



# Hino's value creation

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## Message from the President


**Satoshi Ogiso**

President &amp; CEO, Member of the Board of Directors



## Positioning the HINO Way as the foundation of everything we do, we work together with our employees to create new value that meets the expectations of our customers.

### Our purpose of existence and mission

### Continuing to provide new value with our customers as our starting point

For the 80 years since the founding of our Company, we at the Hino Group have supported the movement of people and goods as a commercial vehicle manufacturer (principally trucks and buses), contributing to the growth of society in eras such as Japan's postwar reconstruction period and the period of rapid economic growth. The Hino Group has adopted "We make a better world and future by helping people and goods get where they need to go" as our mission, which has remained unchanged since our founding, and, I believe, this is what gives us purpose of existence.

Conversely, there are of course things that we should change, in step with the times and social changes. The automobile industry is now in the midst of a once-in-a-century period of dramatic change, prompted by a technological innovation known as CASE\*. I recognize that in order to continue to fulfill our mission under these circumstances, we must contribute to the realization of a sustainable society by creating safer, more environmentally friendly products and services that are useful to our customers and offering new value.

Moreover, in order for us to contribute to the sustainability of society through our business, we ourselves must also become a sustainable entity. Furthermore, the precondition for this is to establish a business structure that will enable us to secure revenues and to value the employees who support it. As I have been involved in the research and development frontline for many years as an engineer, such experience has taught me that the customer is the starting point of all value creation. Companies can only survive if they continue to provide value to customers, and if customers see them as necessary. The existence of the Hino Group today can only be attributed to the fact that since our founding, customers have chosen us because of our response to their needs and demands.

\* CASE: Connected, Autonomous/Automated, Shared, and Electric

## Message from the President

### Formulating the HINO Way

## Formulating the HINO Way as a foundation for all of our activities

In response to the dramatic changes in the environment surrounding our business, Hino revised our corporate philosophy in the form of the HINO Way in June 2022. The primary goal behind this was to return to our starting point of having every employee in the Hino Group be "beneficial to both individual customers and society," and to share the values and aspirations that are important to us. Our previous corporate philosophy was formulated in 2007, but as we updated it in response to changes in the environment that followed thereafter, certain parts became complex and difficult to understand at first glance. Additionally, during this time, incidents of misconduct had been discovered during our type certification process. These factors prompted us to revise our corporate philosophy with the idea of restating our stance in the capacity of a company with respect to society at large while making the new philosophy the cornerstone based on which each officer and employee makes judgments and act.

Broadly speaking, the HINO Way is comprised of three elements: the HINO Credo, the HINO Sustainability Policy, and the HINO Code of Conduct. Of course, these three are all closely related, but from my experience, presenting our philosophy and policy in a disjointed and disparate manner makes the elements difficult for our employees to understand and obscures the mutual connections between them. In bringing them all under the umbrella of the HINO Way, we sought to make them easy for people both inside and outside the Company to understand.

The Corporate Mission that is part of the HINO Credo contains the statement, "We make a better world and future by helping people and goods get where they need to go," as described above. This outlook is what we will continue to strive for, and we have not changed the wording.

Conversely, we revised the HINO Credo when employees at junior and middle-level positions of the Hino Group in Japan and abroad launched a project in which they were asked to engage in honest and open discussion from a broad range of perspectives, deliberating on what would be important to the Hino of the future. This is because we believe that having decisions on philosophies and codes made solely by the management or outside experts—those at a distance from the employees who are the intended recipients—would make their dissemination difficult.

We revised the previous content of the HINO Sustainability Policy and HINO Code of Conduct in anticipation of having each employee actually put them into practice in the workplace. The HINO Sustainability Policy, in particular, added a new item: "Working Environment and Corporate Culture to Respect Employees," clarifying the intent of Hino's management to respect employees and elicit opinions from the frontlines.

