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ESG Initiatives

Social

Safety

As a manufacturer of commercial vehicles, Hino Motors considers safety initiatives to be one of the most important issues in its corporate management.

It believes it has a responsibility to implement safety measures in every aspect of its operations, most notably in the development and manufacture of commercial vehicles.

Here are some examples of the Company's safety approach and actual initiatives. There is a particular emphasis on the pursuit of product technology for customer safety, and workplace initiatives for employee safety.

Pursuit of Product Safety Technology

Basic Stance on Product Safety Technology

Hino Motors promotes safety technology as an important part of product development. It is developing and designing safer products in order to help realize society's ultimate aspiration of zero traffic accident casualties.

Hino Motors is striving to improve safety from various aspects, including the pursuit of vehicle safety, safe vehicle operation support for drivers, and promotion of a safe traffic environment. In order to develop even safer products, the Company believes it is important to utilize customer feedback as well as information on the causes of traffic accidents that have actually occurred.

Total Safety: Aiming for Safe Traffic Environments

Hino Motors is advancing initiatives to increase safety in each stage, including vehicle operation control for safe driving, preventive safety to avoid accidents, and safety even in the case of a collision.

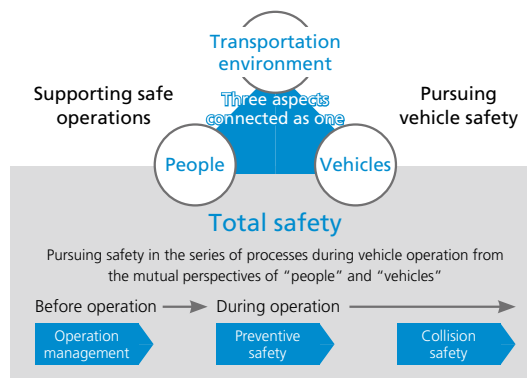
The Total Safety concept involves pursuing safety across this entire series of processes for vehicle operation.

(For more information see [page 12](#): Three Goals "Best-fit Products Incorporating Safety and Environmental Technologies")

Based on its Total Safety concept, Hino Motors is striving to develop and disseminate new safety technologies, not only for the safety of customers who operate commercial vehicles, but for the safety of all road users.

Contributions toward achieving
"a society with zero traffic accident casualties,"
which is the ultimate wish of a transportation-oriented society

Working toward the realization of a safe traffic environment



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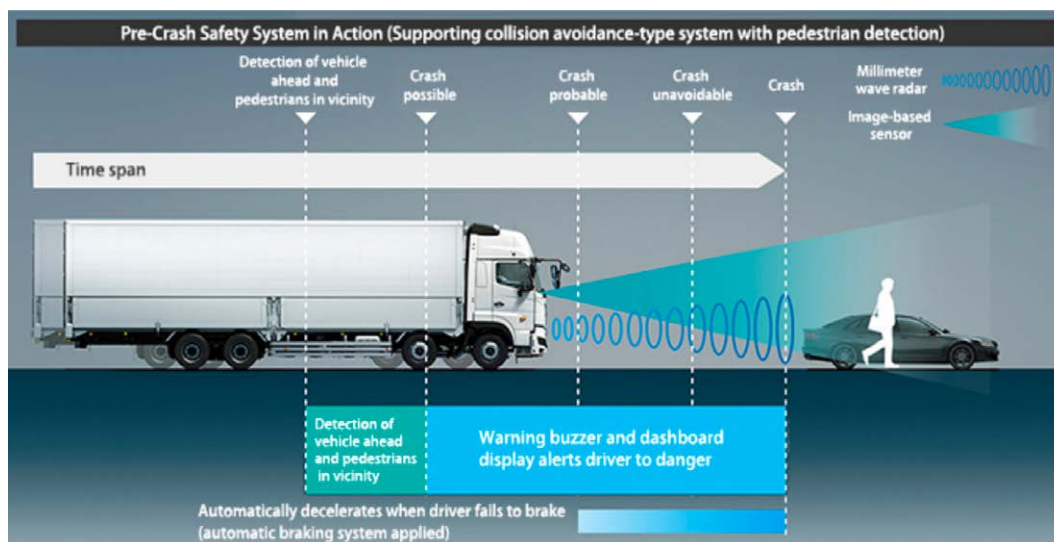
Safety Technology and Equipment

◆ Further Improvement of Pre-Crash Safety Collision Avoidance with Pedestrian Detection

Pedestrian accidents account for about 30% of traffic accidents involving commercial vehicles in Japan. These often involve casualties, and are the second most common type of accident after rear-end vehicle collisions. Therefore, Hino Motors is further improving its pre-crash safety (PCS)* technology to better prevent pedestrian accidents.

Reducing vehicle speed at the time of collision to help reduce collision damage, PCS technology makes it possible to detect standing pedestrians, as well as stationary vehicles, using millimeter wave radar and image sensors. By incorporating this technology into heavy-duty trucks and large sightseeing buses in Japan, in addition to conventional safety technologies, Hino Motors is helping to reduce the risk of traffic accidents.

