

**Hino Launches the “Trust Restoration Project”**

Hino Motors, Ltd. (“Hino”) sincerely apologizes to customers and all other stakeholders for the disruption and concerns caused by the previously announced engine certification misconduct.

Hino takes seriously the fact that the company has damaged its stakeholders’ trust. Hino Group is making unwavering efforts to urgently minimize the disruption and address the concerns of all stakeholders. In order to entrench these measures on a company-wide basis and to prevent the recurrence of misconduct, Hino has launched the “Trust Restoration Project.” This project will be led by a team under the direct oversight of the President and consist of Hino’s management and mid-level employees, who are responsible for Hino’s future. Hino will work tirelessly to address stakeholders’ concerns and take necessary and appropriate actions to prevent the recurrence of misconduct. Hino welcomes the honest feedback and guidance of its stakeholders.

<b>Actions under “Trust Restoration Project”</b>	
<b>Minimizing disruption</b>	
<b>■Apologies and explanations</b> - Sincere apologies and detailed explanations	<b>■Compensation/Support</b> - Compensation for disruption and support for business continuity
<b>■Minimizing disruption</b> - Maintaining customer operations, conducting prompt recalls	
<b>Creating a system that will prevent the recurrence of misconduct</b>	
<b>■ Development/Quality Management/Certification</b> - Restructuring development processes - Ensuring that departments responsible for certification have adequate resources - Restructuring quality management system	<b>■ Culture reform (respect for employees)</b> - Participative management with an emphasis on employee development (personnel system reform, increase visibility of the company’s strategic planning) - Manufacturing vehicles with every employee having the customer in mind (organizational structure review) - Creating a sound corporate culture where everyone can express opinions (Zero-Workplace Bullying Initiative)
<b>“Doing the Right Thing”</b>	
- Creating a compliance-first culture and system - Operational management reform	<b>■ “Doing the Right Thing”</b> - Creating a system that will enable everyone to understand and continue to learn from past misconduct
<b>In order to overcome the present difficult situation</b>	
<b>■Business restructuring</b> -Determining what to continue and what to reform, and implementation thereof	<b>■ Management and organizational structures</b> - Organizational structure that eliminates barriers between departments/sections - Transfer of authority

On August 30, 2021, Hino also launched the “Zero Workplace Bullying” Initiative as a concrete example of its efforts to combat workplace bullying. ([separately announced](#))

In addition, in order to restore customers’ trust by ensuring the reliability of its products, Hino will consult with Toyota to create closer cooperation in the certification of light-duty truck engines.

Hino acknowledges that it has caused serious disruption to its customers and all other stakeholders and has damaged stakeholders’ trust. Hino sincerely expresses its deepest apologies.