Furthermore, in the HINO Way, we have defined three new shared values: Integrity, Contribution, and Empathy. These are all issues that came to light in the course of the discussions regarding the project described above. In particular, moving beyond mere compliance or an observance of laws and regulations, the choice of "Integrity" as the value that is linked to the basic premise of our business activities, over and above simple compliance or observance of the law, is a reflection of my own feelings on the matter.

Going forward, under the HINO Way, we will actively endeavor to pursue improvements to our organizational and work culture and cultivate leaders who are able to act autonomously, with the goal of putting sustainability-oriented management into place. In order to do this, first, it is important for each company in the Hino Group to disseminate the HINO Way; however, the Group consists of many organizations and divisions, making this a difficult task. I hope that the management, including me, intends to listen to the opinions of employees as we steadily strive to disseminate the HINO Way and nurture a new corporate culture.

### Implementing the "Three Reforms"

## Strengthening our management base by implementing the "Three Reforms"

As was announced in March 2022, for a span of approximately 20 years, Hino was in violation of the relevant laws and regulations in Japan regarding the type certification process required for the release of our trucks and buses to the Japanese market. During that time, we also made false reports to the Ministry of Land, Infrastructure, Transport and Tourism. Being in a position involved with the infrastructure of society, the fact that Hino had engaged in misconduct of this nature is an extremely serious problem that brings our existence as a company into question, and thus, I would like to take this opportunity to once again apologize to our customers and all other stakeholders for abusing their trust.

The major reason for such misconduct can be attributed to our management not fully understanding or appreciating the situation at the frontline and losing sight of the importance of complying with laws and regulations and our approach to vehicle manufacturing, and prioritizing quantitative growth in revenue and sales and vehicle production. In that sense, I believe that a great deal of responsibility lies with the management.

To prevent this kind of misconduct in the future, on October 7, 2022, Hino responded to a correction order issued by the Ministry of Land, Infrastructure, Transport and Tourism, stating that it would work to promote the "Three Reforms" throughout the Company, applying these in its management, corporate culture, and vehicle manufacturing. These reforms are also founded on the HINO Way, and we are working steadfastly to promote each reform in order to put the values of "Integrity," "Contribution," and "Empathy" set forth therein into tangible action.

Our "management reforms to emphasize 'respect for all Hino staff' and 'promote working in the right way'" are a return to the principles on which we were founded. The management always maintains a focus on demonstrating respect for frontline workers and building relationships, and creates more opportunities to listen to the opinions of our employees. Hino's "organizational culture reform with 'respect for all Hino staff' as a core value" is promoting the transformation to an organizational structure that allows employees to overcome barriers between divisions to share objectives so that they can think and act together as they strive to foster an entrenched awareness of our customers' views. Moreover, our "structural reforms for a new 'Hino vehicle manufacturing'" redefined the role of chief engineers who are the center of the organization, clarifying their task of leading cross-organization project teams, and renamed them Product Owners.

Approximately one year has passed since we launched the "Three Reforms." While we are developing new systems and reforms to product development processes, thus enabling the structure itself to progressively deal with such issues in a steady way, once reforms to our organizational culture are taken into consideration, we do not think it would be possible to achieve any of development of such reforms overnight. Recently, however, more employees have been telling us that we have more reforms to make, and more of them are willing to raise their hands and take on the mantle of leading the change. Outside parties have also offered harsh but well-meaning advice. Hino management takes these opinions seriously and is working with our employees to move ahead with reform, one step at a time.

### Continue contributing to our customers and society

## Working to be more useful to our customers with a view to addressing worsening social issues

Today, the social issues surrounding the movement of people and goods are becoming increasingly difficult and complex, with problems including serious traffic accidents, climate change caused by the emission of greenhouse gases such as CO<sub>2</sub>, and labor shortages brought on by declining birth rates and aging population, and thereby the environment in which our customers find themselves continues to change. In order for us to continue to be of service to society and our customers, we must assimilate our respective customers' perspective as we continuously consider how we can contribute to the growth of their



## Message from the President

businesses, and work to create new value. We will continue to offer the values that our customers want in line with the changing times, for example, through the preventative maintenance and provision of vehicle information by using connected technologies, improvement of the efficiency of mainline transportation, support for the introduction of electric vehicles for commercial use, and energy management.