*"PCS"(Pre-Crash Safety) is a registered trademark of Toyota Motor Corporation



◆ Variable Light Distribution Type LED Headlights

High beams can illuminate more than twice the distance of that of low beams, but using high beams can be dangerous for oncoming vehicles and vehicles traveling in front due to the blinding intensity of light. In order to prevent headlights from blinding oncoming drivers and drivers traveling in front, Hino Motors offers a variable light distribution type of LED headlight that automatically adjusts light brightness when another vehicle is detected.

This LED headlight helps to reduce close calls, by improving night visibility and making pedestrians easier to spot.

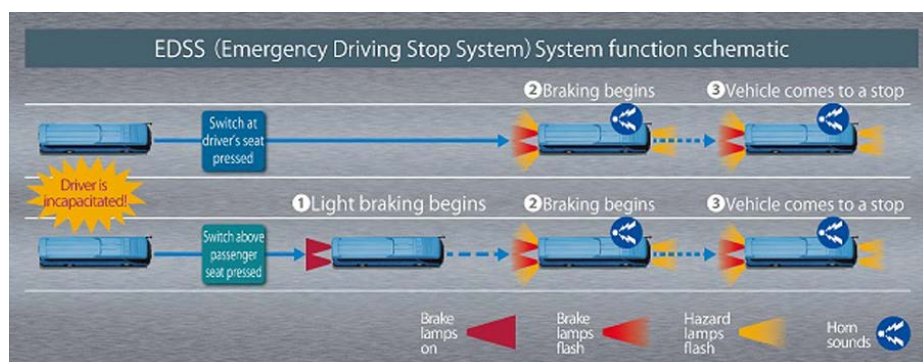
● Image of Variable Light Distribution Type LED Lamps in Operation



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◆ EDSS: Emergency Driving Stop System

When the driver becomes incapacitated and cannot maintain control of the car due to sudden illness or other factors, an accident can be prevented if the brakes are promptly applied. To address such emergencies, Hino Motors developed the Emergency Driving Stop System (EDSS), which causes the vehicle to stop when either the driver or passenger presses a switch. This system was made standard equipment on Hino's large sightseeing coach, the Hino S'elega, which was launched in July 2018. The system's technology is the world's first to be used in a commercial vehicle, and its ease of use in an emergency has been highly acclaimed. The system received the Good Design Award 2018.

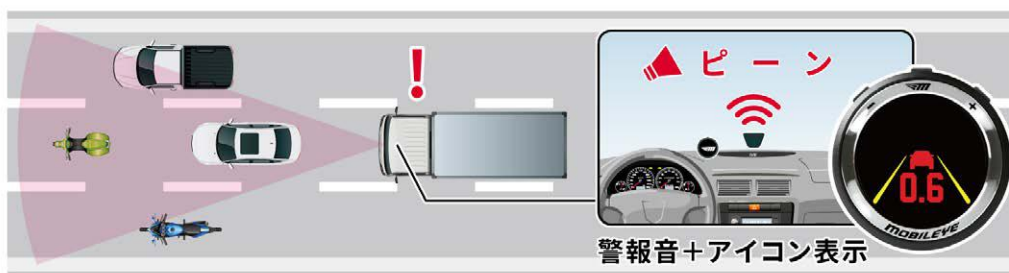


◆ Enhancing Safety Equipment for Existing Vehicles

Hino Motors is working to further enhance safety equipment not only for new vehicles, but also for existing vehicles in order to prevent traffic accidents.

• "Mobileye" Retrofitted Collision Prevention Support System

Since the end of January 2018, Hino Motors began offering at dealers throughout Japan the "Mobileye" retrofitted collision prevention support system (manufactured by Mobileye; Japan sales agent: J21 Corporation). The system detects the vehicle ahead, pedestrians, and traffic lanes and alerts the driver of danger by displaying icons and sounding an audible alarm, thus helping prevent accidents due to rear-end collision and lane departure.



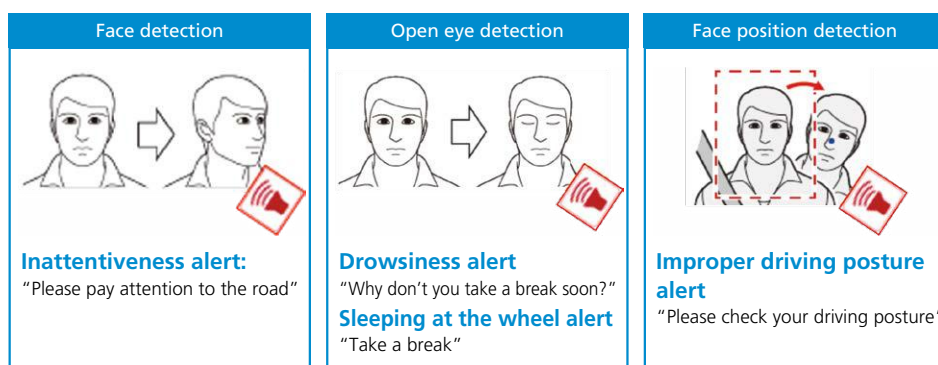
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• Driver Status Monitor

Since May 2018, Hino Motors began offering at dealers nationwide the Driver Status Monitor (manufactured by Denso Corporation), a device that warns of inattentive driving or sleeping at the wheel, as a retrofitted safety support device for existing vehicles. The device estimates driving conditions such as inattentiveness, drowsiness, sleeping at the wheel, and improper driving posture based on images of the driver's face taken by an in-vehicle camera and verbally alerts the driver, thus helping to prevent accidents due to driver inattention to the road.



