

Hino's New Management Structure

Where all employees “think together, run together, and manufacture vehicles together.”

Hino Motors, Ltd. (Hino) is pleased to announce incoming changes to its management structure effective from February 1, 2023. These changes are part of Hino's implementation of its “three reforms” program announced on October 7.

The new management structure, which aims to promote the “three reforms,” reflects Hino's commitment to change and to conducting certification processes in a compliant manner. We will review all of our previous processes and rebuild our organizational structure from the ground up. In conjunction with organizational culture reforms, including awareness and behavioral reforms at the management level, we will realize a structure where all employees have a shared purpose across divisions and “think together, run together, and manufacture vehicles together.” Furthermore, we are working to foster a corporate culture in which all employees working at Hino work together with the common goal of respecting all Hino staff, contributing customers and society.

Under this new structure, we will build trust with our stakeholders, and make concerted efforts to implement our reforms as quickly as practicable so that we can continue our mission of contributing to customers and society at large.

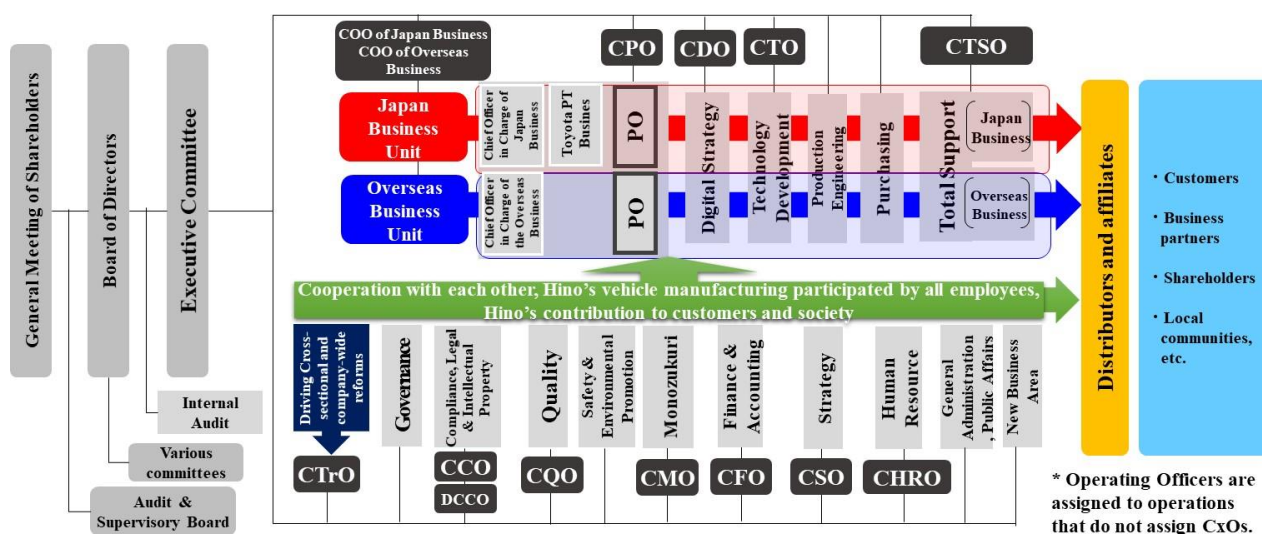
1. Outline of the New Management Structure

Our new management structure is designed to address issues that have been identified with our existing organizational culture, such as “excessively strong command hierarchy,” “broadening of sectionalism,” and “failing to promote issues with a sense of speed.” Specifically, we will establish an organization (i) that contributes to the development of human resources; (ii) in which every employee contributes to serving customers and society and is committed to Hino's vehicle manufacturing process; and (iii) that is efficient with swift and autonomous decision-making.

We have established an organizational structure that combines Hino's business axis with its operating axis. Under the new structure, each of the business units will be integrated with the upstream and downstream vehicle manufacturing operations within Hino to establish a system focused on serving customers. Business unit staff responsible for Hino products will now be involved in all manufacturing processes including development, production, sales, and total support to support the business operations of customers as well as

appropriate regulatory compliance, rather than the previous role of leading product development from afar. Additionally, by including business unit staff in the whole product development process, certain departments will be consolidated and existing divisions removed, decreasing organizational hierarchy. We will also establish the new role of CxO (a Chief Officer in each operation and role) or Operating Officer within each operation to more easily delegate authority and accelerate decision-making. By doing so, we aim to eliminate inefficiencies, becoming an organization that can think quickly and make independent judgments, while creating high quality products that contribute to our customers and society. We will also bolster internal management oversight by re-establishing the position of general manager to provide leadership and foster a corporate culture that respects each and every employee.

Through the transformation of Hino into an organization that integrally involves its employees across all stages of planning and development, sales, and production, we aim to foster a holistic view of the entire organization as well as a cooperative and collaborative mindset, awareness of each employee's involvement within the activities of the Company, and the employee's ability to consider, decide and propose solutions. As a result, our organization will be able to more effectively contribute to customers and society. In addition, these reforms will have the effect of proactively fostering the development of the personnel who will play a leading role in Hino's activities going forward.



