

“Ideal State” of Hino

**We make a better world and future
by helping people and goods get where they need to go.**

Hino Motors, Ltd.

April 26, 2023

Satoshi Ogiso

President & CEO,

Member of the Board of Directors

To break away from “quantity”-oriented business administration

⇒ To abandon the “numerical” goals set in “Challenge 2025”

Up to
now

We **expanded our business while putting too much importance on sales quantity and our market share** beyond our capacity, so we became **unable to live up to the expectations of customers and society and follow rules.**

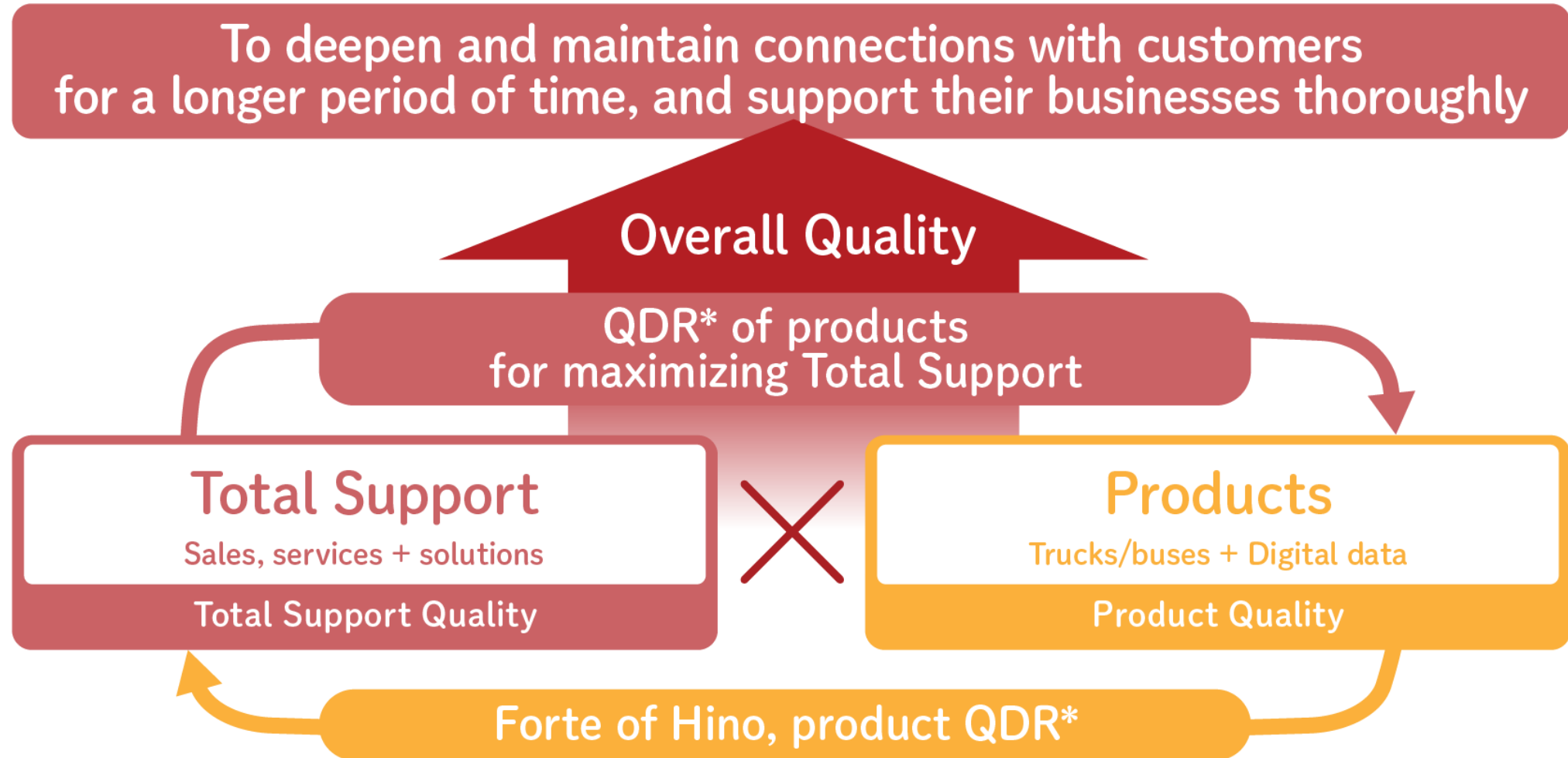
Ideal
State

Provision of Value : **To contribute to customers and society with “Overall Quality (Total Support Quality × Product Quality)”**

