products incorporating safety and environmental technologies

The creation of environmental technologies to improve safety technology for making society safer and to curb global warming is a critical issue that must be addressed with a long-term perspective. In the automobile industry Hino Motors is committed to helping solve social problems by enhancing the quality, durability, and reliability of its products. The Company is doing this by improving its safety and environmental technologies and flexibly providing optimal products that meet diverse customer needs in the global market in a timely manner.



**Pre-Crash Safety System (PCS)\* (Collision Damage Reduction Brake)**  
The PCS System utilizes millimeter wave radar and image sensors to detect vehicles and pedestrians ahead and automatically activates the brakes to reduce collision damage. Hino is installing this system as standard equipment on all truck models and large sightseeing buses.



### Hino Motors Strengths

#### Creating a New Future: Electric Trucks and Buses as the Backbone of Society

**Michiko Kakinuma**  
Electric Vehicle Development Dept, Advanced E-Vehicle Development Div

From a very early age, I have felt at home around buses carrying people and the trucks that ship products. It was this feeling that drove me to join Hino Motors. Today, I am proud to be part of the Advanced E-Vehicle Development Div, where I am involved in the development of the electric Trucks and Buses of the future that will transport goods and people. There are many challenges involved in the development and adoption of electric Trucks and Buses. This is why we are determined to do everything we can to make switching to electric vehicles easy for customers who are accustomed to the engines of existing vehicles. My part of this is studying up on the latest technology trends and working to involve suppliers and others with our technology development. My dream is for the electric Trucks and Buses that we develop to be the backbone of society before the children of today have grown up—and I am doing my best every day to make that dream come true.

## Toward Zero Traffic Accident Casualties

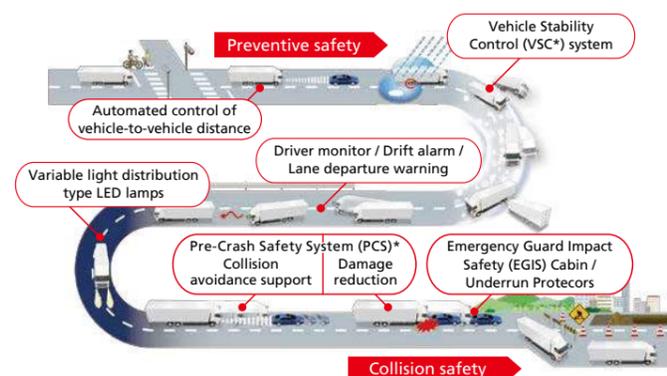
In the event of an accident, trucks are susceptible to heavy damage and buses must protect many lives. Hino is working to enhance safety from multiple perspectives to help build a safe society with zero truck and bus traffic accident casualties.

Based on its concept of "Total Safety," Hino is working hard to improve safety at each stage—from operation control for safe driving, to preventive safety that helps avoid accidents, to collision safety if an accident does occur. On the product side, Hino has developed and commercialized safety equipment with the objective of reducing driver fatigue, maintaining concentration, stabilizing vehicle behavior, avoiding collisions, and reducing damage.

Hino Motors also believes that promoting the widespread adoption of the safety technologies it develops is of the utmost importance. This is why Hino Motors works so hard to incorporate its commercialized technologies into products swiftly and promote their adoption as standard equipment. Meanwhile, Hino

Motors also addresses various needs throughout the vehicle's life cycle by, for example, focusing on the enhancement of retrofitted safety equipment.

- Developing safety technologies for every situation with consideration of all road users



\*PCS and "VSC" are registered trademarks of Toyota Motor Corporation.

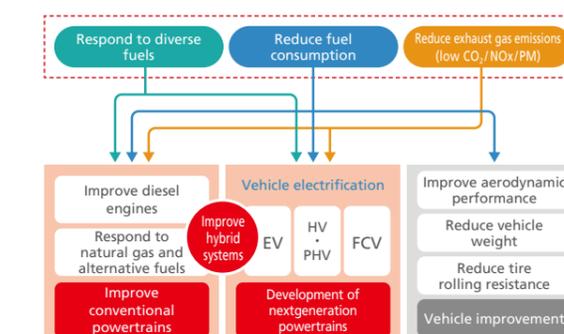
## A Frontrunner in Environmental Technologies

Hino Motors was a frontrunner in promoting technological innovations such as clean emissions technologies and fuel efficiency improvements even before environmental issues caught the public eye. In addition to the development and supply of products that comply with the exhaust emissions regulations of each country, Hino Motors continues to research and develop technologies across a wide range of fields for a variety of specific applications, such as plug-in hybrid vehicles, electric vehicles, and fuel cell vehicles based on proven hybrid technologies. This is positioning the Company for success with whatever future energy becomes mainstream. For example, in 1991, Hino Motors launched a heavy-duty, fixed-route hybrid bus as the world's first commercial hybrid vehicle. In 2012, the HINO Poncho EV, a light-duty electric vehicle (EV) based on the HINO Poncho light-duty bus, was adopted by Hamura City in the Tokyo metropolitan area as Japan's first route bus using a light-duty EV bus.

