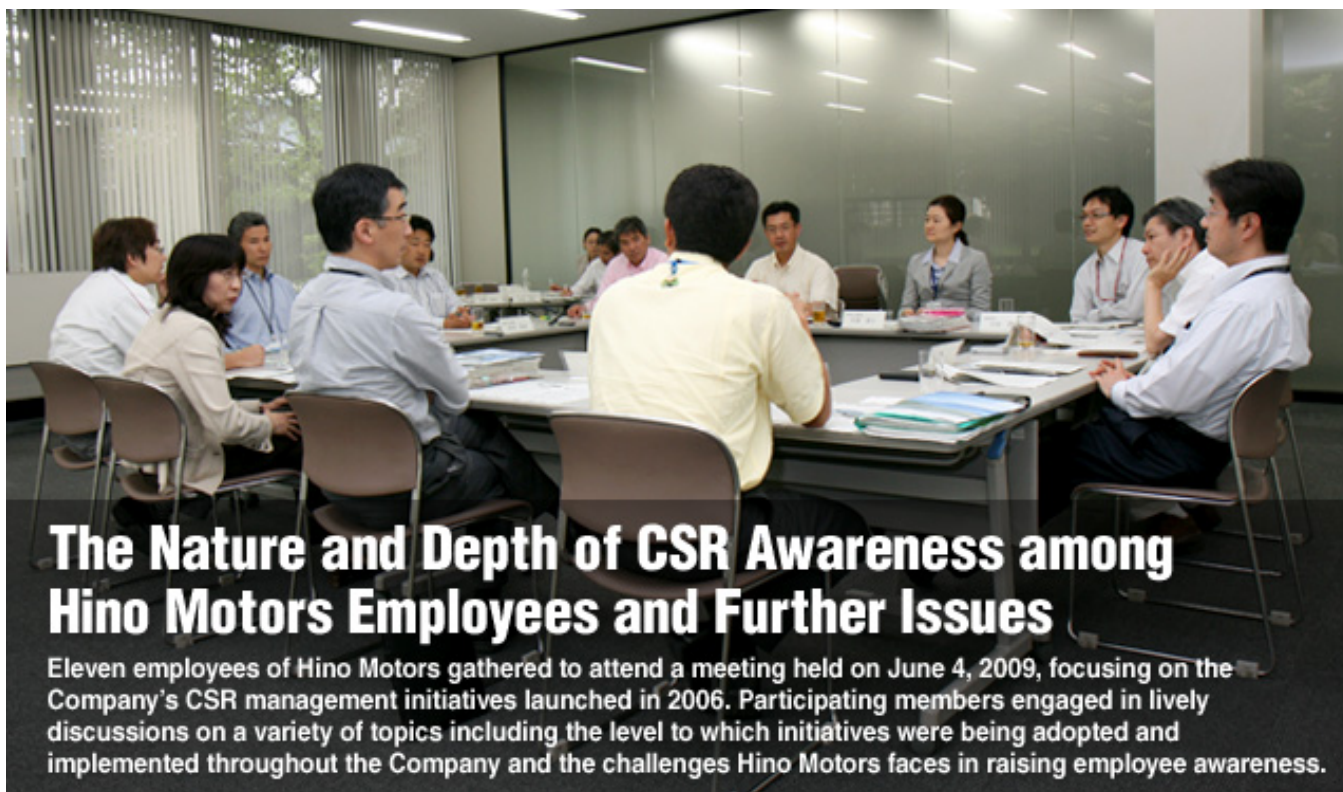


Internal Round-Table Talks



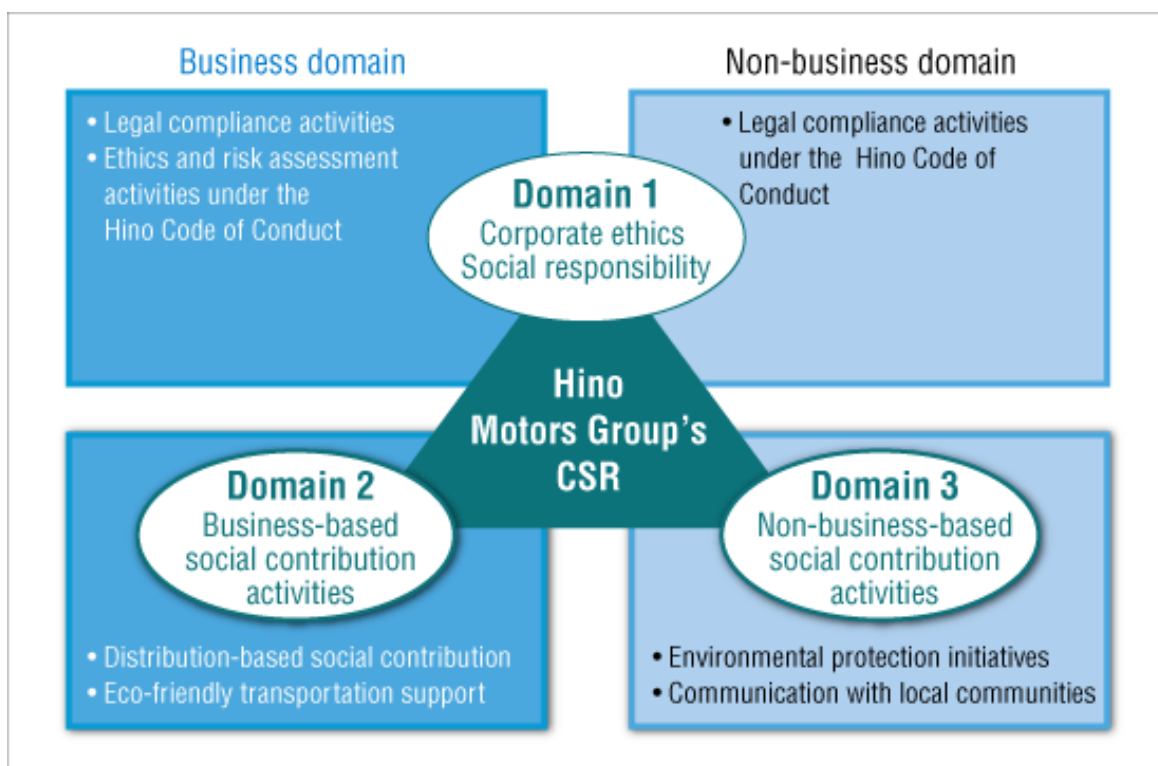
An Overview of CSR Initiatives to Date and the Background of the Round Table Talks

As a part of the Company's CSR management initiatives launched in fiscal 2006, Hino Motors established a working group in fiscal 2007 to clarify the goals and framework for its CSR activities going forward. In addition to formulating the HINO Credo, the working group proposed a structure for the scope of Hino Motors' CSR activities (please refer to the diagram below). Building on these endeavors, a second working group formulated the CSR Guidelines in fiscal 2008, and took steps to introduce specific initiatives focusing on business- and non-business-based social contribution activities, the second and third domains of Hino Motors' CSR management framework. In order to better facilitate the future Company-wide promotion of CSR, Hino Motors conducted an internal survey in April 2009 to collect and check employees' opinions on the nature, depth and efficacy of CSR initiatives as well as the challenges the Company faced. Round-table talks were then held to review and discuss issues and challenges based on the results of the survey.

Divisions, Departments and Offices of employees participating in round-table talks:

Overseas Planning Division, Environmental Affairs Division, Technical Research Center, Product Strategy Division, Product Planning Division, General Administration Division, Corporate Planning Division, Electronics Engineering Division, BR Plant Improvement Division

The scope of Hino Motors' CSR activities



The Scope of Hino Motors' CSR Activities Business-Based Social Contribution Activities (Domain 2)

Hino Motors' Employees Have Not Fully Assimilated the HINO Credo into All Business Activities

Yoshida: These round-table talks provide opportunities to discuss the Company's CSR management initiatives. During the first half of our discussions, I ask for your view on the purpose of business-based social contribution activities, and the challenges that Hino Motors can expect to face in its efforts to raise employee awareness. I first call on Mr. Onishi, who was a member of the working group that drew up the Company's CSR Guidelines, to provide us with his comments.