These factors led us to create our vision for the "Ideal State" of Hino, which we announced in April 2023. In our commercial vehicle business, we believe that the quality we provide in our Total Support initiative—which includes the quality of the products involved with our product and service planning, design, and production, as well as after-sales maintenance and service, and proposals for improving the value of our customers' businesses—is extremely important. By combining the Product Quality and Total Support Quality that we have built up through our business activities thus far, and further improving the resulting Overall Quality, we will deepen and extend our connections with our customers and offer comprehensive support for their businesses.

Furthermore, we have identified the materialities (key issues) that we must focus on if we are to bring our desired ideal state to reality by examining what social issues we should address. In order to achieve ongoing growth, we will continue to contribute to the realization of a sustainable society by allocating our management resources in an appropriate manner to address materialities, without compromising on our basic stance that everything starts with the customer.

### Toward merged management

## A prosperous society achieved together with people who have the same aspirations

As was announced in May 2023, Hino has concluded an MoU with Mitsubishi Fuso Truck and Bus Corporation (MFTBC), our parent company Toyota Motor Corporation, and MFTBC's parent company Daimler Truck Holding AG. In the near future, Hino and MFTBC intend to merge their management on an equal footing, collaborating in the areas of development, procurement, and production of commercial vehicles in order to become a globally competitive Japanese manufacturer of these commercial vehicles.

All four companies are now engaged in the discussions and evaluations needed to realize the collaboration among four companies and the merger of two companies.

The corporate philosophies of all four companies share our desire to support mobility and contribute to society, and bring about a prosperous and comfortable world and future. Additionally, although the heavy-duty buses and trucks that are the primary businesses of Hino and MFTBC support the infrastructure of society, as an industry, we are faced with many issues at a time when there is a global demand to become carbon neutral and make logistics more efficient. Solving these issues will require a great deal of investment in technology development and other management resources, and it will be difficult for individual companies to deal with these issues on their own. In light of this business environment, we are extremely hopeful of the possibilities offered by this collaboration, which will allow us to join forces with considerably powerful allies. We intend to use the opportunities that this will afford us to develop new technologies and solutions to address social issues, improve our operational efficiency on a range of fronts such as procurement and production, and enhance our competitiveness. We will also protect the foundations of the automobile industry in the Japanese and Asian markets, contributing to stakeholders such as our customers, and to the Japanese automobile industry itself.

### A message to our stakeholders

## Sharing awareness with all employees, and strengthening sustainability

As I mentioned initially, I believe that the starting point for value creation by a business should be the customer. Our very existence depends on being able to have our customers say, "It's so great that Hino was



there for us." No matter how safe, environmentally friendly, or convenient the products and services we offer are, they create no value for society if our customers do not like them and use them in their businesses.

I myself felt this keenly when I was an engineer involved in the development of environmentally friendly vehicles. Although a product may be highly environmentally friendly, it cannot contribute to the reduction of global CO<sub>2</sub> unless they make inroads into society. Our customers are conducting their businesses in circumstances that are now experiencing dramatic change. We can continue to survive if we meet the issues our customers are facing head-on and seek to create products and services that contribute to the growth and development of their businesses.

It goes without saying that people are the most important management resource when it comes to keeping up with such activities. In that sense, we recognize that the paramount mission of the top management is to create an organization and culture that fosters the development of human resources who will be responsible for future business. The times of the management handing down edicts from above, supervisors issuing commands to their subordinates, and all employees merely having to follow the path laid out for them is part of a bygone era. What is required of the Hino Group now is an open working environment where everyone can say what they think and are able to stand up against the constantly changing circumstances at the frontline, and human resources who can think for themselves, find answers, and act on their thoughts.