Management Base : **To prioritize “the growth of personnel”**

Provision of Value

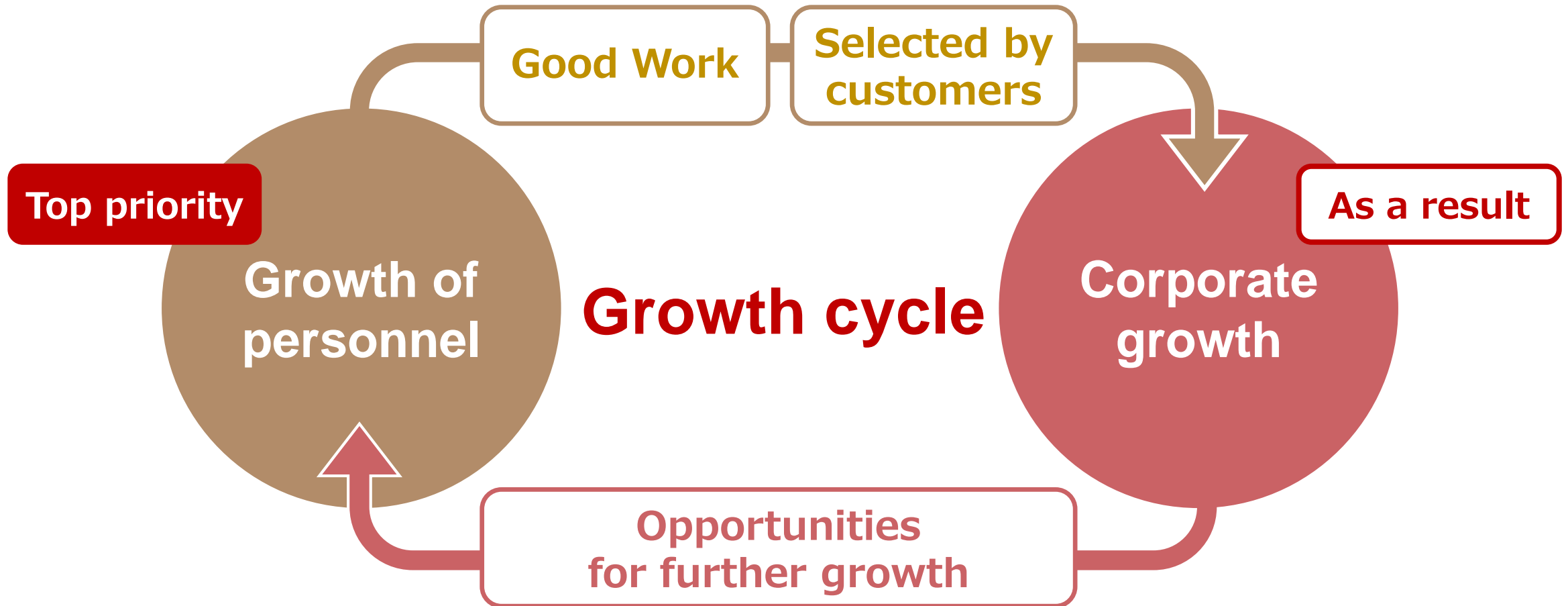
To contribute to customers and society with “Overall Quality
(Total Support Quality × Product Quality)”