A camera installed inside a vehicle



◆ Customers' safe driving Support

Hino Motors aggressively departure training session on safe driving for customers in order to support their safe driving.

We established the Customer Technical Center (in Hamura city, Tokyo) in 2005, the first permanent customer-oriented training facility for driving in Japan directly managed by a vehicle manufacturer. The center works closely with dealers to provide customers with training on fuel-efficient and safe driving techniques. The cumulative number of visitors reached 80,000 in July 2017. Going forward, Hino Motors will continue to support the customers' safe driving, and aim to prevent the traffic accidents.



The Customer Technical Center



A training session on safe driving

Future Initiatives in Product Safety Technology

Ensuring zero traffic accident casualties is the ultimate aspiration of all automakers, including commercial vehicle manufacturers. Hino Motors will continue to improve its product safety technology to get even closer to this objective. As a commercial vehicle manufacturer, the Company believes that by accurately ascertaining the kinds of product safety features that customers want, it can support the movement of people and goods by providing the necessary technologies. Going forward, Hino Motors will focus mainly on “best-fit products incorporating safety and environmental technologies,” which is one of the Company's three goals. Product safety technology will continue to be enhanced, aiming to make traffic accidents a thing of the past.

Workplace Safety Initiatives

Basic Stance on Workplace Safety

Acknowledging that safety takes priority over all business activities, as stated in its Fundamental Policy for Safety and Health, Hino Motors is promoting initiatives to prevent workplace accidents.

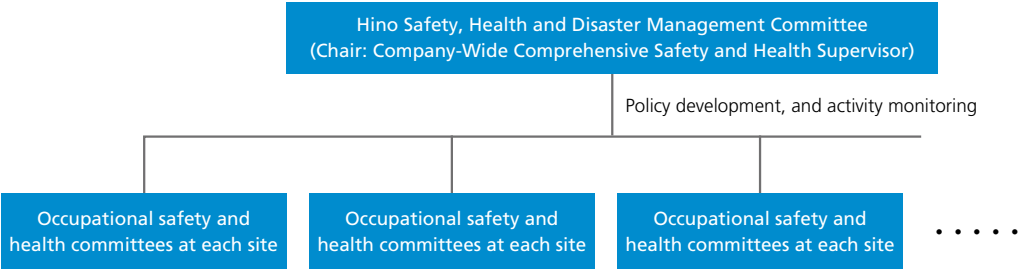
The Company is working hard to reduce the risk of occupational accidents, not only by building work environments that help employees to work safely, but also by fostering safety awareness among employees.

Workplace Safety Promotion System

The Hino Safety, Health and Disaster Management Committee has been established to deliberate and decide upon important issues related to occupational safety, including company-wide policies. At each business site, there is also an occupational safety and health committee, which promotes safe workplaces as part of daily operations.

The status of these safety activities is monitored and checked mainly by a company-wide comprehensive safety and health supervisor, which allows plan-do-check-act (PDCA) cycles to be applied for continual improvement.

● Occupational Safety Promotion System



Creating Safe Workplaces

◆ Workplace Safety Measures Based on Risk Assessment

Risk assessment is conducted mainly at production sites to regularly identify risks that can lead to occupational accidents.

Immediate measures are taken wherever risks are identified, as part of efforts to thoroughly prevent workplace mishaps. Elements that could become risks in the future are also addressed, with the aim of eradicating occupational accidents.

◆ Safety Patrols

Hino Motors conducts safety patrols, not only at production sites, but also at all of its other sites, including offices.

As part of daily operations, the patrols steadily and quickly eliminate each factor that could lead to an accident, in order to prevent work-related injuries.

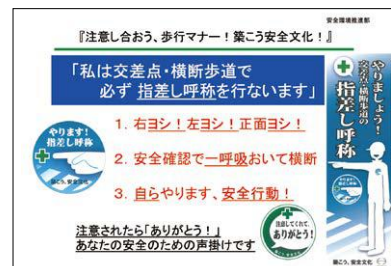
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Initiatives to Improve Occupational Safety Awareness

◆ Safe Walking Etiquette

Hino Motors carries out various types of activities to ensure that all employees understand the importance of safety awareness and basic safety behavior. This includes, for example, walking with hands out of pockets, and not using a cell phone while walking. Examples of these activities include the distribution of safety badges, and the in-house creation and posting of notices.

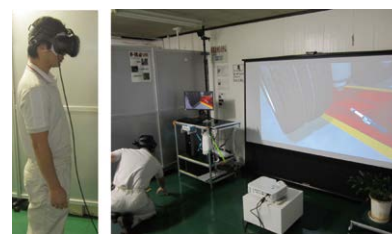
The Company will continue to heighten the safety awareness of employees under the slogan, “Even the way you walk matters! Let’s build a culture of safety!”