The growth in quality that we aim to achieve through the "Three Reforms" refers to the creation of a culture that nurtures our human resources to have such autonomy and of an organizational environment that prioritizes the growth of personnel, as well as the fostering of a new organizational culture and the development of human resources. At the same time, it signifies an improvement in employee engagement, including at affiliate companies, and implies an enhancement of our sustainability as a business.

However, we cannot achieve anything significant as an organization if we are all working piecemeal. What binds us together is the HINO Way.

Hino will return to its starting point, seeking once again to be a company that contributes to a sustainable future by supporting the movement of people and goods, and a company that our customers say they need. Moreover, we will strive to win back the trust of our stakeholders once again, as soon as possible.

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Satoshi Ogiso  
President & CEO, Member of the Board of Directors

How the HINO Way was formulated

# Pursuing an easy-to-understand philosophy system in order to contribute to customers and society

—Formulating the HINO Way as a cornerstone for our decisions and actions—

In FY2022, seeking to unite everyone in the Hino Group with the same sense of commitment and ensure that we all work together as one group, we formulated the HINO Way, which is comprised of the HINO Credo, the HINO Sustainability Policy, and the HINO Code of Conduct. Here, we introduce the motivations behind this formulation and the steps that have been taken to complete it.

## Seeking to be a company that contributes to solving the issues faced by society and our customers

Recently, amidst the rapid environmental change surrounding the movement of people and goods, the value that the Hino Group should offer have also changed dramatically. Accordingly, in FY2021, the Hino Group decided to move away from its conventional hardware-centric approach and update its philosophy to become a company that is able to confront the issues faced by society and our customers, thus helping to solve them.

Moreover, the Hino Group's previous philosophy, which was formulated in FY2007, became an issue for being complex and difficult to understand, and the activity policies therein were outdated. That prompted us to begin examining the HINO Way as we sought to create a readily comprehensible system that each and every employee would be able to leverage in their daily activities. A team was formed specifically to carry out the examination of the HINO Credo, while relevant departments took the lead in formulating the HINO Sustainability Policy and the HINO Code of Conduct.

### Thoughts of the team members who formulated the HINO Credo

#### Respecting others and engaging in ongoing dialogues leads to good ideas

**Takeo Shibano,**  
Change Implementation Department

We believed that the Core Principles we formulated would lead to the creation of our corporate culture, which prompted us to engage in repeated and careful dialogues with our team members, while respecting the ideas and opinions of each individual. I think that in the very process of consolidating different opinions, we were able to embody the phrase, "mutual respect," which can be found in our Core Principles. After formulating the Credo, we visited a variety of workplaces where we engaged in activities to communicate the ideas contained in the HINO Way and promote its dissemination. After six months have passed, activities have begun in each workplace, and we feel that the Company is changing for the better. Looking to the future, we intend to continue to carry out these activities without stopping, and have the HINO Way take root as the culture of the Hino Group.

## The HINO Credo created by members from diverse backgrounds

Choosing the team members to examine Hino's Core Principles was one of the most difficult parts of launching the project. Some questioned the wisdom of merely leaving decisions to certain divisions, or to the management, while others wondered what it would take to create a philosophy that would be easy for a broad demographic of employees to understand; after taking many different points of view into account, we created a team with a core membership of junior and middle-level positioned employees, with employees and management from the Hino Group around the globe also participating, including those from our offices in the United States and Canada, Thailand, and Indonesia.