Organizational Structure Overview

2. Establishment of the CTrO and the Transformation Management Office

Hino is also planning to create the new role of CTrO (Chief Transformation Officer) and the Transformation Management Office to conscientiously and efficiently implement company-wide initiatives, including the “three reforms.”

Their role will be to promote and manage the overall reform program, coordinate initiatives that cut across businesses and operations, and follow up on and support the reform measures being taken by each

department across the company.

3. Senior Management Officers, CxOs, Operating Officers (As of February 1, 2023)

(1) Composition of Senior Managing Officers

Title	Name
Senior Managing Officer	Hiroshi Semba
Senior Managing Officer	Noboru Yamate
Senior Managing Officer	Hisaki Torisaka
Senior Managing Officer	Megumu Yamashiki

* The above four Senior Management Officers are reappointed

* Shigehiro Matsuoka and Masanari Watanabe, the current Senior Managing Officer will retire at the expiration of their term of office on January 31, 2023.

(2) Composition of CxOs and Operating Officers

Unit/Operation	CxO / Operating Officer		Currently in charge
	Title	Name	
-	CEO (Executive)	Satoshi Ogiso	President, Representative Director
Internal Audit	Operating Officer	Norio Yoshida	DCCO
Compliance, Legal & Intellectual Property	CCO (Compliance)	Kenji Futamura	CCO, Operating Officer, Legal & Intellectual Property, Operating Officer, Internal Audit
	DCCO (Compliance)	Norio Yoshida	DCCO
Quality	CQO (Quality)	Masahiro Ono	Chief Officer, Quality Division;
Safety & Environmental Promotion	Operating Officer	Motoshi Umeoka	Operating Officer, Safety & Environmental Promotion, Operating Officer, Plant Personnel Enhancement
-	CTrO (Transformation)	Hiroki Yokohari	Officer, Assistant to Operating Officer, Business Planning
Business Management	COO (Operating) in charge of Japan Business	Naoki Sato	Operating Officer, Strategy & Planning

	COO (Operating) in charge of the Overseas Business	Junichi Kato	Secondment to HMA (Hino Motors Asia)
	CPO (Product)	Koji Toyoshima	Chief Officer, Advanced Technology Division
Digital Strategy	CDO (Digital)	Hidenori Osano	CDO, Operating Officer, Digital Strategy
Technology Development	CTO (Technical)	Makoto Wakimura	DCCO
Production Engineering	Operating Officer	Kazuki Okabe	Operating Officer, Production Engineering No.2
Purchasing	Operating Officer	Shigeki Sugi	Operating Officer, Purchasing
Total Support (TS)	CTSO (Total Support)	Nozomu Harada	Chief Officer in Charge of Total Support, Operating Officer, Total Support
Monozukuri	CMO (Monozukuri)	Tokuichi Shiga	Operating Officer, General Administration & Human Resources Development, Head of Hino Academy
Finance & Accounting	CFO (Financial)	Yasushi Nakano	Operating Officer, Profit & Cost Planning
Strategy	CSO (Strategy)	Tatsuya Nomura	Deputy Operating Officer, Strategy & Planning
Human Resources	CHRO (Human Resources)	Satoshi Ogiso	President, Representative Director
General Administration, Public Affairs	Operating Officer	Hiroshi Hashimoto	Operating Officer, Public Affairs