Mr. Yoshida



Mr. Onishi

Onishi: I believe that the HINO Credo and CSR Guidelines are organized and presented in a clear and understandable format. Therefore, I am confident that employees will both accept and adhere to their content and principles. Looking at the recent survey, however, I am concerned that employees between the ages of 20 and 40 have a weaker commitment to applying the HINO Credo to their everyday activities. The reason most identified by survey respondents is "the lack of sufficient available time." In contrast, almost all employees in their 50s responded by saying that the HINO Credo and CSR Guidelines are not concepts that require a special effort to implement. As a "matter of course," no special endeavors are needed to ensure their practice. Based on these findings, I believe that a key issue in the future is to ensure that this ideal "matter of course" understanding is in every

employee's mindset.

Matsuda: A member of my division was also a participant in the working group, and of course I am well aware of the CSR Guidelines. My concern is that when the brochure is distributed, many employees put it straight into their desk drawer and never look at it again. I myself must admit that I have not implemented the principles of the Guidelines in every part of my daily activities.

Umeoka: CSR is a core component of my division's



Mr. Matsuda

philosophy and guidelines. As the division manager, I make every effort to enhance overall awareness among division members. For example, I have invited Mr. Kaji of the Corporate Planning Division to provide an overview and explanation of the CSR Guidelines.

Sato: I was a member of the first working group so I have a keen interest the progress since then. Both the Credo and Guidelines were given a lot of coverage in the Company's internal newsletter. I could definitely sense the passion and enthusiasm involved. When I discussed CSR with colleagues,

however, I got the impression that many employees see CSR as an academic subject. I tend to believe that employees are not fully assimilating CSR into their daily activities, or putting into practice the principles of the Credo and Guidelines.



Mr. Umeoka

Kono: The Company's CSR Guidelines does a good job in reflecting the ideas, concepts and aspirations of the HINO Credo and CSR Charter. To take the next step, I think we need a new and innovative way to identify the relevance of the Credo and Charter to the daily activities of each employee, and to allow personnel to more easily share and practically implement the core principles on a continuous basis.

What Must be Done for Employees to More Easily Apply the CSR Guidelines?



Mr. Hattori

Hattori: Since the Company has been certificated with ISO 14001 and successfully meets the requirements of periodic audits, some employees feel that we have comfortably fulfilled our environmental responsibilities. Similarly, I suspect many believe that the Company is performing CSR well just by complying with predetermined guidelines. Therefore, we should create a system to self-regulate and assess CSR, such as environmental activities. By constantly using it, I am confident that this system and employees' attitudes toward CSR would become well established and natural. This system of self-assessment would also undoubtedly lead to improved communication.

Onishi: Creating a system is a critical factor. Of equal importance is the ability to ensure increased awareness and understanding. I feel that the Company's launch of the CSR Guidelines lost a lot of its impact because it was during the global economic crisis. Now I think we should take a new approach to promote and pursue CSR activities. Wouldn't a more visible campaign that impacts employees on a daily basis have greater effect?

Shibata: The Company's CSR activities are introduced in the internal newsletter once every two months. I agree with Mr. Onishi that much more can be done to promote CSR. We could, for example, use the intranet to better introduce CSR in a more visible and striking manner.

Chiba: I strongly believe that our business can be more successful with the HINO Credo and CSR Guidelines as the basis. If we can change the level of awareness throughout the Company in both upstream and downstream activities, I am confident we will see many new and original ideas. Having said that, many employees are too busy with their everyday duties to put the HINO Credo and CSR Guidelines into practical use. But placing HINO Credo and CSR Guideline brochures in the cafeteria and posters in restrooms may have a surprisingly positive effect.