In October 2017, Hino Motors announced the Hino

Environmental Challenge 2050, which includes very high goals aiming for the maximum possible reduction of product environmental impact over the entire lifecycle by the target year of 2050. As a leader in environmental technologies, Hino Motors will continue to pioneer in the new era by working to innovate not only in the areas of logistics and manufacturing, but also in IoT technologies for production sites.

- Research and development of wide-ranging technologies according to purpose





The **3** Goals

# “Total Support” That Underpins Our Customers’ Business

Hino Motors not only supplies completed trucks and buses, but also meets each vehicle’s diverse ongoing needs, supporting customers’ businesses worldwide with “Total Support” care for vehicles after delivery. The trucks and buses that Hino supplies to the world will make an even greater contribution to solving social issues as Total Support gives Hino a stronger presence as the company that “does more.”



## Hino Motors Strengths

### Immersed in the Maintenance Work I Love, Working for the Dakar Rally Dream

**Yoshitaka Umemoto**  
12th Term Free Mechanic  
Tokyo Hino Motor, Ltd.

When I was young, I loved large vehicles like buses and trucks. Even after I got into university, I didn’t want to give up on what I loved, and so I went to school during the day and studied maintenance at night, coming out with my qualification as a mechanic.

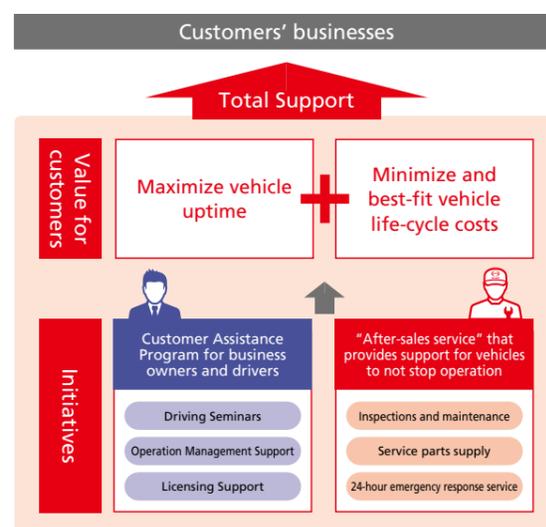
In the seven years since I joined Hino Motors, I have felt more and more passionate about the part I play in our Total Support and the support I provide customers through careful and thorough maintenance of their vehicles. I continue to do the work I love, checking to see how the vehicles are used and suggesting ways from time to time to optimize vehicle use.

As vehicles evolve, the maintenance they require changes, as well, and there is always something new to learn. I will continue to hone my skills on the job every day as I work to make my dream of taking part in the Dakar Rally as a Team Hino mechanic come true.

## Meticulously Supporting the Operation of Each and Every Truck and Bus

Hino Motors provides comprehensive support to ensure that its trucks and buses continuously operate reliably under the customer’s care and can completely deliver on expectations. In addition, Hino Motors is working to realize Total Support customized for each vehicle by seriously tackling the challenges confronting customers and providing distinctive solutions that only Hino Motors can provide. The Company maintains each and every customer vehicle in optimal condition and supports transportation and transit—a key element of a social infrastructure—via customer assistance programs that not only provide offer optimal products, but also provide preventive maintenance against malfunctions through appropriately timed parts replacements, immediate responses and quick repairs in case of an emergency, driving seminars for safe and ecofriendly operation, and operations management services. Hino Motors will continue to support its customers’ businesses, aiming to earn the total trust of customers with its consistent approach and to enhance Total Support worldwide to maximize uptime and minimize life-cycle costs.