◆ Enhancing Safety Education

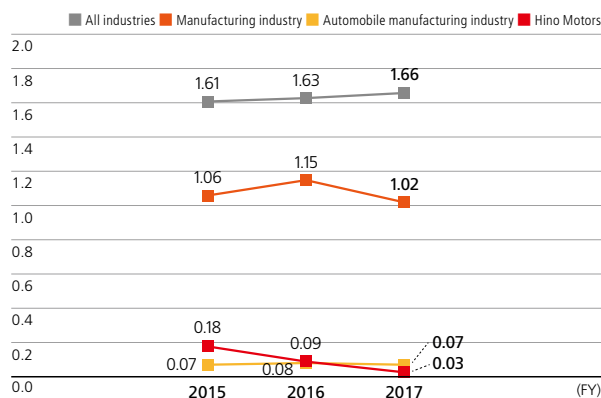
In order to further improve employee safety awareness and acquire knowledge on occupational safety, Hino Motors provides safety education according to job type and position.

A new Safety Education Center was established in fiscal 2017, and it began providing hazard simulation training including virtual reality experiences. That year, more than 10,000 employees participated in safety education. Hino Motors will continue its safety initiatives with the aim of further promoting a culture of safety.



Hazard simulation training by virtual reality experiences

● Frequency of Temporary Absences Due to Accidents, by Industry



Source: All industries and manufacturing industry (Survey on Industrial Accidents by the Ministry of Health, Labour and Welfare). The automobile manufacturing industry is the average of 14 companies which belong to the Japan Automobile Manufacturers Association, Inc. (JAMA).

*Frequency of temporary absences due to accidents = (number of employees injured during operations / total number of working hours) x 1,000,000

Future Initiatives

Occupational safety is a never-ending commitment. Although the number of occupational accidents has actually been steadily decreasing, Hino Motors is still working to further enhance its initiatives, aiming to reach the ultimate goal of zero labor accidents.

Going forward, the Company aims to eliminate occupational accidents, and it will keep improving its steady efforts in areas such as safety education and safety patrols at all business sites. Hino Motors will continue to foster the culture of safety that has already taken root.

Safety > Health Quality Human Resources "Creation" and Work Styles Supply Chain Social Responsibility Initiatives

Health

Basic Stance

Employee health is the foundation on which Hino Motors engages in business and is an important factor that is also considered a company asset. When all employees are working in good health at every workplace, Hino Motors can keep growing and make greater contributions to customers and society.

To help employees maintain and promote a healthy body and mind, Hino Motors addresses employee health daily and handles it flexibly and thoughtfully with the goal of being a company where employees can work with energy and vitality.

Health Maintenance Support System

Hino Motors has established a one-on-one counseling service staffed by occupational physicians and contracted counselors, and a toll-free telephone consultation service using a professional agency.

In fiscal 2017, an internal counseling staff of seven was set up at each workplace to increase early discovery and treatment of employees facing mental health challenges. Counseling has been provided on 430 occasions for 180 employees and support provided leading to medical care. In fiscal 2018, too, six members were added to the counseling staff to strengthen the system.

In addition, a system has been created that takes employee health into consideration at each workplace so that when an occupational physician determines the necessity of special measures as a result of health checkups and individual counseling, actions are taken such as providing guidance limiting work.

Employee Mental Health Management

◆ Stress check

The Company implements stress checks for all employees, provides education on self-care, and aids employees under extreme stress through counseling in a medical setting and support by an outside expert. In addition, the results of stress checks are analyzed and evaluated, then feedback is given to each workplace for subsequent utilization in workplace management.

◆ Mental Health Care Study Sessions

It is important that managers at each workplace acquire fundamental knowledge to ensure early discovery of employees facing mental health challenges and a quick response. Since fiscal 2013, a total of six hours of training on Lectures on Mental Health Initiatives in Management and Practical Training on Listening Skills have been implemented for newly appointed managers. In fiscal 2017, new content was added and a total of 344 managers participated.

This education has resulted in reducing the number of employees who have had a recurrence of mental issues by one-fifth compared to fiscal 2013 when the current education began.

Safety ➤ Health Quality Human Resources "Creation" and Work Styles Supply Chain Social Responsibility Initiatives

● Participants in Mental Health Care Study Sessions Held for Managers

Business site	FY2014	FY2015	FY2016	FY2017
Head Office/Hino Plant	475	369	183	266
Hamura Plant	188	21	47	33
Nitta Plant	91	22	44	27
Koga Plant	—	—	—	18
Total	754	412	274	344



A mental health workshop

Employee Health Management

◆ Early Discovery and Treatment of Employees Facing Mental Health Challenges Through Analysis of Health-Related Data

Maintaining and supporting the physical health of employees requires ascertaining their health condition in a timely manner and responding appropriately. Hino Motors analyzes the results of regular health checkups and medical information from outside the company. This leads to the development of suitable measures in collaboration with Hino Motors Health Insurance Society.

As specific examples of measures to date, health guidance by occupational physicians has been improved, prostate cancer and colon cancer exams were added to the regular health checkups in fiscal 2016, and a system was established in fiscal 2018 allowing employees to individually choose to undergo exams for breast cancer, uterine cancer and stomach cancer.

Also, as a preventive measure for second-hand smoking, in fiscal 2017 the indoor smoking area at the Hino Head Office was closed and the outdoor smoking area moved to a location where second-hand smoke is not an issue. Moreover, efforts have been made to reduce smoking rates, including visualization of employee smoking rates at each workplace, lectures to encourage quitting smoking, and subsidies for in-house outpatient services to quit smoking.

