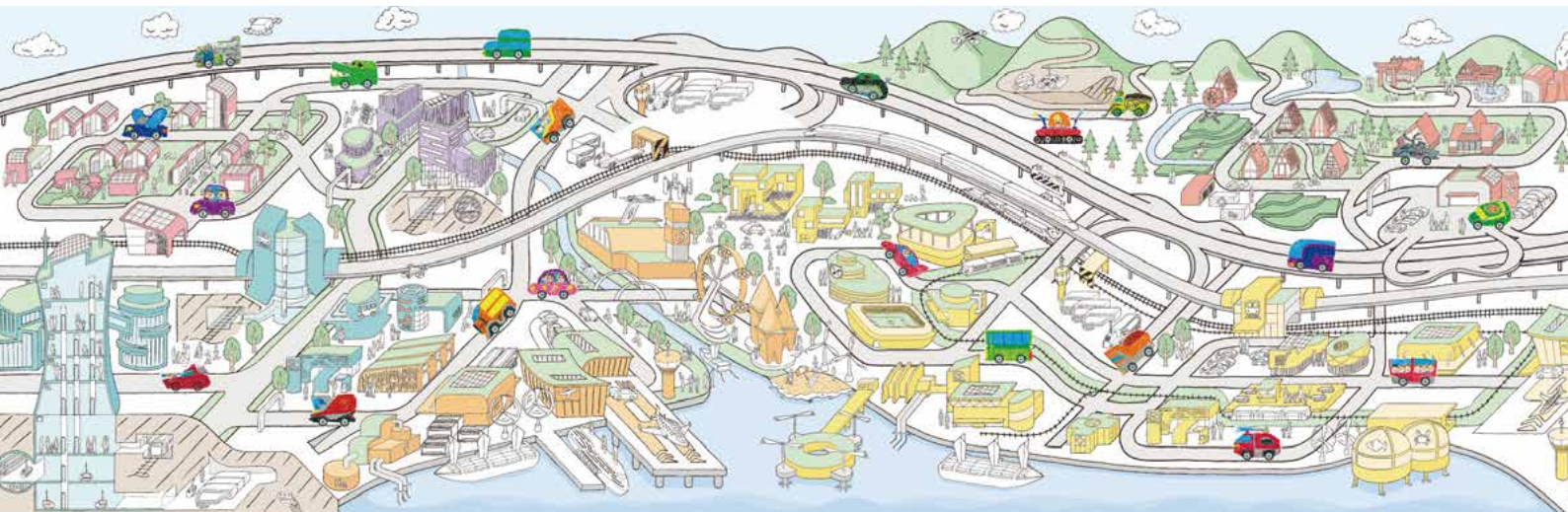
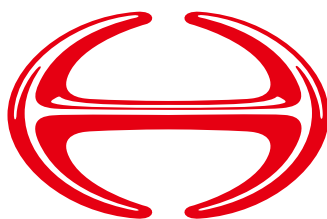


# Hino Motors, Ltd.

## Corporate Profile



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

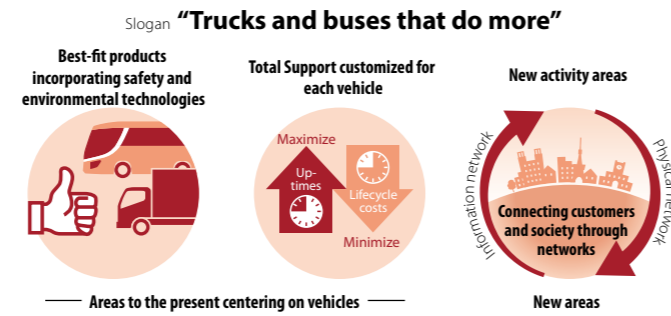


**HINO**



# Continuously Providing Value to Customers and Society by Offering “Trucks and Buses That Do More”

A variety of technological innovations and the diversification of people’s lifestyles are rapidly reshaping the environment surrounding the movement of people and goods and spurring changes in our customers’ businesses. In keeping with our slogan of **“Trucks and buses that do more,”** Hino continually takes on challenges to always create value for customers and society while maintaining our indispensable presence amid the ongoing diversification of value demanded by customers.



To put this slogan “Trucks and buses that do more” into practice, we will focus on the following three goals.

Taking a long-term perspective, the automobile industry continues to address various social issues that include preserving the global environment and reducing traffic accidents. In fulfilling our responsibilities as a truck and bus manufacturer that supports society, Hino believes we must take the lead in addressing these issues and **“Best-fit products incorporating safety and environmental technologies”** in a timely manner.

Meanwhile, customer needs are no longer limited just to product performance and quality. Rather, their needs have diversified to include raising vehicle utilization rates, enhancing logistics efficiency and responding to a shortage of drivers resulting from the aging of society and expansion of e-commerce. To meet these needs, Hino will also utilize information and communication technology (ICT) and strive for **“Total Support**

**customized for each vehicle”** to ensure that each and every truck and bus of our customers is constantly maintained in optimum operating condition.

Furthermore, Hino has begun **“New activity areas,”** focusing on society as a whole in anticipation of our envisioned future shape of logistics and transportation.

In supporting the HINO brand globally, **Team HINO** will continuously take on challenges and move forward with a sense of solidarity to accurately identify the needs of customers and society that evolve with the times as well as continually provide value.