● Total Support for customers’ businesses



## HINO CONNECT Utilizing ICT

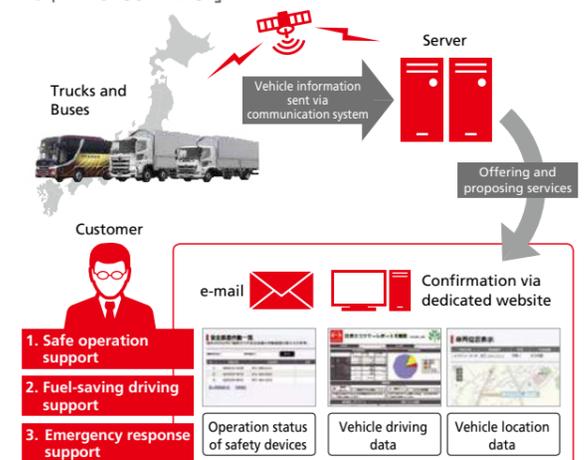
HINO CONNECT, which links customers with Hino Motors via communications terminals installed in vehicles, is a communication tool equipped with notification capability serving a wide range of customers and a web browsing capability that assists with the normal operation of trucks and buses. For example, when the safety device (in PCS\*1, Driver Monitor, or EDSS\*2) is activated, Hino Motors will directly contact the customer by email, enabling them to confirm the status such as the operating status of the vehicle’s safety device, the time, and other functions on a special website, thereby supporting safe operation. Additionally, information such as vehicle driving data is compiled into a monthly report and provided as a guide to fuel-saving and safe operation. Further, the collected vehicle information is used to propose preventive maintenance, thereby greatly supporting customers’ businesses, from everyday operation to emergency response.

Focusing on various needs and social issues, Hino Motors will expand the capabilities of HINO CONNECT

and continue to contribute to the safe and secure operation of trucks and buses.

\*1 PCS is a registered trademark of Toyota Motor Corporation.  
\*2 EDSS: Emergency Driving Stop System

● [HINO CONNECT]





The **3** Goals

## New Activity Areas

The social issues related to trucks and buses are diversifying as society changes. Also demanding attention are problems associated with logistics, including measures to address global warming—a challenge faced by the entire Automobile industry—the driver shortage accompanying the growth of e-commerce, and accidents due to long working hours. Indeed, the range of issues is quite broad, including the increasing number of traffic accidents involving elderly drivers and the need to do something for the growing number of people whose movement is restricted in sparsely populated areas with few available means of transportation. As a manufacturer of trucks and buses, Hino Motors is working to solve social issues like these in “new activity areas” by venturing into logistics and transportation systems as a whole.



### Promoting a Wide Range of Initiatives Focusing on Distribution and Transportation

Autonomous driving of trucks and buses can be cited as an effective countermeasure to social problems such as a shortage of drivers, an increasing number of people with limited access to transportation, and deteriorating transportation efficiency.

Currently, Hino Motors is actively developing this advanced driving support technology and conducting repeated verification tests, looking to establish truck platooning and Bus Rapid Transit (BRT) systems on expressways at the earliest possible date.

The most challenging among these is a “transportation solution” to achieve a safe and secure distribution environment that leverages driver, vehicle and load information in a sophisticated way, achieving a high loading rate. Specifically, this is a system for transporting more goods with one vehicle and transporting more goods with a smaller number of drivers. Shippers will no longer schedule individual

trucks and transport goods at low loading rates as they did in the past. Instead, Hino is considering various approaches in response to the diversification of transportation value including a logistics matching service that brings the loading rate to nearly 100%. In addition, Hino is re-examining the transportation system itself and is considering “on-demand buses” that can be called by mobile phone when a bus is needed, as well as initiatives that assist people to access greater mobility.

By taking on a number of challenges, Hino Motors aims to achieve a new form of distribution and transportation with value for all stakeholders. These efforts will enable the Company for the first time to take the area of total support that it has carefully perfected and extend its reach from our customers to the society as a whole.

### Hino Motors Strengths

#### Laying the Foundation for the Company While Problem-Solving for Society

**Maiko Eguchi**  
New Business Planning Department

When I saw film of the Dakar Rally, I was so impressed with the teamwork, seeing everyone working as one to achieve the same goal, and I wanted to be a part of that. After returning to work from maternity leave, I was assigned to the New Business Planning Department, which deals with the challenges of developing new areas of business. In my new position, I saw the Hino Motors team work hard to resolve the issues they faced with the Dakar Rally that year. The task we face is difficult, and it requires looking to the future without ready answers. Our hope, though, is that the work we do now will form the foundation for the company in the future and help solve distribution issues around the world.

**Hiroki Hagiwara**  
New Business Planning Department

The New Business Planning Department is a new department. It has the feel of a venture business in terms of how fast things get done, such as setting up a new company to respond quickly to immediate logistical issues. Although there are many challenges related to what we do, the solutions we develop for a strictly regulated country like Japan can be applied in other countries, as well. Knowing this, our job is very rewarding. I appreciate working in an environment where I encounter something new every day, and I want to use this opportunity to accelerate my personal growth, as well.

### Hino Motors' vision for the future of distribution and transportation