◆ Measures to Prevent Heatstroke

In addition to measures introduced into facilities to prevent heatstroke, Hino Motors continues various initiatives through preventative activities. Specifically, it holds seminars explaining how to prevent heatstroke and partially subsidizes the price of cold beverages (from June through September). For employees working in the plants of Hino Motors, the Company provides functional drinks as well as saline solution, and it establishes specified times for employees to drink water.

All of Hino Motors' workplaces take steps to prevent heatstroke, including meeting with employees each morning to check on their health condition and monitoring the workplace environment using devices that measure the wet-bulb globe temperature index of heat.



Roof with thermal barrier coating



Green curtain



Heat stroke prevention seminar

Safety > Health Quality Human Resources "Creation" and Work Styles Supply Chain Social Responsibility Initiatives

◆ On-Site Health Instruction

With the aim of providing motivation to employees to improve their health and acquire the knowledge they need, efforts have begun that bring public health nurses and nurses to workplaces to give lectures on health. The lectures are provided by workplace request and chosen from the following topics. To date, they have been held 21 times with 270 participants.

Lecture Themes: (1) encouragement to stop smoking; (2) preventing back pain; (3) preventing high blood pressure; (4) getting a better night's sleep; (5) how to read health checkup results

◆ Supporting Healthcare for Employees Stationed Overseas

Hino Motors has set up a healthcare assistance service to provide healthcare lectures by an occupational physician based on the living conditions of each destination country to all employees who will be stationed outside Japan. The Company also provides training for the employees' family members by educating and raising awareness of infectious diseases and conducting preliminary health checks and vaccinations. In addition to providing employees with an occupational physician by telephone or email, the Company supports the healthcare of mind and body through the same kind of service as it does in Japan by providing counseling through a toll-free telephone number.

External Evaluation (Certified as a Health & Productivity Management Organization (White 500))

The Certified Health and Productivity Management Organization Recognition Program, jointly promoted by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi, evaluates daily efforts to support employee health. Following certification in 2017, Hino Motors has once again received certification as a Health and Productivity Management Organization (White 500).

The Certified Health and Productivity Management Organization Recognition Program considers health management for employees from a management perspective and recognizes outstanding companies working to strategically promote health. Going forward, based on improvements to employee health literacy and the results of regular health checkups and stress checks, the Company will expand the number of employees eligible for health guidance and improve the quality of counseling. To that end, it is striving to strengthen support for creating an energetic workplace and activities to prevent illness.

**Future Initiatives**

Hino Motors is improving the health support system that targets health maintenance and improvement for all employees, but more can be accomplished. In the future, the Company will focus efforts on greater expansion of the scope of activities.

In addition, Hino Motors believes that improving employee health consciousness and early discovery and handling of mental health issues are crucial, and it will continue steady efforts such as stress checks and educational activities to create an environment where all employees can work in good health for many years.

Safety > Health

Quality

Human Resources "Creation" and Work Styles

Supply Chain

Social Responsibility Initiatives

The Power that Sustains Hino Motors

I hope to raise employees' health consciousness as a "Health Liaison"

Mikiko Sugimoto

Global Human Resource Development Division
Labor & Health Promotion Office, Health Promotion Group

**>Responsible for Conducting and Administering Health Checks**

Actually, I used to work as a dietician. I worked at the single men's dormitory of a company, an elementary school, and a nursery school. I joined Hino Motors' Health Promotion Center (an in-house clinic) because I wanted to work more closely with people. Initially, I worked as a temporary staff, but I became a full-time employee in February 2017. Now, as a member of the labor and health promotion office, I'm in charge of health management-related work for all of Hino Motors, which includes work-related injuries and implementing and administering regular health checks.

>Aiming for Continued Certification as a "Company with Excellent Health Management (White 500)"

Hino Motors has been certified as a "Company with Excellent Health Management (White 500)" for the second consecutive year, which also motivates me to keep protecting the mental and physical health of our employees. Since regular health checks are fundamental to maintaining and promoting the health of all employees, we are focused on obtaining a 100% participation rate in the health checks. To create an environment where employees can more easily obtain health counseling, Hino Motors is working to enhance counseling and support services. We involve occupational health staff (nurses and public health nurses) in planning events including health classes, and we are working to increase opportunities for employees to communicate with them. Every day, I work with gratitude for a workplace where I can feel at home and easily communicate with others. From the beginning, I have worked as frontline staff and have a liaison role in connecting employees, occupational health staff, and the Health Promotion Group. I hope to keep serving as a "Health Liaison," doing my best to ensure that everyone can always enjoy health and vitality.