下義生  
Yoshio Shimo  
President & CEO,  
Representative Director





# Pursuing Safety and Environmental Technologies for Trucks and Buses

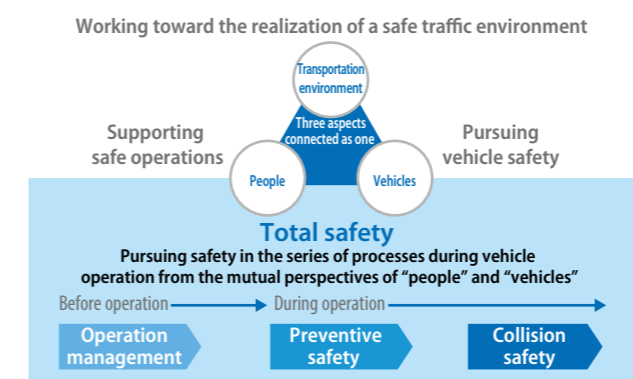


**Pre-Crash Safety System (PCS)\* (Collision Damage Reduction Brake)**  
 The PCS System utilizes millimeter wave radar and image sensors to detect vehicles and pedestrians ahead and automatically activates the brakes to reduce collision damage. Hino is installing this system as standard equipment on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

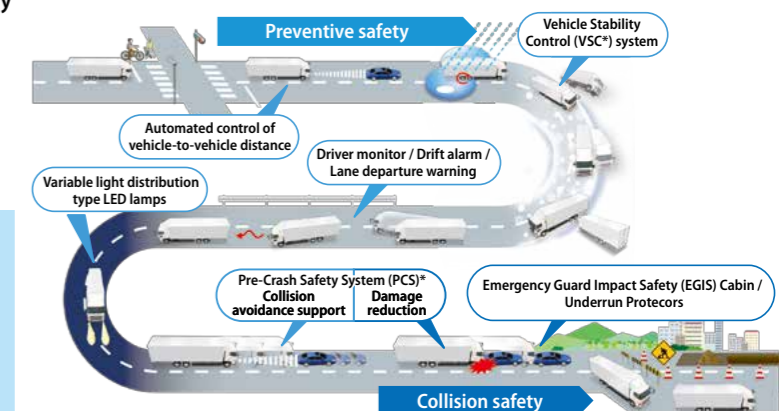
## Toward Zero Traffic Accident Casualties

Hino is working to enhance safety from diverse aspects to contribute to a safe society with "zero truck and bus traffic accident casualties." Based on the concept of "Total Safety," Hino is promoting initiatives for raising safety at each stage, from operation control for safe driving to preventive safety to avoid causing accidents and collision safety in the event an accident. Hino also believes that promoting the widespread adoption of the safety technologies it develops is of utmost importance. For this reason, Hino strives to quickly incorporate its commercialized technologies into products and make these standard equipment.

Contributions toward achieving a "a society with zero traffic accident casualties," which is the ultimate wish of a transportation-oriented society



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

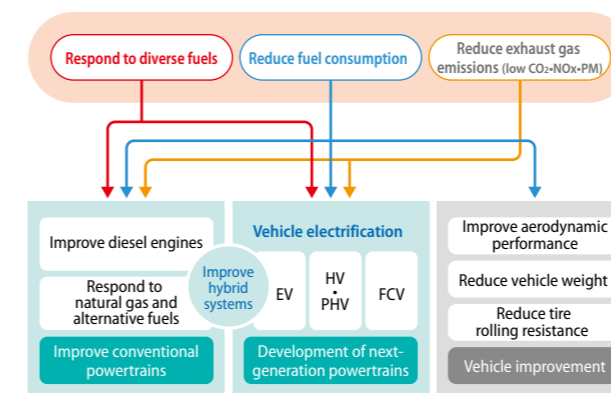


\*PCS\* and "VSC" are registered trademarks of Toyota Motor Corporation.

## A Frontrunner in Environmental Technologies

Hino was a frontrunner in promoting technological innovations such as clean emissions technologies and fuel efficiency improvements even before environmental issues garnered attention. As examples of this innovation, in 1991 Hino launched a heavy-duty fixed-route hybrid bus as the world's first commercial hybrid vehicle. The HINO Poncho EV, a light-duty electric vehicle (EV) bus, subsequently started operation in 2012. Hino is further refining its clean diesel and hybrid environmental technologies while actively working toward the development and adoption of technologies for next-generation vehicles, beginning with EVs.

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



• HINO Poncho EV, a light-duty EV bus







# “Total Support” That Underpins Our Customers’ Business



24-hour support system for emergency response to vehicle malfunctions

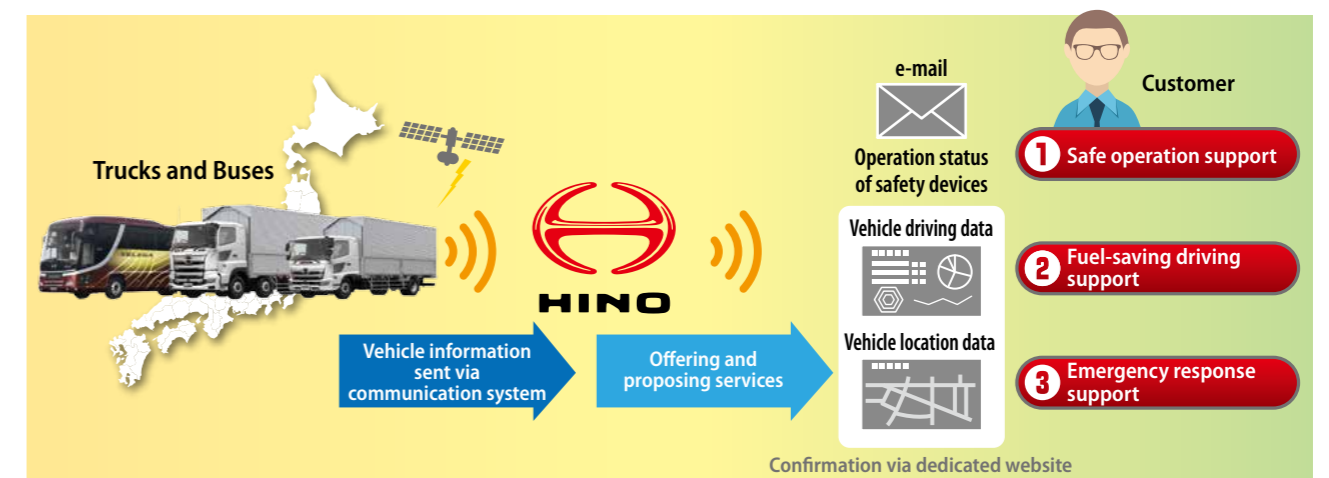
## Total Support for the Operation of Trucks and Buses

Hino focuses on “Total Support” that provides comprehensive support to ensure that our customers’ trucks and buses continuously operate reliably and can completely fulfil their roles. We believe that enabling customers to undertake operations without any disruptions helps support transportation and transit, which are integral parts of the social infrastructure, and thus represents the important value that Hino can offer to society. Hino contributes to all aspects customers’ business by providing this support, which includes preventive maintenance against malfunctions through appropriately timed parts replacements; immediate responses and quick repairs in case of an emergency; and support for safe and eco-friendly operation.