From the Corporate Mission and Core Principles that make up the HINO Credo, it was decided that the Corporate Mission, "We make a better world and future by helping people and goods get where they need to go," would remain unchanged, and thus, the focus was on revising the Core Principles. For approximately six months, members of the team from diverse

#### We have completed clear, easy-to-understand Core Principles that will serve as a foundation for our actions

**Irwan Supriyono**  
PT Hino Motors Sales Indonesia

I am honored and proud to have been chosen to be a member of the global team that formulated Hino's Core Principles. I believe that we were able to create a very clear and easy-to-understand credo that will serve as the foundation for the actions of everyone in the Hino Group. Additionally, participating in this team has given me broad-reaching insights into matters such as integrity and legal compliance. At PT Hino Motors Sales Indonesia, we held training and seminars for all employees in FY2022, and in FY2023, we are promoting the dissemination of the HINO Way through measures such as poster displays throughout the Company.

backgrounds engaged in an honest exchange of opinions, defining what they hold dear about Hino, what would constitute the foundation for these activities, and what they would like Hino to become as part of their aspirations. From there, they moved to in-depth discussions from the standpoints of what the basic premise should be, what kind of value we should provide, and what kind of workplace we should aspire to have in terms of creating a corporate culture that supports the above, and in doing so, summarized these debates into four policies.

This structure and process allowed us to complete the HINO Credo, a document which is both simple and global enough to be readily understood by any member of the Hino Group.

## The HINO Sustainability Policy as the Company's declaration and the HINO Code of Conduct reaching every employee

The HINO Sustainability Policy was formulated with reference to global guidelines and other initiatives, with 12 themes that are essential to the realization of a sustainable society being chosen.

Since the HINO Code of Conduct is a standard for the actions of each employee on a day-to-day basis, we revised its structure and content to make it simpler and easier to understand and to ensure that compliance is the foundation on which we base all of our business activities. Additionally, we have included three questions related to "working in the right way" at the beginning of the Code. For instance, one question is, "Would your family be proud of the action, inaction, judgment, or decision you are about to make in your work?" It is our hope that when employees think of the people who are important to them, they will reevaluate their own decisions and behavior, and will stop themselves if they

feel inclined to lie or falsify something. Measures such as these are intended to make this a more efficient code.

## Three values that came to light in the examination process

As we examined the HINO Credo, HINO Sustainability Policy, and HINO Code of Conduct, we worked on them to ensure that they would be disseminated in a more readily comprehensible manner.




The members of the special team discussed words and phrases that would express the commonalities among the Credo, Policy, and Code, finally settling on a summary thereof, i.e., "Integrity," "Contribution" and "Empathy." These were chosen as the values that permeate the HINO Way.

## Accelerating dissemination and speeding up evolution

After formulating the HINO Way, we have been working to incorporate into the management through measures such as an examination of the missions and objectives of each division based on the HINO Way throughout the course of division manager training. We are also expanding interactive communication such as discussion meetings in each workplace to put the HINO Way into practice. Additionally, we are promoting a variety of other measures to encourage dissemination of the HINO Way, centered around the members who formulated the HINO Credo.

Going forward, we will continue to work toward disseminating the HINO Way throughout the Group as we endeavor to become a company that solves the issues faced by both our customers and society, and which is needed by both.

### The three values that permeate the HINO Way

	The cornerstone The HINO Credo	Our declaration / Operating policy HINO Sustainability Policy	Specific actions to aim for HINO Code of Conduct
Basic premise 	We are committed to acting with integrity and in a compliant manner.	Basis for corporate activities	Comply with Laws, Regulations, and Standards (What each of us should observe)
Provision of value 	We support the society of the future by committing to safety and environmental sustainability. We support the businesses of our customers by committing to quality and professionalism.	Providing value for a sustainable society	Contribution to Our Customers and Society (A code of conduct for each of us)
Corporate culture 	We respect diversity and inclusion, and build a safe working environment.	Working environment and corporate culture	Creation of a Healthy Workplace (A code of conduct for each of us)
		Crisis management and role of senior management	Reporting and Consultation, Responsibilities of Managers and Supervisors



## The path to value creation

Since successfully test-producing Japan's first 100% domestically designed and manufactured truck in 1917, the Hino Group has responded to society's needs for mass transportation and supported Japan's postwar recovery and rapid economic growth. Beginning in the 1980s, we launched initiatives to protect the global environment and began offering our customers support for their business on a full-scale basis. In recent years, we are utilizing cutting-edge technologies to address the issues that society and customers face regarding the movement of goods and people.