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Quality

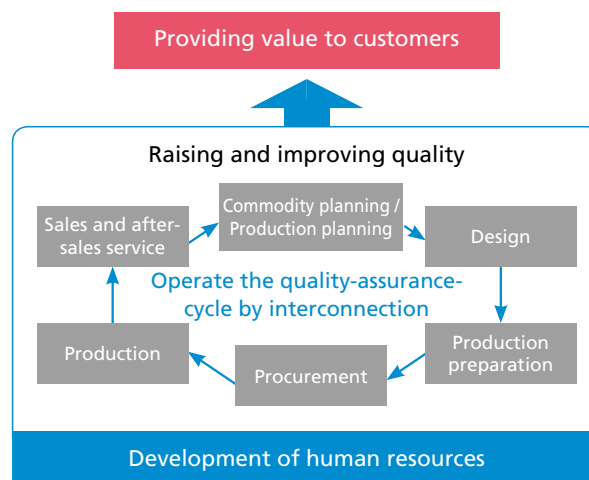
Basic Stance

Hino Motors believes that it has a responsibility to provide value and quality to customers and society, enabling people to feel safe and secure while using its products and services.

The Company is constantly striving to improve quality by continually applying plan-do-check-act (PDCA) cycles for improvement. These PDCA cycles are utilized during the manufacture of commercial vehicles, and also while the vehicles are being used by customers, until the company's role is complete. The pursuit of quality improvement forms the basis of Hino Motor's quality assurance management. Under its "Customer First" and "Quality First" Code of Conduct, Hino Motors will continue to refine the quality of its products and services on a daily basis in order to remain a commercial vehicle manufacturer trusted by customers and society.

Promotion System for Quality Assurance

The employees of Hino Motors are all working to improve the quality of the processes they are engaged in, including planning, design, production preparation, procurement, manufacturing, sales, and after-sales service. They are expertly applying quality assurance cycles leveraging coordination across different processes. This enables the Company to provide products and services that earn the trust of customers and society. The Company will keep taking on the challenge of improving quality even further by promoting human resource development, which is one of the foundations of corporate activities in each process.



Initiatives to Prevent Problems

◆ Determining Defect Causes in the Design Stage

Hino Motors seeks to discover and eliminate any product defects in the early stages of each process.

In the early design stage, efforts are made to raise the quality of blueprints by ensuring the departments concerned thoroughly discuss and resolve all issues. Hino Motors aims to make products of the highest possible quality by conducting high-quality design reviews to check and enhance each design. These are carried out on the frontlines.

◆ Quality Information Sharing Utilizing the Global Hino Quality Assurance (G-HQA) System

In fiscal 2013, Hino Motors began phased construction of an information management system to enable quality assurance information to be shared quickly, including information from group companies in Japan and overseas. The aim is to quickly identify quality issues and solve problems at an early stage.

Safety Health **Quality** Human Resources “Creation” and Work Styles Supply Chain Social Responsibility Initiatives

Going forward, the Company will further strengthen the system and share information rapidly with markets worldwide. Hino Motors is determined not only to respond promptly to customer needs, but also to further improve the quality level by preventing defect recurrence.

Initiatives for Raising Employee Quality Awareness

◆ TQM* Activities

Hino Motors is promoting TQM activities for each employee category—from frontline workers to career track employees. The Company is always striving to enhance employee awareness and improve product quality. Every year, the Hino Group holds an All Hino TQM Tournament and a Global Hino QC Competition. The aim is to create opportunities for employees to learn from one another and thereby to facilitate Group-wide improvement. At the programs, cases of outstanding improvements are shared, enabling participants to learn about new methods and approaches.

*TQM: Total Quality Management

◆ Ample Learning Opportunities

Since fiscal 2015, Hino Motors has been holding exhibitions on product quality every November, which is 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 quality and putting customers first.

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

Each year, Hino Motors dealers across Japan hold a service skills competition. In fiscal 2017, the 46th year of the event, dealer service engineers competed in the field of maintenance technology, while service counter staff competed in the area of customer service. 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 vehicle repair skills



Competition for service skills



Awards ceremony

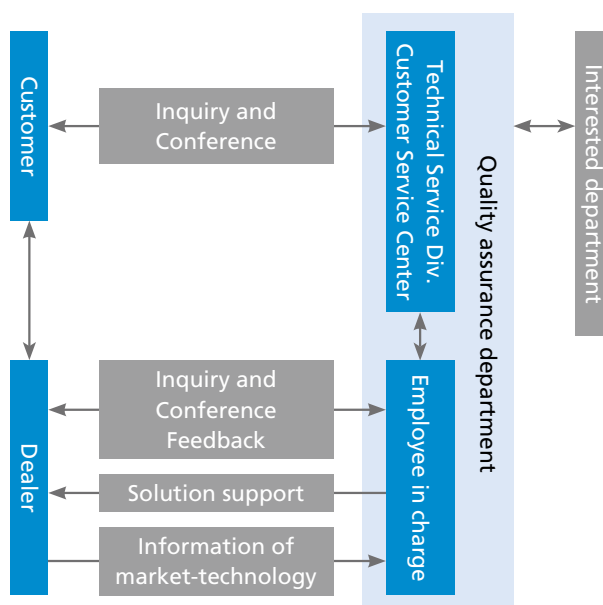
● Dealers that competed in the 46th National Service Skills Competition

Branch	Dealers
Hokkaido branch	Hokkaido Hino Motors
Tohoku branch	Outstanding performance award Miyagi Hino Motors
Kita Kanto branch	Tochigi Hino Motors
Minami Kanto branch	Tokyo Hino Motors
Tokai branch	Aichi Hino Motors
Hokushin branch	Outstanding performance award Nagano Hino Motors
Kinki branch	Osaka Hino Motors
Chugoku branch	Hiroshima Hino Motors
Shikoku branch	Kagawa Hino Motors
Kyushu branch	Best performance award Kyusyu Hino Motors
Honorable mention	Niigata Hino Motors
Honorable mention	Shizuoka Hino Motors