## HINO CONNECT Utilizing ICT

HINO CONNECT, a communication tool linking customers with Hino, is a service that supports the normal operation of trucks and buses via communications terminals installed in vehicles. Featuring a dedicated website for customers and various types of notification functions, this service provides appropriate and prompt response when an unexpected problem occurs. Additionally, it provides reports that can be used as guides for fuel-saving and safe operation. HINO CONNECT offers wide-ranging support for customers’ vehicles, from everyday operation to emergency response. This support includes using information collected from vehicles in areas such as making proposals for preventive maintenance.

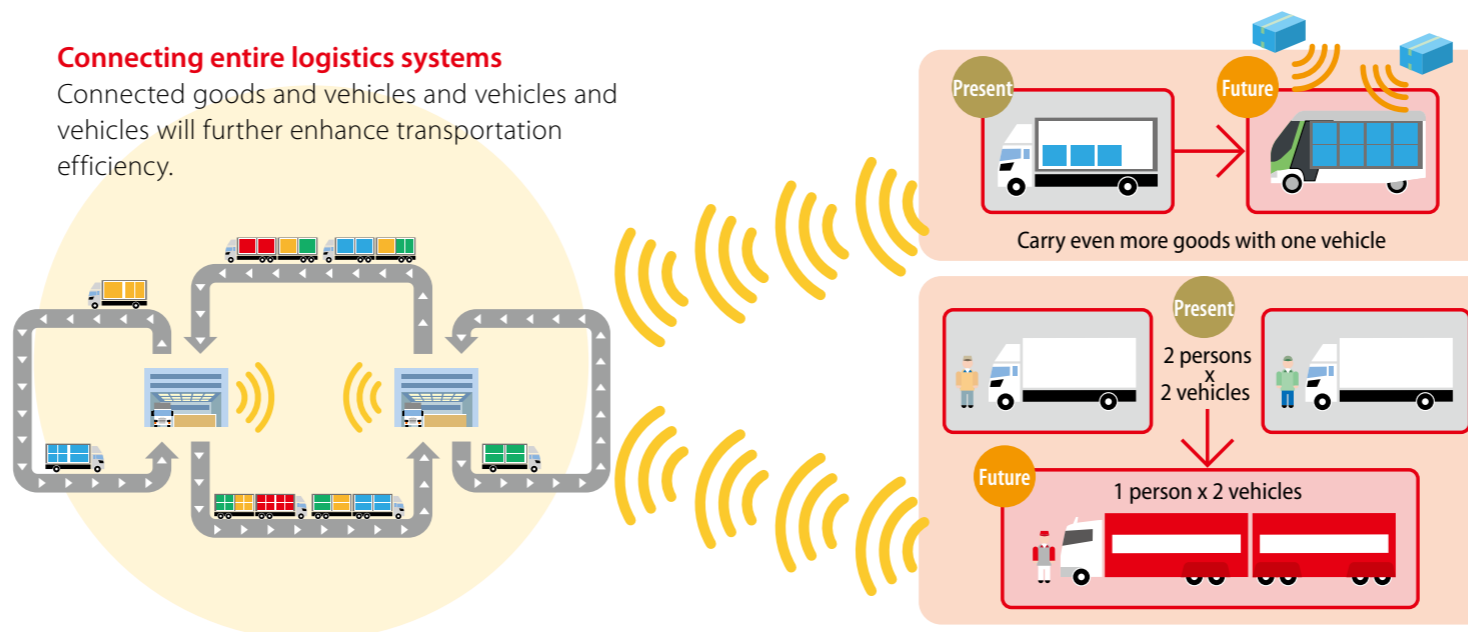




# New Activity Areas

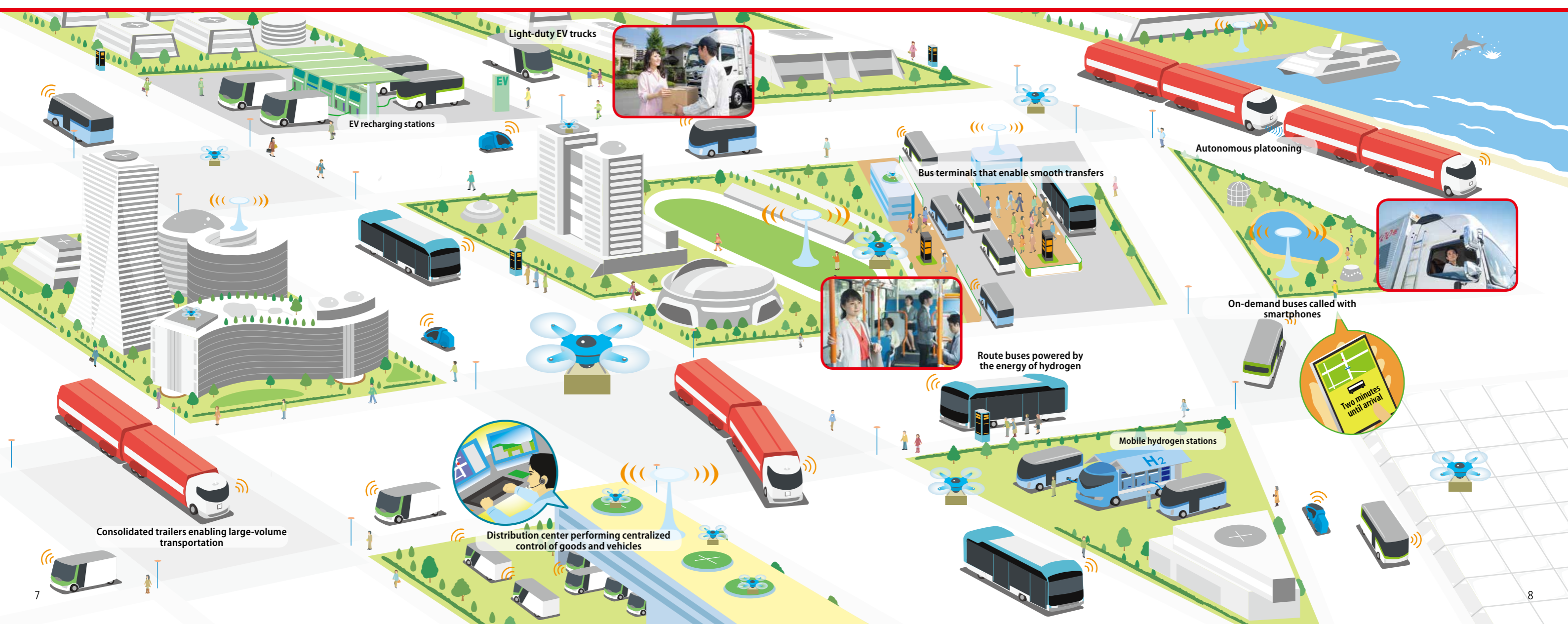
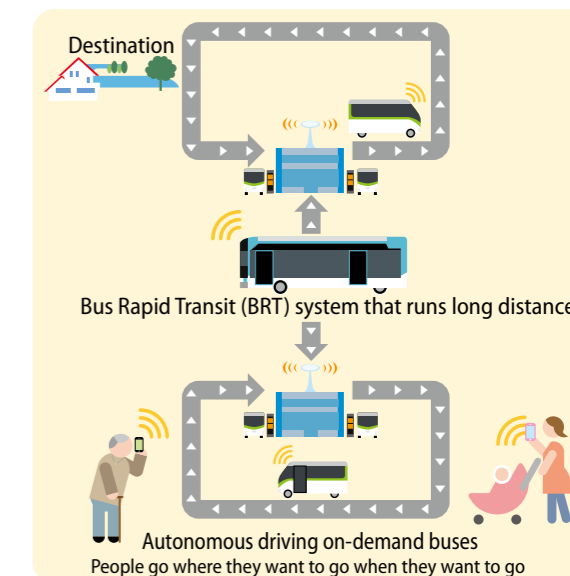
Needs encompassing commercial vehicles are diversifying. Moreover, there are a variety of issues that now extend beyond vehicles and that are affecting entire logistics and transportation systems. These issues include raising vehicle utilization rates, enhancing the efficiency of logistics, responding to a shortage of drivers resulting from the aging of society and the expansion of e-commerce, and addressing a shortage of means of transportation in sparsely populated areas. Hino aims to address these needs and issues and help make the world and the future better places to live by taking on new challenges that anticipate the envisioned future image of logistics and transportation.

**Connecting entire logistics systems**  
 Connected goods and vehicles and vehicles and vehicles will further enhance transportation efficiency.



## Connecting transportation systems

People are connected with vehicles, making movement more convenient





# Hino's *Monozukuri* (Manufacturing) and Quality

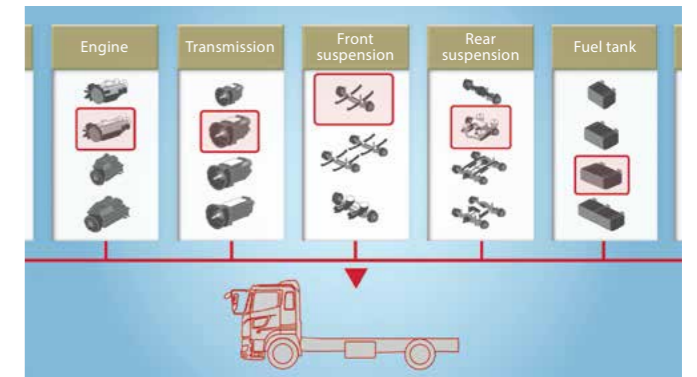