**1910**  
Tokyo Gas Industry Co., Ltd. was established  
Founded as a manufacturer of components for gas appliances.

**1917**  
Succeeded in producing prototypes of trucks that were made entirely in Japan



TGE-A type truck

**1919**  
Completed a new plant located in Omori, Tokyo  
Began mass manufacturing the first trucks that were entirely made in Japan

**1942**  
Spun off as Hino Heavy Industry Co., Ltd.

**1946**  
Released heavy-duty trailer trucks to support logistics  
Worked as the mainstay in logistics in place of the railroad network, which had not made a complete postwar recovery.



T10 and 20 type trailer trucks

**1947**  
Released Japan's first trailer buses  
Released trailer buses, having a capacity approximately twice that of previous buses as a mass transportation (vehicles) to be used in place of the railroad network.



T11B and 25 type trailer buses

**1950**  
Provided logistical support during Japan's period of [rapid] economic growth

**1958**  
Released Japan's first front-wheel two-axis trucks  
Released Japan's first 10-ton front-wheel two-axis cab-over-engine trucks, anticipating that trucks would replace rail as the mainstay of logistics.



10-ton TC10 truck

**1971**  
Started the "Service Skills Competition" among service staff of sales companies that were distributors supporting Hino



1st nationwide dealer service skills competition

**1974**  
Hino Motors (Europe) was established  
Released the world's first four-axis low-floor heavy-duty trucks  
Amid the expansion of truck transportation, in order to respond to customer demand for increased loading capacity, Hino released a four-axis vehicle to address the problem of the insufficient load capacity afforded by small-diameter tires.



Hino KS300

**1980-1981**  
Released heavy- and medium-duty trucks with improved fuel economy  
We improved fuel economy by introducing a more aerodynamic design for medium-duty trucks, and the world's first downsized engines and electronic control for heavy-duty trucks.



SUPER DOLPHIN

**1982**  
PT. Hino Motors Manufacturing Indonesia was established

**1991**  
Released the world's first diesel-electric hybrid buses  
In response to worsening air pollution, we developed hybrid vehicles equipped with both a diesel engine and an electric motor, aiming to promote the use of vehicles that do not emit black smoke. Released the world's first hybrid vehicle (a heavy-duty route bus).



BLUE RIBBON HIMR

**1993**  
Formulated the HINO Global Environment Charter  
Stated our basic stance on protecting the global environment.

**2005**  
Provided instruction on safety and fuel-efficient driving  
Opened the Customer Technical Center  
Established the Customer Technical Center, which is a facility offering everything from explanations in lectures and exhibits on Hino trucks and buses to practical hands-on driving practice. This facility was the first of its kind offered by a vehicle manufacturer.



The Customer Technical Center

**2006**  
Released a compact light-duty low-floor bus, the HINO Poncho  
Released in response to the increasing needs for low-floor buses made in Japan.

The first heavy-duty truck in the world to be equipped with a collision damage reduction braking system  
Intended to reduce damage caused by accidents involving large vehicles.

**2007-2009**  
A series of launches into the global market  
• Operations commenced at the West Virginia Plant in USA  
• Established a sales company, which was the first entry into Russian market  
• Operations commenced at the Colombia Plant  
• GAC Hino Motors Co., Ltd., a joint venture company, began production of trucks in China  
• Truck production commenced in at the Mexico Plant  
• Production of light-duty trucks commenced in Indonesia

**2012**  
HINO Poncho EV, a compact light-duty electric bus, began operations



Heavy-duty route bus  
HINO BLUE RIBBON Hybrid articulated bus

**2017**  
Formulated the HINO Environmental Challenge 2050  
Launched initiatives to address six long-term environmental goals in order to achieve a sustainable society.