*QDR = Quality, Durability, and Reliability

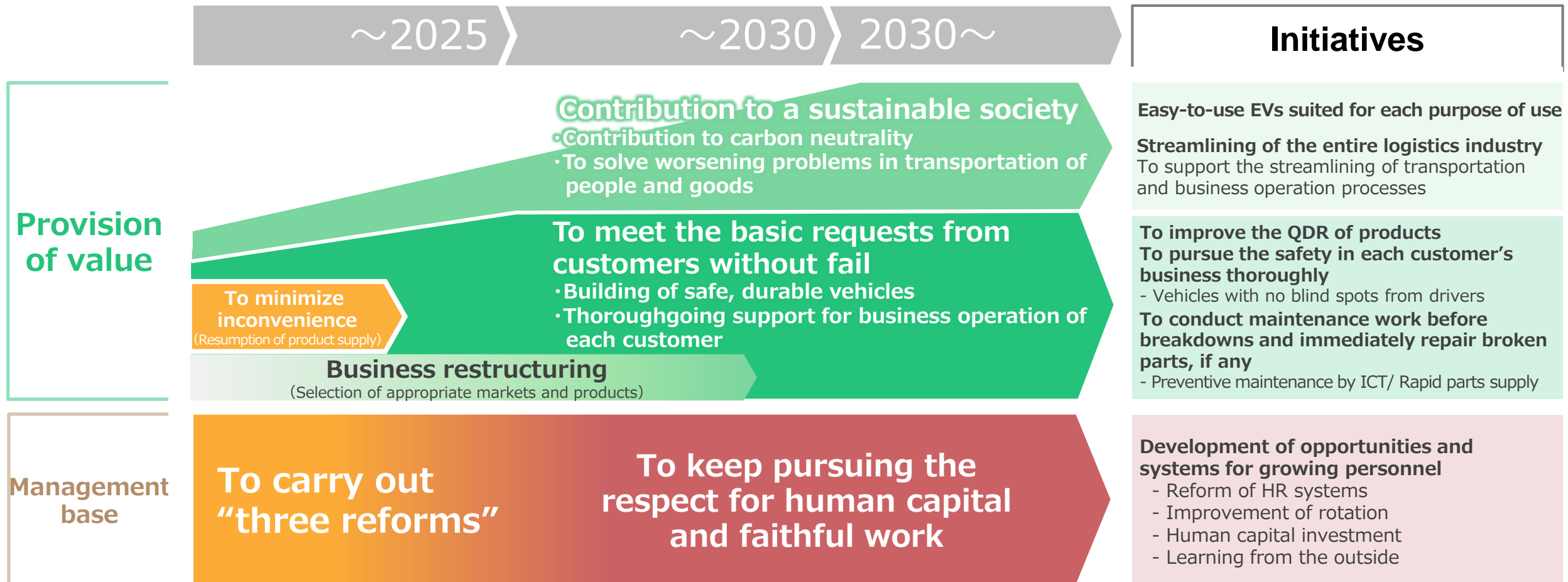
Management Base

Management **focused on “growth of personnel”**



Roadmap

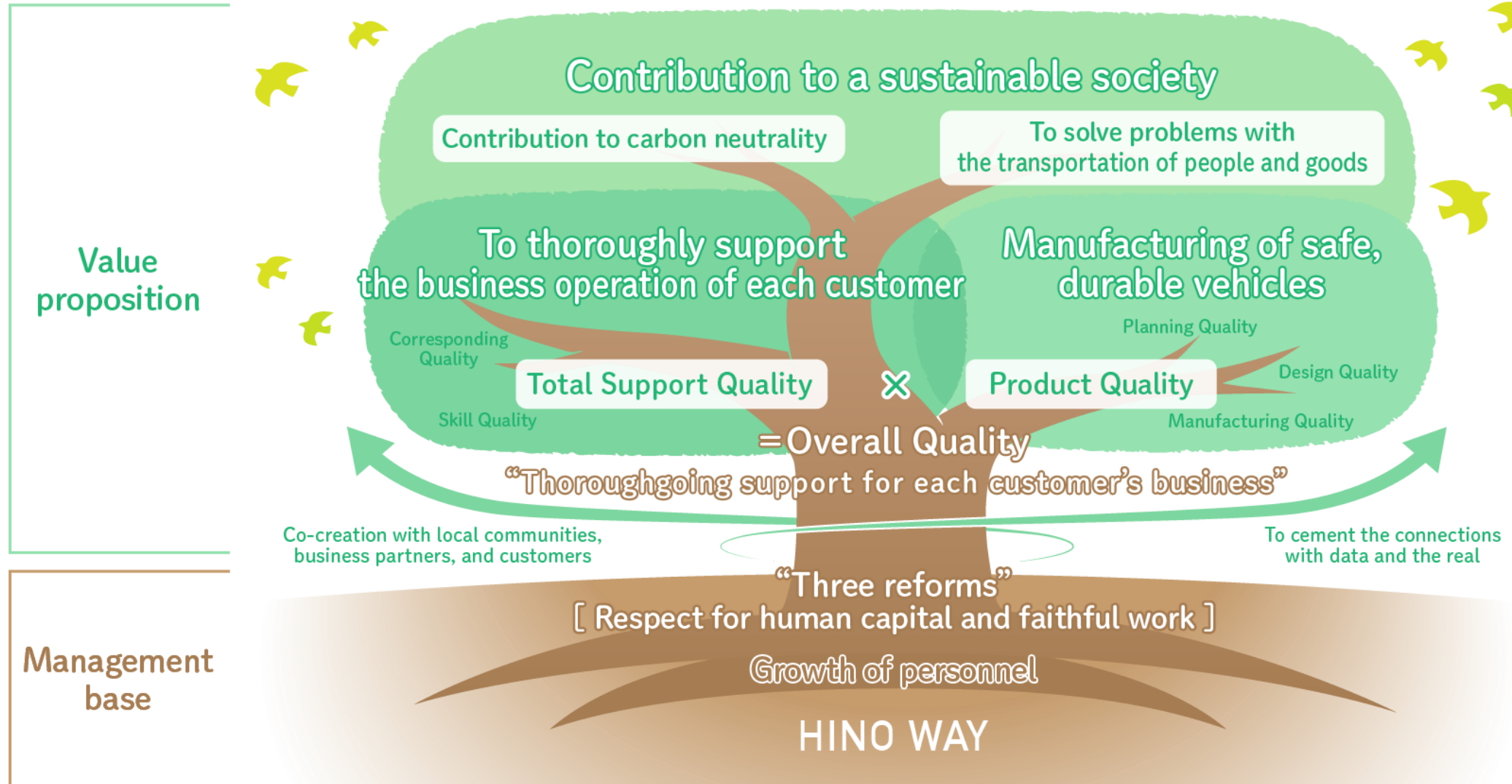
Giving top priority to the “minimization of inconvenience” for customers and society, our company aims to grow by redeveloping our “management base” and “provision of value”



“Ideal State” of Hino (entire picture)

Corporate Mission

We make a better world and future by helping people and goods get where they need to go.





HINO

**We make a better world and future
by helping people and goods get where they need to go.**



Integrity

**We are committed to acting
with integrity and in a
compliant manner.**



Contribution

**We support a future society
by committing to safety
and environmental sustainability.**

**We support the businesses of
our customers by committing to
quality and professionalism.**



Empathy

**We respect diversity and inclusion,
and build a safe working
environment.**