The Koga Plant in Ibaraki Prefecture began full-scale operation in 2017 as the mother plant for medium- and heavy-duty vehicle production.



## Responding to Needs Even Faster through Modularization

There are diverse types of commercial vehicles depending on usage and responding precisely to customer needs requires a multi-product lineup. To more quickly provide customers worldwide with products tailored to their specific needs, Hino has adopted the concept of modularization. This involves building one truck by combining modules consisting of components that make up the vehicle in accordance with customer needs. Centralized production of key parts, which are standardized components that compose the core of each module, is carried out in Japan while peripheral components that match the needs of local markets are assembled overseas. This approach allows us to more quickly provide vehicles to our customers worldwide.



Combinable modules that respond to component needs

## Koga Plant Is the Cornerstone of Our Production and Supply Structure

The Koga Plant began full-scale operation in 2017 and functions as the core of our domestic production structure. To realize our desired *monozukuri* (manufacturing) of “producing commercial vehicles, which are high-mix low-volume products, with short lead times,” Hino is actively introducing innovative production technologies and production lines at the Koga Plant to build a flexible production structure that responds to fluctuations in volume and vehicle type. Also, as the mother plant for medium- and heavy-duty vehicle production, the Koga Plant will execute its role of introducing new technologies and manufacturing methods and deploy these at plants overseas.

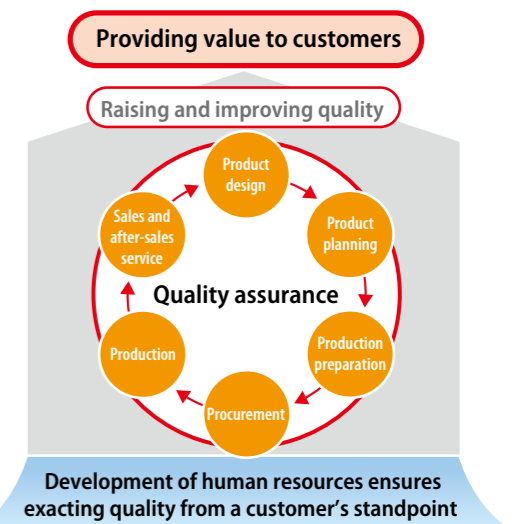


The Koga Plant serves as the mother plant for medium- and heavy-duty vehicle production.