Mr. Chiba

Matsuda: I am sure there are many ways to raise awareness. But in this time of economic downturn, it is extremely important to return to the basics and clearly identify what we must do, by when it should be completed, and how best it should be implemented. If we can clarify these main steps, then we can deal with technological issues, vehicle design, development and manufacturing as well as customer needs. The CSR Guidelines are a means to re-visit certain key points. I therefore think that we shouldn't try to force more awareness, but rather emphasis the need to complete our day-to-day work and duties in an honest and professional manner. In this way, I am convinced that we can fulfill our CSR obligations as a natural byproduct.

Nakazato: In my division, CSR Guideline briefing sessions were held mainly for younger employees. In order to

apply the CSR Guidelines in the near future, I think the focus should be extended throughout the Company to ensure that the principles are shared commonly among all employees, including management.

Kaji: We published and distributed the HINO Credo brochure and introduced a variety of eye-catching promotions. In comparison, there is less promotion and distribution of the CSR Guidelines. Therefore, there is a risk that the Guidelines could get lost among the many other aspects of our business. "What should we do" is becoming a daily concern more and more.

Sato: I think that by continuously taking small steps we can successfully promote CSR. There is little or no need for expenditure. Constant, uninterrupted efforts are important. Several years ago, when we were also in a recession, employees' interest in internal activities declined. As a result, we now must re-educate employees on the need for quality control. It is important that we not repeat the same mistake with respect to CSR.



Mr. Sato

Yoshida: Regardless of economic conditions and periods of boom and bust, it is essential that we show our commitment to efforts that contribute to society when carrying out our mainstay business activities. In addition to holding explanation sessions and distributing brochures, we need to actively incorporate systems that combine business and CSR considerations within the overall management framework.

Non-Business-Based Social Contribution Activities (Domain 3)

Beginning with a System for Making Activities Accessible

Yoshida: Please share your thoughts on non-business-based social contribution activities.

Kaji: In the recent survey, everyone was asked to identify what they believed should be "the most important aspect and focus of Hino Motors' business as a corporate entity," from three possible options. The biggest response, from 613 employees, was "business-based social contribution activities." A lower number of 240 employees selected "non-business-based social contribution activities." Based on these findings, and in an effort to determine the next course of action, I am not sure which is the best way to start: educate employees on the need to contribute to society at the individual level as good corporate citizens, or establish and develop Companywide activity programs. Could you tell me your thoughts?

Hattori: I am sure that most employees would want to participate given the opportunity. However, I would like to bring up two contrasting examples. The Asakawa river Clean-Up Campaign, which is run by Hino City, calls for employees to meet near the Company on Saturday. Unfortunately, few employees take the time to attend. The PET bottle cap recycling campaign that was organized 12 months in advance, on the other hand, gets large numbers of participants. If the task is simpler and more convenient, it seems easier to get active participation.

Chiba: Even if the event or task is small, a larger number of participants can really boost its scope and scale. Surely we can start from the simple things at the Company, like trimming the plants that block the crossing or cleaning the roadway intersection mirrors.

Shibata: Cleaning up surrounding areas while taking a leisurely walk is easy to do. Establishing a "volunteer points" scheme might also encourage individuals to more actively participate in events and tasks that fit their lifestyles. To support employee activities, I think a positive step could be introducing a system that distributes volunteer information to employees who register.

Onishi: I can see the positive merits in better linking the efforts of individuals who come up with ideas for events, organize and carry them out, and also participate. Participation in local activities would allow employees to better grasp the high esteem they are given in the community. Words of appreciation from members of the community can motivate employees and affirm their accomplishments, creating a positive reinforcement cycle. Rather than have the



Company take the initiative, I think it is important for employees to be spontaneous and self-motivated.

The Importance in Building On Steady and Persistent Efforts

Hattori: Hino Motors established the "Hino Green Fund" Foundation as one of its many Company-sponsored social contribution initiatives. Although economic conditions in the past have affected the amount and level of its aid and grants, the Company believes that it is important to keep its commitment to uninterrupted support.

