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| Corporate Information | Top Message | The HINO Credo & Course of Action | Realizing a Sustainable World | Environmental Management | Hino's Strategies and Initiatives and the Sustainable Development Goals (SDGs) | CSR Management | Topic | ESG Initiatives | | | |
| | | | | | | | | Environment | Social | Governance | ESG data and others |

Safety Health Quality Respect for Human Rights Human Resources "Creation" and Work Styles Supply Chain
Social Responsibility Initiatives

internal auditors well-versed in quality assurance rules, frameworks, and auditing techniques. The audit results are swiftly applied to improvement cycles to make enhancements. With environmental changes inside and outside the company in mind, Hino Motors earnestly incorporates opinions from entities such as the certifying bodies in various countries to further bolster quality assurance activities.

Initiatives for Raising Employee Quality Awareness

◆ TQM*1 Activities

Hino Motors aims to improve the quality of products and services that meet the needs of its customers and the world. We promote QC circle activities, PROGRESS (technology-related small group activities)*2, and efforts to improve workplace management at all employment levels, from workers to managers. In addition, every year inhouse competitions are held using actual examples of activities that passed internal qualifying rounds in each department. Through these outstanding examples of advancements presented at the programs, participants gain understanding of new methods and approaches. This encourages employees to learn from one another and make improvements.

*1 TQM: Total Quality Management

*2 QC circle activities, PROGRESS (technology-related small group activities): Voluntary activities for finding and solving issues within a group with the goal of improving quality within that workplace. It is an opportunity to deepen understanding among group members and revitalize the workplace, and at the same time, the mutual stimulation provides an opportunity for growth.

◆ Ample Learning Opportunities

Since fiscal 2015, Hino Motors has been holding "Exhibition of Quality Improvement Activity" every year in November, the Company's quality month. This ensures that all employees can maintain their awareness of the importance of ensuring safety and peace of mind for customers. In 2018, a Quality Learning Center was opened for employees. The center enables all employees to learn about the current quality situation at Hino Motors, while strengthening efforts to keep a strong emphasis on our principle of "top priority to quality and customer satisfaction".

In addition, Hino Group sales companies in and outside Japan, which have a great deal of direct contact with customers, are working to create systems for supplying parts rapidly and for studying vehicle maintenance technologies. In Japan, service support sites have been established at the 21st Century Center (Hachioji City), Kobe Training Center, and Sagami-hara Training Center. Overseas, support sites have been established in the Middle East and Latin America to further improve quality. In addition, Hino Motors launched a Service Master Course in 2003. This next-generation program develops core human resources at dealers in Japan. Program participants acquire the advanced maintenance and diagnostic skills needed by service engineers. They also obtain knowledge concerning products and relevant laws and regulations, as well as a wide range of skills, such as customer service and repair shop management. After completion of the course, the participants apply their new expertise in after-sales service departments at Hino Motors' dealers in Japan.



Hino Training Center - Middle East (UAE)



Quality exhibition



Completion ceremony

| | | | | | | | | | | | |
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◆ Hino Group Award System

Hino Motors dealers across Japan regularly hold a service skills competition. The competition is held in order to improve engineers' technical skills by encouraging them to learn independently, and to incentivize staff to provide high quality service to customers.



Competition for service skills



Awards ceremony

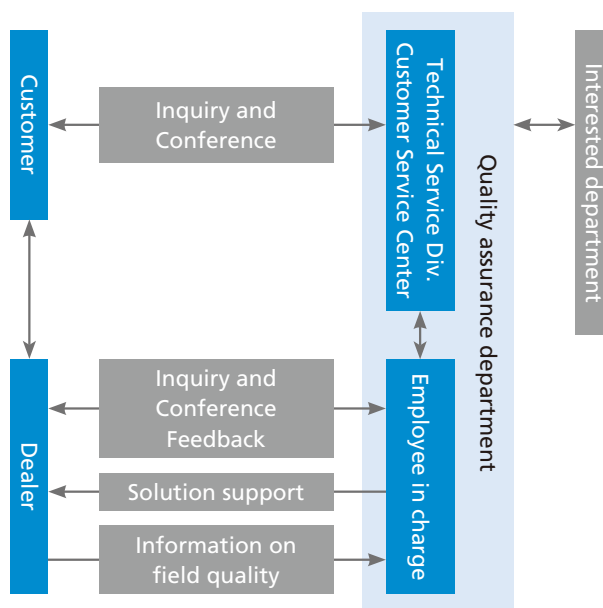


Awarded dealers

Customer Service Center Activities in Japan

Hino Motors' Customer Service Center in Japan was established to address a range of customers' concerns and enquiries by telephone. Following the motto, "Speedy and accurate response," the center is committed to improving its quality of service, aiming to further enhance customer satisfaction.

● Response system for customers In Japan



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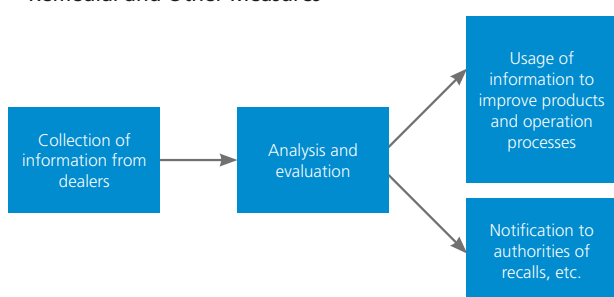
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Handling Quality Defects and Recalls

Hino Motors' top priority is the safety of customers and the broader society. The Company makes every effort to prevent defects so as not to cause difficulties for anyone. In order to ensure customer safety and support their scheduled operations, Hino Motors has established a system that rapidly collects all the needed quality information and ensures a prompt response to any quality issues.

Please refer to the following for details on how Hino Motors has handled defects, including the issuing of recalls, over the last three years. All defect cases are handled appropriately.

● Remedial and Other Measures



● Incidence to handle defects

| | (Cases) | | |
|---------------------------------|---------|--------|--------|
| | FY2018 | FY2019 | FY2020 |
| Recalls ^{*1} | 21 | 14 | 11 |
| Remedial measures ^{*2} | 0 | 1 | 0 |
| Service campaigns ^{*3} | 12 | 12 | 5 |

By definition of the Ministry of Land, Infrastructure, Transport and Tourism Japan

*1 Recalls: Automobile manufacturers and related manufacturers recall vehicles to make necessary improvements in accordance with safety standards when it has been determined that a certain range of the same model of vehicles, or tires or child seats do not comply with or are suspected of not complying with safety standards for road transport vehicles due to factors at the design or manufacturing stage.

*2 Remedial measures: Automobile manufacturers and related manufacturers undertake remedial measures for making necessary improvements to vehicles when it has been determined that problems have occurred due to factors at the design or manufacturing stage, and such problems cannot be ignored in terms of ensuring safety or preserving the environment, even if the problems are not covered by safety standards for road transport vehicles (in contrast to product recall notifications).

*3 Service campaigns: Automobile manufacturers carry out service campaigns to make necessary improvements to the marketability or quality of vehicles in the event of problems that do not fall within the scope of recalls or remedial measures.

Future Initiatives

Hino Motors is working to achieve the ultimate goal of eradicating defects and recalls, aiming to provide further safety and peace of mind to customers and the broader society. The Company will keep working to improve quality further by constantly striving to prevent defects and the recalls and further raising employee awareness.