## Quality for the Security and Safety of Customers and Society

Hino's mission is enriching the world for present and future generations by providing means of carrying people and goods safely and efficiently. In adhering to this mission, Hino believes it has a responsibility to offer value and quality that provides customers and society with a sense of security and safety.

To ensure we continue to be a truck and bus manufacturer trusted by customers and society, we strive to promote mutual collaboration in all processes of product design and planning, production preparation, procurement, production, sales and after-sales service under our “Customer First” and “Quality First” Code of Conduct. As the basis of our quality assurance management, we continuously rotate the plan-do-check-act (PDCA) cycle to further improve business operations and make efforts to raise quality.





# “HINO” Taking a Global Presence



Bonnet-type HINO600 Series for North America



HINO700 Series ZS heavy-load carrier

## HINO Vehicles Operate in over 90 Countries and Regions

Besides competing for top market shares in Southeast Asia and Oceania, Hino is steadily growing our business in the North American and Central and South American markets. Although our overseas production centers on complete knock down (CKD) production for assembling locally, we are progressing with the localization of production, including local procurement, with the aim realizing manufacturing firmly rooted in each overseas country and region. Hino is also introducing models exclusively for overseas markets to meet diverse needs in countries and regions throughout the world. These vehicles include bonnet-type trucks for North America and a 35-ton-capacity heavy-load carrier used at mines and for other purposes. HINO brand vehicles are earning high acclaim throughout the world thanks to our *monozukuri* technologies that are unique to Japan and response capabilities that thoroughly meet customer needs.

- Hino overseas offices and distributors span the world



## Strengthening “Total Support” throughout the World

Hino is building enhanced support structures in each region to ensure HINO vehicles can thoroughly fulfill their roles across the world. Hino responds to demand and consultation requests from customers on a daily basis. This type of high-quality “Total Support” that gets close to customers serves as one of the HINO brand’s strengths and is earning the support of customers around the world. We are steadily establishing structures worldwide to further enhance our “Total Support.” This includes opening the Hino Total Support Customer Center, a test drive and training facility for customers in Malaysia; establishing the Middle and Near East Training Center and Middle East Parts Depot in the United Arab Emirates; and setting up the Parts Depot for Central and South America in Panama.



Hino Total Support Customer Center, a test drive and training facility for customers in Malaysia



Middle East Parts Depot in the United Arab Emirates



Parts Depot for Central and South America in Panama



Middle and Near East Training Center in the United Arab Emirates





# “Team HINO” and “People Development”

## Aiming for Personal Growth through *Monozukuri*

Hino carries out human resources development through skills training, general training and daily practical work operations at individual work sites while also implementing an accreditation system and events across the entire company and group. In this way, Hino is building a framework that enables people to actually feel their personal growth through *monozukuri*.



### In-house skills accreditation system and Company-wide Capabilities and Competencies Exchange

To permeate the acquisition of necessary skills at each workplace, we introduced an in-house skills accreditation system. Every year we hold the Company-wide Capabilities and Competencies Exchange where employees compete using their acquired skills.



### Service skills competition for dealers across Japan

This competition is held every year for the purpose of raising the technical capabilities of our dealers across Japan.



### Staff small group activities/MAST\* activities panel exhibition

We are also building a dynamic organization by displaying actual examples of staff small group activities that aim to raise team strength and MAST\* activities for improving the quality of workplace management.

\* Management quality Advancement System developed by the Toyota Group is a workplace management improvement system implemented by the Toyota Group.



### Hino Technical Skills Academy

This is an in-house vocational school run by Hino. After graduation, students are officially assigned to a department based on each person's aptitude.



### Service Master Course System

This educational program cultivates next-generation core human resources who will play leading roles at dealers across Japan. Through approximately one year of training, participants learn a wide range of skills demanded of after-sales service engineers.

## Fostering a Sense of Team HINO Solidarity and Aiming for Sustainable Growth

Hino's strength is its team power. Team HINO throughout the world will work as one to raise the value of the HINO brand and hand this down to the next generation with the aim of achieving sustainable growth.

The unity and collaboration of persons involved in development, manufacture, sales and total support of trucks and buses enable Hino to continually provide products and services exceeding the expectations of customers. Concurrently, Hino participates in the Dakar Rally, which is called the world's most-grueling rally, and hones its spirit of challenge and technological capabilities. Furthermore, Hino contributes to local communities through rugby as well as fosters a sense of Team HINO solidarity and invigorates its corporate activities.



### Hino World Conference

Hino holds the Hino World Conference once every four years and this event is attended by staff from the sales departments of overseas subsidiaries and partners. The conference provides a venue for sharing visions of the future and exchanging opinions.



### Participation in the Dakar Rally

In 1991, Hino became the first Japanese truck maker to participate in the Dakar Rally. Hino has successively completed each rally since first participating and is sharing the excitement of racing with customers and motorsports fans throughout the world.

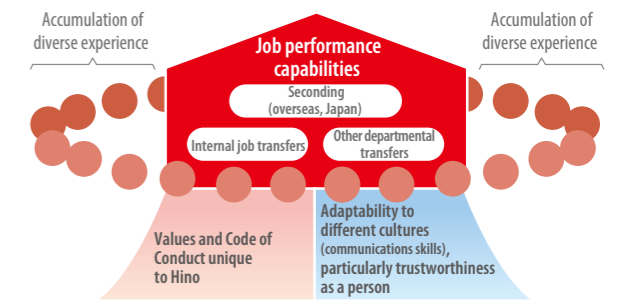


### Hino Red Dolphins Rugby Team

The Hino Red Dolphins have served as Hino's flagship sports club since the team's inception in 1950. The Red Dolphins strive to be a club that is a close part of and beloved by the local community.