Onishi: In this regard, the "Fraction Club," where employees make donations from their salary of amounts below ¥100 and the Company matches it, is an excellent foundation for ongoing support.



Mr. Kono

Shibata: Having a system and structure that allows employees to choose freely when and how best to contribute is a big step forward. Depending on their circumstances, individuals can contribute by donating either their time or their money as they like.

Kono: I am in favor of creating a structure and system where the Company supports employees' efforts. It is important, for example, to introduce such initiatives as a volunteer leave system and to expand opportunities through measures that consider the future.

Nakazato: "I don't have the time to participate in activities outside the Company" was an opinion that came up during last year's discussions. Despite this obstacle, it is still clear that activities outside the Company have a mutually beneficial effect on both the individual and society. It is therefore important to think creatively and establish a system that makes taking leave easy. A good example is creating a system where management takes one week off each year to participate in volunteer activities, and make this known to employees. Working from this example, I am confident that the Company would soon foster an environment that is both supportive of and conducive to social contribution activities. If we simply continue as we are, I see little chance of activities extending beyond what we already have.

Umeoka: In April, my division launched a program to encourage and support employees taking leave, particularly for the purpose of participating in social contribution activities outside the Company. We use colored magnetic markers for this program. Green colored markers are used to indicate those employees who plan to join in local community safety activities, and peach-colored markers indicate those looking to support cultural events. This is more than just another paid-leave system. These markers are used to promote cooperation throughout the division and to foster the attitude among all employees that "we must work together to ensure that anyone can take their requested leave without fail."

Nakazato: There are also a variety of work-leave formats, collectively classified as "anniversary leave," that currently make it easier to take paid holidays. Having this established framework in place, I think it would be a positive step to include "volunteer leave." Of course, we could drive this forward even more if we were to add additional incentives.

Umeoka: Looking at the data, there are also a large number of people who do activities outside the Company on weekends and public holidays. Many employees do whatever they can, such as going to school sports festivals and activities that involve their entire family.



Matsuda: A relaxed approach is often the best way to go. Working within the scope of each individual's circumstances, employees can serve as a significant motivating force through mutual discussion and respect.

Chiba: On weekends, I am busy coaching my child's soccer team. It is therefore a benefit that Hino Motors' employees have Saturdays off. Other employees coach other teams so it is simple to organize practice games. I think that if we had some kind of information board, then it would be much easier to collect information, promote discussion and broaden the circle of participants.

Sato: When my child was small, I served as a director of the little league baseball association. I therefore think that doing little things can often be the most satisfying. Rather than set yourself goals that are difficult to achieve and expensive, it's better to do a lot of small things. Everyone aspires to greater heights, so their expectations grow gradually as a matter of course.

Onishi: These discussions help us all gain a picture of the many people within our Company who are active in a wide variety of pursuits. If we continually introduce these activities, using for example the Company's internal newsletter, this could be an effective tool for fostering the mindset that those who avoid social contribution activities run the risk of being left behind.

Umeoka: I realize there are a number of potential methods that could help promote social contribution activities. One method is the Company approach, which can be a big event like our cherry blossom festival. Then there is the individual method that relies more on a steady and stable approach and the accumulation of small but concrete steps. I believe that this individual approach has the greater longevity. It is far more rewarding to be recognized as a Hino Motors employee well after a period of contribution and activity. It would be wonderful if this approach grew in popularity.

Kaji: While personally I am a great fan of the big event, small and concrete steps are indeed extremely important. I have gained a new appreciation for this from our discussion here today.



Mr. Kaji

Yoshida: The "non-business-based social contribution activities" domain is based on the fundamental philosophy and desire to "make the world a better place to live by helping people and goods get where they need to go." In those regions where we pursue business development with many contact points and formats, our ability to work in harmony with local communities will determine the quality of our business environment. In the future, I would hope that the Company continues to distribute information that helps deepen employee understanding and provides opportunities for the ongoing exchange of opinions.