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



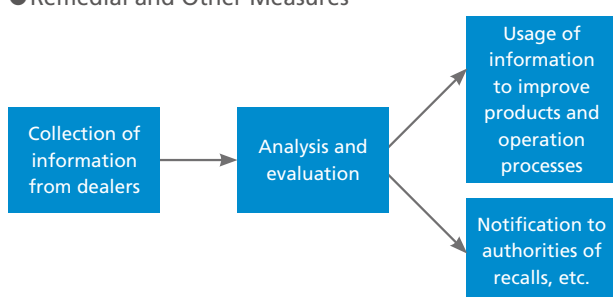
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Handling Quality Defects and Recalls

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 regular maintenance, the Company rapidly collects all the needed quality information and has established a system that 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)

	FY2015	FY2016	FY2017
Recalls ^{*1}	11	18	18
Remedial measures ^{*2}	2	0	3
Service campaigns ^{*3}	4	5	1

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. In the spirit of "Customer First" and "Quality First," Hino Motors seeks to ensure that its business will make an ever-growing contribution to society.

Human Resources "Creation" and Work Styles

Basic Stance

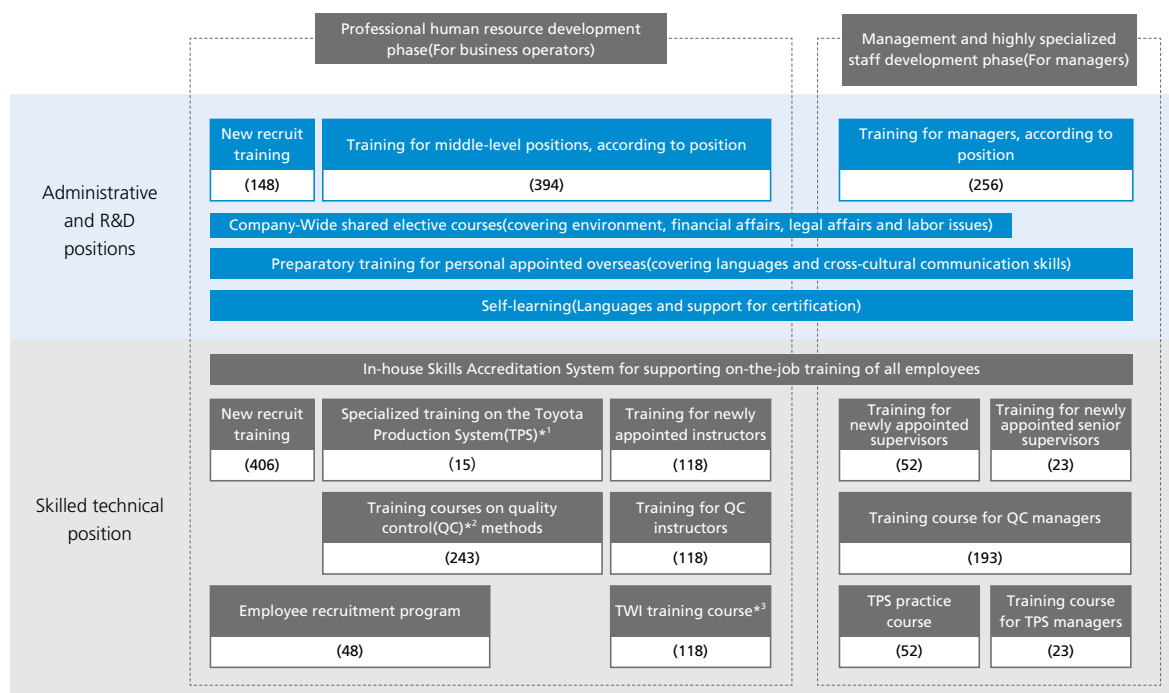
The CSR Charter of the HINO Credo states, "We respect each individual employee, and strive to create a workplace that fosters personal growth." This expresses Hino Motors' stance on issues including the processes—done with employees' full involvement—of "creating" human resources and innovative work styles.

Hino Motors recognizes that human resources initiatives support the foundation of the Company. The Company takes an active approach to personnel appointments, human resources development, and work support that suit each individual so that all members of Team Hino can accurately assess changes and address issues from a global perspective.

Human Resource Development Initiatives

Based on a climate of "teach and be taught," Hino Motors advocates a basic policy of human resource development that boosts work capabilities through on-the-job training (OJT). With the goal of complementing OJT, diverse group training (off-the-job training) is also carried out, such as hierarchal training and education in specialized fields, and self-development pursued by employees outside of work hours is also supported. To develop employees capable of working on the global stage, a particular focus is placed on practical programs that include language classes/overseas trainee programs (sending young employees to overseas training), training to increase management skills for employees holding management positions, employee training to gain specialized knowledge/skills, and training to improve problem-solving skills.

● Major Skills Development and Human Resource Development Systems



Figures in parentheses are the number of course participants in fiscal 2017.