## Speeding Up the Development of Global Human Resources and the Improvement of Organizational Capabilities

Hino is promoting active mutual interchanges across national borders and is developing human resources who can play key roles globally to ensure that the Company is able to provide products and services to customers throughout the world. Also, by creating “workplace environments for teaching and learning,” Hino is striving to spread the knowledge and know-how of its exceptionally talented human resources to a wider range of levels throughout the company to speed up improvements of its organizational capabilities.



### Level-based training

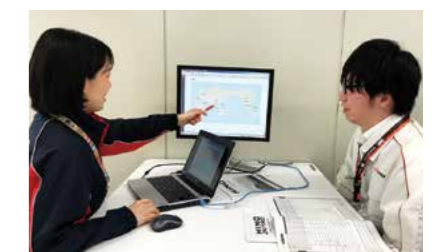
Through general training and actual practice at workplaces, participants learn about the roles and gain capabilities needed at each level and acquire Hino attributes (Hino DNA).



### All Hino TQM\* Meeting / Global Hino QC\*\* Meeting

With the participation of Hino employees as well as persons from outside Hino and from overseas, participants mutually present results of improvement activities and these benefit the entire Hino Group.

\* Total Quality Management  
\*\* Quality Control



### ICT\* / Overseas trainee system

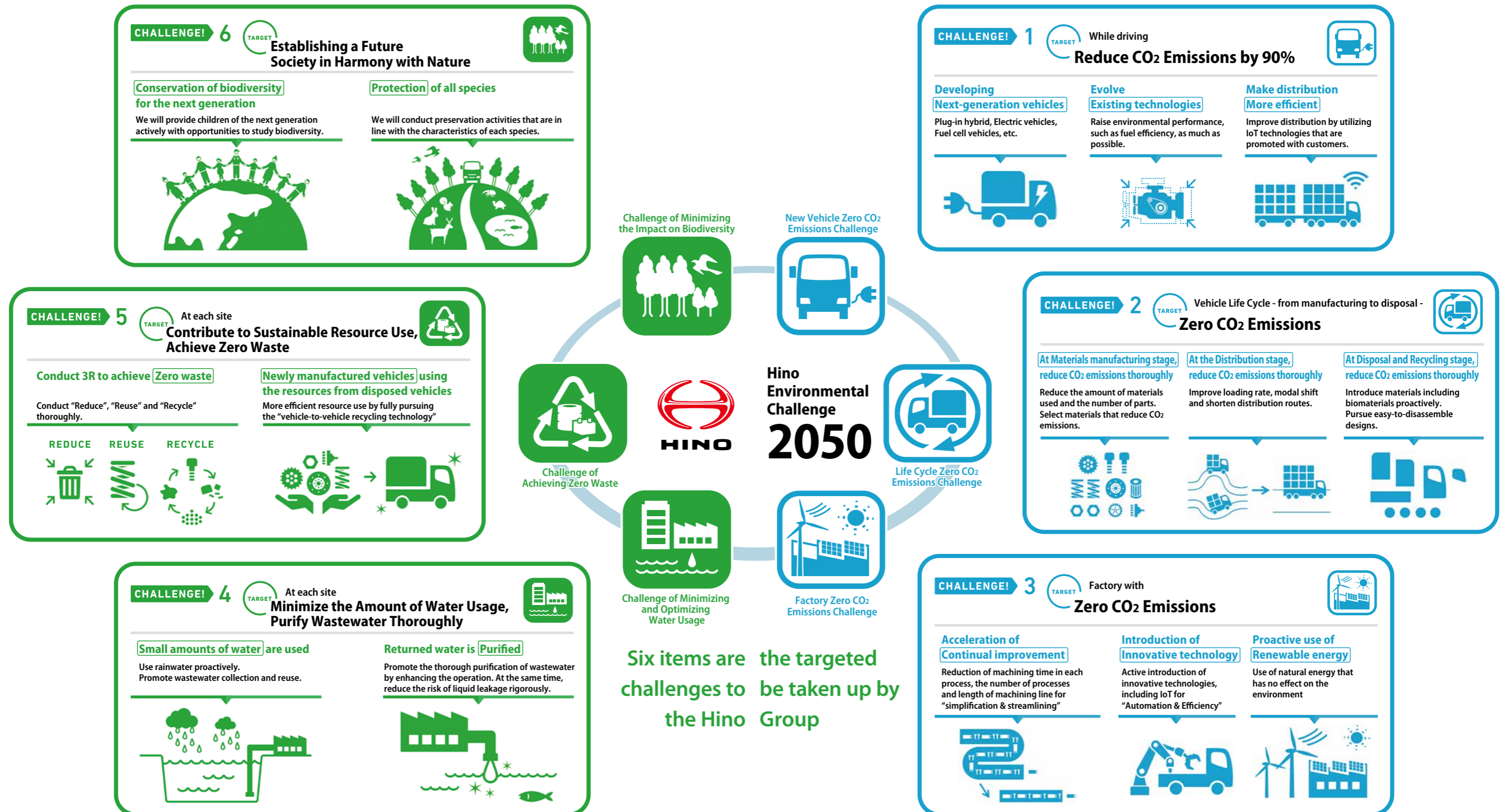
Hino invites employees from overseas while also dispatching young employees from Japan to overseas locations.

\* Intra Company Transfer



# Hino Environmental Challenge 2050

–To make the world a better place to live and connect the next generation to the future–



Trucks and buses that we provide impact the environment in every aspect of the product life cycle, from making parts and materials used in vehicles to vehicle manufacture, use and disposal. Therefore, we formulated the Hino Environmental Challenge 2050 as a goal for all Hino Group companies to challenge in order to fully reduce their environmental impact and make the world a better place to live and connect the next generation to the future.

The Hino Environmental Challenge 2050 sets very high goals. The Group will work as one to revolutionize logistics by promoting the technical innovation of products, manufacturing innovation at production sites and Internet of Things (IoT) technologies. At the same time, Hino will take on new challenges to achieve growth as a truly environmentally advanced company. Hino will continue to be an environmental frontrunner to make the world a better place to live and connect generations 50 and 100 years from now to the future.