**2018**  
Newly established Next Logistics Japan Co., Ltd., with the aim of maximizing logistical efficiency and realizing safe and secure logistics.

Corporate website for Next Logistics Japan Co., Ltd.

Released HINO S'ELEGA, the world's first heavy-duty tourist bus equipped with an Emergency Driving Stop System



HINO S'ELEGA

Began offering "HINO-CONNECT," a service using ICT for customers  
As part of our efforts to strengthen comprehensive support for our customers in operating their vehicles, we will use the connected technology to provide such comprehensive support tailored to the use of each vehicle.

**2019**  
Japan's first articulated bus  
Released the HINO BLUE RIBBON Hybrid articulated bus, a heavy-duty route bus

**2020**  
Toyota and Hino jointly developed heavy-duty fuel cell trucks  
Since we believed that it was essential to make significant improvements in the environmental performance of heavy-duty trucks, which accounted for approximately 60% of the total CO<sub>2</sub> emissions from commercial vehicles in Japan, we accelerated efforts toward the realization of a hydrogen society.



HINO PROFIA Z FCV, a heavy-duty truck

**2021**  
Newly established Cube-Linx Co., Ltd., a company that offers proposals for energy management in electric vehicles  
Established with the aim of creating new business opportunities in the transportation industry through electrification of commercial vehicles, and to achieve ongoing development in the transportation business.

Corporate website for Cube-Linx Co., Ltd.

**2022**  
Announced the "HINO Way," a new corporate philosophy

P.11 How the HINO Way was formulated

Launched HINO DUTRO Z EV, a light-duty BEV truck



HINO DUTRO Z EV

**2023**  
Began provision of "HINO CONNECT-Maintenance Support," which combines preventive maintenance with maintenance contracts using the connected technology

## Business and features

The Hino Group focuses on providing trucks and buses pursuing safety, environmental friendliness, and comfort, and is developing its businesses in light of the Corporate Mission: "We make a better world and future by helping people and goods get where they need to go." We have built a system that integrates everything from research and development to production, sales, service, and support, in a globally expanding network.

### At a glance

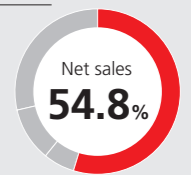


\*Consolidated subsidiaries only  
 Note: Figures are all results for FY2022

### Business

## Trucks and buses

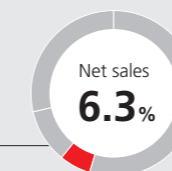
In the domain of transport of people and goods, we are expanding in Japan and overseas to offer products with excellent quality, durability, and reliability, while pursuing safety, environmental friendliness, and comfort, as we work to solve the issues faced by our customers and by society.



HINO S'ELEGA, a heavy-duty tourist bus

HINO PROFIA Hybrid, a heavy-duty truck

### Toyota brand vehicles

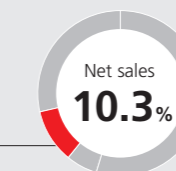


We manufacture TOYOTA brand vehicles on consignment.



Dyna

### Vehicle parts

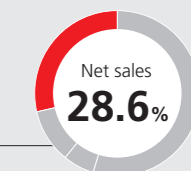


In order to provide a comprehensive level of after-sales service, we supply the vehicle parts needed for proper servicing and maintenance. We leverage our nationwide network of sales locations to provide rapid delivery of reliable, high-quality parts.



Hino Global Logistics

### Others



In addition to providing after-sales service to support our customers in operating their vehicles, as well as a range of solution services, we also sell industrial diesel engines.



Mechanic staff at a dealership



Value creation process

# We improve corporate value and achieve a sustainable society by providing solutions to the issues faced by society and our customers through our business

The Hino Group will work to further enhance the "Overall Quality" that is one of its strengths, and to improve our management base, while continuing to provide value to society and our customers, thus enhancing sustainable corporate value.

**The HINO Credo Corporate Mission We make a better world and future by helping people and goods get where they need to go.**