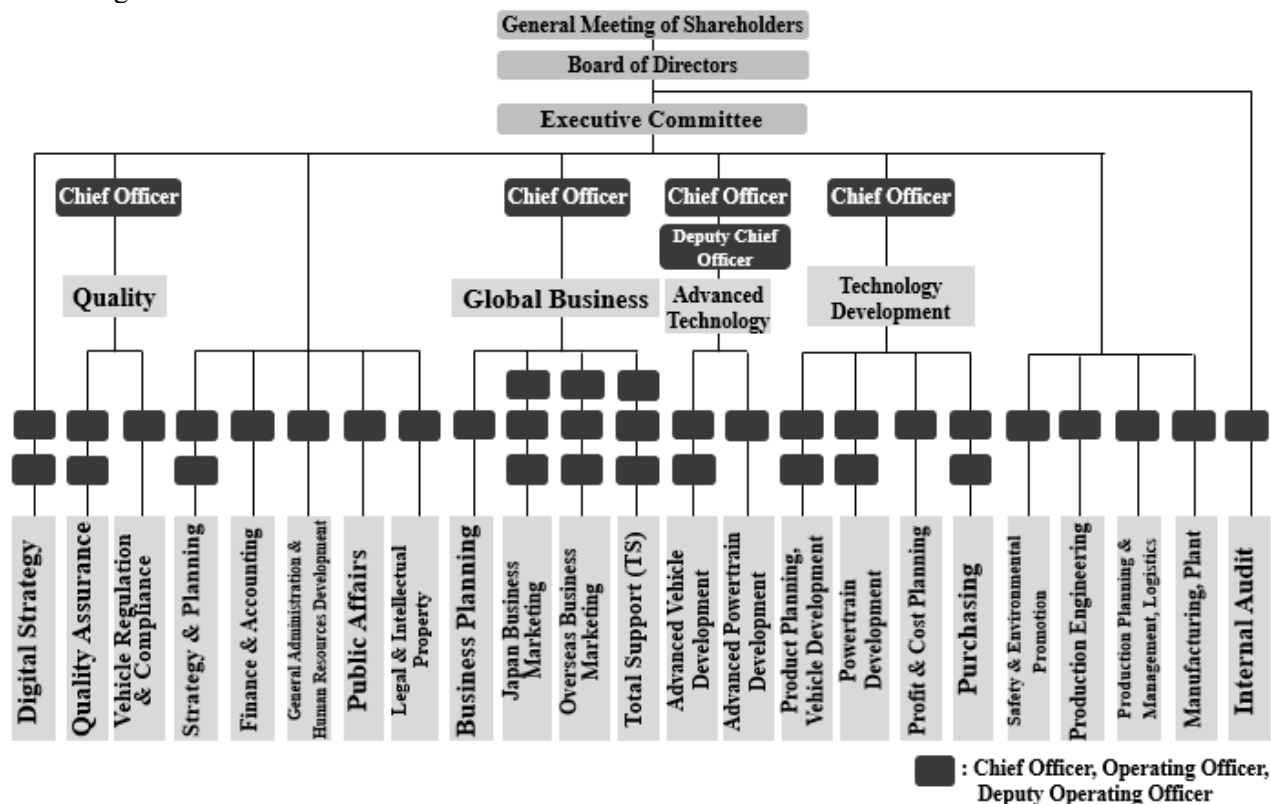
Charoen Pokphand Group (“CP”) in Thailand and Toyota Motor Corporation (Toyota) recently announced* that they will explore a collaboration toward carbon neutrality in Thailand. This initiative also involves companies that have invested in the Commercial Japan Partnership Technologies Corporation. These companies and CP, which is a customer of Hino, have invited Hino to participate in this initiative in Thailand. We take this opportunity seriously and we will promptly put in place a structure to implement this initiative. We will do our utmost so that we can give back to the people of Thailand who have nurtured the Hino brand and can earn as much trust as possible in our contribution to this initiative.

We recognize that it is firstly a major premise for us to sincerely promote our efforts to change the awareness and behavior of each individual, led by the management, and to make us essential to the world. We will once again engage with our stakeholders and make efforts to minimize the impact on our various related parties and to promote the “three reforms.”

[* CP and Toyota to join forces to study path toward carbon neutrality in Thailand](#)

<Reference>

Former Organizational Structure Overview



Related announcements

March 4, 2022: [Notice Regarding Misconduct concerning Engine Certification](#)

March 11, 2022: [Establishment of the Special Investigation Committee](#)

March 25, 2022: [Submission of a Statement to the Ministry of Land, Infrastructure, Transport and Tourism and Misconduct Concerning the "N04C \(Urea-SCR\)" Light-Duty Engine](#)

March 25, 2022: [Recall of vehicles equipped with the "A05C \(HC-SCR\)" medium-duty engine](#)

March 29, 2022: [Notice Regarding Recording of Expected Operating Charges and Extraordinary Losses and Revision of Earnings Forecast](#)

August 2, 2022: [Investigation Results by the Special Investigation Committee, and Recurrence Prevention Measures and Other Responses](#)

August 22, 2022: [Additional Findings Concerning Engine Certification](#)

August 24, 2022: [Regarding CJPT Decision to Expel Hino](#)

August 30, 2022: [Hino Launches the "Trust Restoration Project"](#)

August 30, 2022: [Launch of the "Zero Workplace Bullying" Initiative](#)

September 2, 2022: [Reform of Processes of Development, Regulatory Certification and Quality Assurance](#)

September 9, 2022: [Administrative Action by the Ministry of Land, Infrastructure, Transport and Tourism](#)

September 9, 2022: [Notification Submitted to MLIT of Recall of Vehicles Equipped with the](#)

[E13C Heavy-Duty Engine Construction Machinery Manufacturers Separately Submitted Notification of Recall for Three Non-Road Engine Models](#)

September 12, 2022: [Administrative Action by the Ministry of Land, Infrastructure, Transport and Tourism regarding Hino's Engine Certification Misconduct](#)

September 12, 2022: [Hearing Conducted by the Ministry of Land, Infrastructure, Transport and Tourism](#)

September 16, 2022: [Our Future Production Activities Strengthening the Development of Hino's Human Capital to Create Trustworthy Products](#)

September 22, 2022: [Revocation of Type Approval by the Ministry of Land, Infrastructure, Transport and Tourism](#)

September 27, 2022: [Hino's New Corporate Philosophy: The "HINO Way"](#)

September 30, 2022: [Changing Corporate Culture through Dialogue](#)

October 7, 2022: [Measures addressing Certification Issues](#)

October 14, 2022: [Notice of lawsuit filed against Hino and its Australian subsidiary](#)

November 2, 2022: [Resumption of sales of the "HINO Liesse II" light-duty bus](#)