## Social Contributions

Hino promotes business activities for fulfilling its mission of enriching the world for present and future generations by providing means of carrying people and goods safely and efficiently. Hino believes these business activities lead directly to social contribution activities. On the other hand, as social contributions outside the scope of business activities, Hino, together with Group companies worldwide, cooperates in helping with the recovery of disaster-stricken regions by providing transportation and delivery assistance and donating vehicles and relief funds, as well as other initiatives including participating in and supporting community cultural events and supporting community-based human development.



Hino Motors Sales (Thailand) Ltd. donated a water tank truck to northeastern Thailand, which is suffering from a water shortage.



Hino Motors Sales (Malaysia) Sdn. Bhd. donated a vehicle and engines for training as training support in Malacca, Malaysia.



Cleaning up and beautifying areas surrounding business sites



Volunteer employees are dispatched to teach at local schools.



Children were coached by Hino's rugby club.



The Hino Green Fund implements and provides funding for environmental conservation activities.

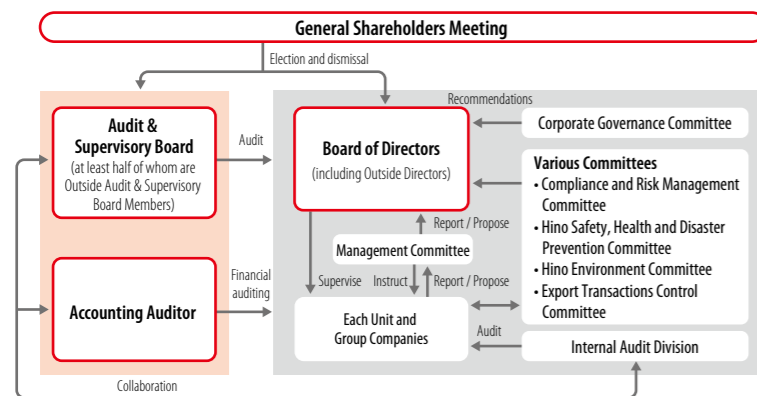
## Corporate Governance

Hino strives to build good relationships with its stakeholders, which include shareholders, customers, business partners, the international community and local communities, and employees. Hino is also working to enhance its corporate governance with the aims of achieving sustainable growth and raising its corporate value over the medium to long term as a global company. In addition, Hino endorses the Corporate Governance Code prescribed by the Financial Instruments Exchange and is strengthening its corporate governance by devising various measures such as assuring accountability and transparency and establishing an internal reporting system based on the spirit and intent of the code's guidelines and principles.

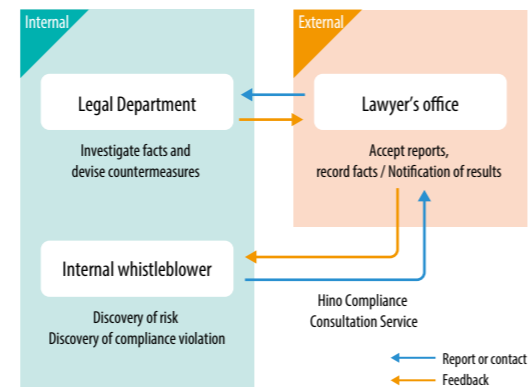


Briefing session for investors

### • Hino Motors Corporate Governance System



### • The Hino Internal Whistleblower System



For details, please access the Company's website. (<http://www.hino-global.com/csr/>)



For detailed company information about Hino, please visit our website.

**[www.hino-global.com](http://www.hino-global.com)**

**Hino Motors, Ltd.**

3-1-1, Hinodai, Hino-shi, Tokyo 191-8660, Japan  
Telephone: +81 42 586 5111

2018/8



# Hino Motors, Ltd.

## Corporate Data



### Corporate Information

<b>Company Name</b>	Hino Motors, Ltd.
<b>Products</b>	Trucks and buses, commercial vehicles and passenger cars produced for Toyota Motor Corporation, automotive and industrial diesel engines, vehicle parts, others
<b>Founded</b>	August 1, 1910
<b>Established</b>	May 1, 1942
<b>President &amp; CEO, Representative Director</b>	Yoshio Shimo
<b>Paid-in Capital*</b>	72,717 million yen
<b>Number of Employees*</b>	34,069
<b>Net Sales**</b>	1,981,331 million yen
<b>Operating Income**</b>	86,717 million yen

\*As of March 31, 2019 (consolidated) \*\*Fiscal Year ended March 31, 2019 (consolidated)

### Overseas Business Entities (companies in which Hino has an investment)



As of May 2019



# Main Products



Trucks

Buses  
(For the Japanese market)



## HINO300 Series

The HINO300 Series of light-duty trucks is easy to drive and can respond to a diverse range of applications. Our lineup also includes hybrid trucks.



## HINO500 Series

The HINO500 Series of high-mix, low-volume market best-fit trucks is produced using modularization.



## HINO MELPHA

The HINO MELPHA is a medium-duty tourist bus optimal for meeting wide-ranging needs encompassing people, fuel efficiency and the environment.



## HINO Poncho

The HINO Poncho non-step light-duty route bus nimbly and cleanly transports its passengers.



## HINO600 Series

The HINO600 Series bonnet-type trucks are the mainstream for the North American market.



## HINO700 Series

The HINO700 Series heavy-duty trucks strongly support customers' business with their high quality, durability and reliability.

## Engines

### A09

The A09 was developed as an engine for Hino heavy-duty trucks and buses and is also mounted on the Hino Dakar Rally racing trucks.



### J08

The J08 was developed based on an engine for Hino medium-duty trucks and buses.



## HINO S'ELEGA

The HINO S'ELEGA heavy-duty tourist bus offers the utmost in hospitality derived from the most advanced safety and security.

## Hino Milestones

1910

Tokyo Gas Industry Co., Ltd. was established.



1942

Spun off as Hino Heavy Industry Co., Ltd.

1962

First overseas sales company was established in Thailand.

1964

First overseas production company was established in Thailand.

1959

Name was changed to Hino Automotive Sales, Ltd. after a merger.

1994

New symbol mark and logotype were adopted.



1991

Hino participated in the Dakar rally for the first time and finished the race.



2012

Operations began at Koga knock down factory (Ibaraki Prefecture).

1999

Hino Motors, Ltd. and Hino Motor Sales, Ltd. merged into Hino Motors, Ltd.

2017

Full-scale operation began at Koga Plant.



## Product Milestones

1918

Mass production of motor vehicles began in Japan.



1950

Heavy-duty diesel truck and bus were introduced.

1952

First buses exported overseas (Taiwan).

1991

The world's first diesel-electric hybrid bus was introduced into the market.



1999

New light-duty truck jointly developed with Toyota Motor Corporation was introduced.

2004

HINO600 Series was introduced exclusively for the North American market.



2007

Annual overseas unit sales exceeded domestic unit sales for the first time.

2012

Started operation of the HINO Poncho EV.



2009

The cumulative production of trucks and buses reached three million units.

2013

The cumulative sales of hybrid trucks and buses reached ten thousand units.

2017

New heavy-duty truck won the Good Design Award in Japan. Global unit sales reached an all-time high.

2015

New modularized products were introduced in Indonesia and Thailand.

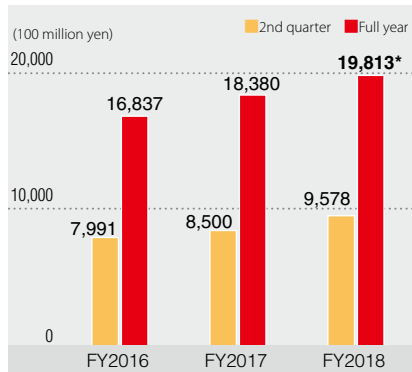




# Company Business Results

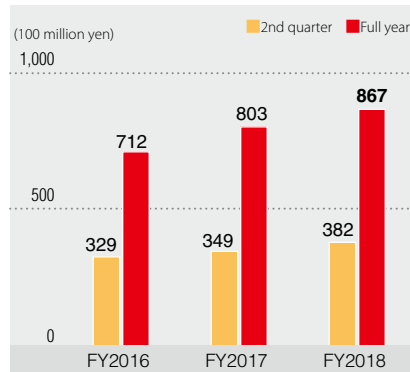
## Trends in business results

### Net sales

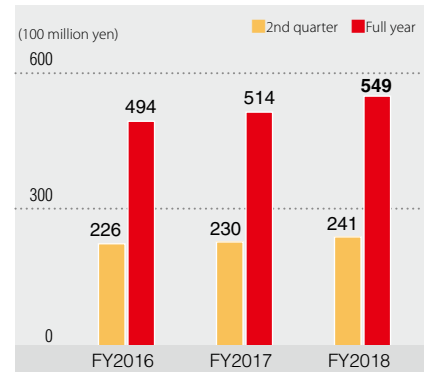


\*All-time high net sales

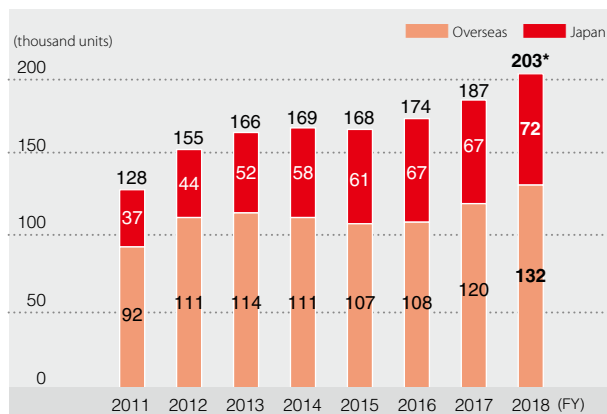
### Operating income



### Profit attributable to owners of the parent

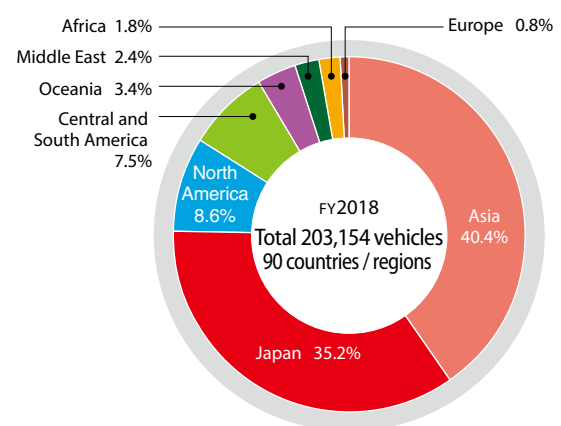


## HINO brand vehicle global unit sales

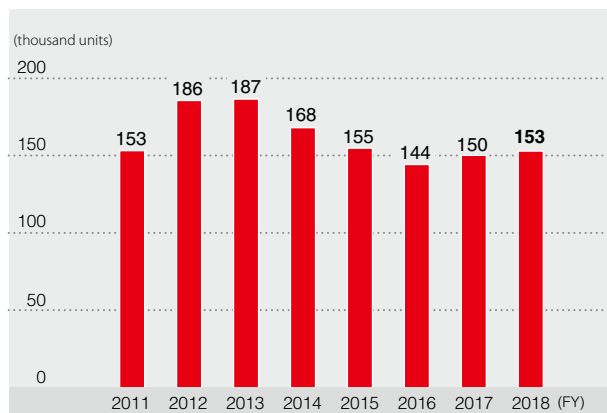


\*All-time high unit sales

## Composition of sales by region



## Number of vehicles produced for Toyota Motor Corporation



### Vehicles produced on commission



Toyota Land Cruiser Prado



Toyota FJ Cruiser

### Vehicles supplied as original equipment



Toyota Dyna / Toyoace two-ton class

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2019/5