*1 TPS: "Toyota Production System," the Toyota method of production. *2 QC: Quality control *3 TWI: "Training within Industry"; TWI is a training technique for improving leadership and managerial skills.

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◆ In-House Skills Accreditation System and Company-wide Capabilities and Competencies Exchange

Hino Motors has established an in-house skills accreditation system for organizing its on-the-job training activities at production sites and other workplaces requiring technical skills.

Through this system, the expertise and skills needed in each workplace are clearly specified and incorporated into the goals of technical skills training programs, general training, and daily operations so that they can be systematically acquired by employees.

As part of the in-house skills accreditation system, Hino Motors holds its Company-wide Capabilities and Competencies Exchange every year. The event provides opportunities for representatives from all workplaces and group companies, including overseas businesses, to demonstrate the skills they have refined on a regular basis in order to engage in friendly competition and mutually improve their capabilities through interaction. By bringing members of all workplaces together for interactive activities, the event serves to motivate employees and foster a corporate culture that values reciprocal learning, which is essential for passing down technical skills to the next generation.



Quality control vehicle



Maintenance (centering)



Painting

◆ Hino Technical Skills Academy

With the hope of developing authentic artisans who are passionate about creating excellent products, Hino Motors originally established the Hino Technical Skills Academy in 1951 as its own vocational school for training engineers. With this same desire, the academy now serves as a training center for developing and preparing human resources with the character and skills they need to take leading positions in the Company's production plants.

The Hino Technical Skills Academy implements three-year courses in the subject areas of machining, plastic forming, automotive manufacturing, and manufacturing facilities. Employees acquire specialized knowledge and skills in their course of study and upon graduation are appointed to work in various fields at Hino Motors. While the academy focuses on human resources who work on the production floor, which is a pillar of the company's manufacturing operations, it also trains Field Service Engineers (FSE) who share their service engineering knowledge around the world to support the business of customers. (More information about FSE is available in [page 24](#).) In order to expand its human resources development, the Company has expanded the academy class to 40 employees in fiscal 2017 and 60 employees in fiscal 2018. Through the development of human resources who can be active in various fields, the academy is contributing to the sustainable growth of Hino Motors.



Class at the Hino Technical Skills Academy



Recreational activities

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Initiatives for Promoting Diversity

Hino Motors understands that developing and making the most of the capabilities of its diverse employees is vital if the Company is to continue providing high-value-added products and services that benefit society. For that reason, Hino Motors regards the creation of a dynamic corporate culture that values the diversity of its members as an important task for management, and it pursues initiatives to promote diversity on that basis. The Company has appointed staff in charge of promoting diversity in its human resources departments and makes proactive efforts to ensure that capable employees are promoted irrespective of their gender or nationality.

◆ Appointment of Non-Japanese Director

Hino Motors recognizes that it is critical to draw on global resources in order to keep pace with the rapid changes occurring in society.

In April 2018, the Company revised its system of directors, appointing its first non-Japanese director. Hino Motors will continue to deploy diverse human resources, always aiming to put the right person in the right position. In so doing, Team Hino will continue to support the business of its customers across the globe and remain a positive force in society.

◆ Supporting the Success of Women

To help women attain greater success in their careers, Hino Motors has set the goal of tripling the number of women in management positions by 2020 from the current level of 19 (as of November 2014). The number of women in management positions is steadily increasing. As of April 2018, there were 36 women working in key positions. To realize the goal, the Company will continue and expand its efforts to improve childcare support. The focus will also be placed on the following efforts.

1. Increasing the percentage of women in new graduate and year-round recruitment, and expanding the appointment of women in management positions based on gender composition by year
2. Creating a workplace that is easy for anyone to work in, such as by introducing flexible working systems
3. Improving the workplace environment so that employees can work while raising children, such as the establishment of in-house nursery schools

In 2015, opportunities for attaining success were further expanded with the appointment of a woman as president of a subsidiary in Canada.

◆ Employing People with Disabilities

Hino Motors proactively hires people with disabilities and provides support so they can thrive. In December 2007, the Company established a special subsidiary, Hino Harmony, Ltd., for the purpose of promoting the hiring of people with disabilities. Its business activities continue to grow each year, further increasing new opportunities for people with disabilities. It is actively making the workplace comfortable for people with disabilities to work in through a variety of measures, including setting up a special paid vacation system to allow the employees to take time off for health management and skills development purposes, and providing designated parking spaces at worksites to facilitate easier access. The fiscal 2017 employment rate for persons with disabilities at Hino Motors exceeded the statutory employment rate by 2.16%.

The Company is making ongoing efforts to promote hiring of persons with disabilities through actions such as developing new occupational areas.



Clerical Work



Corporate Recreation

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◆ Supporting the Success of the Veteran Employee

Hino Motors has established a re-employment system for retired workers so that it can continue drawing on the expert skills and abilities of employees after they reach retirement age. The system takes into account the work-life balance while allowing employees to continue working after retirement age, giving them the option of working a three-day week or the same number of days and hours as full-time workers.

Of the 123 employees at Hino Motors who reached retirement age in fiscal 2017, 110 (89.4%) expressed a desire to continue working, and all of them were re-employed. As of March 31, 2018, a total of 506 employees were using the re-employment system.

● Number of Re-employed Staff

	March 31, 2015	March 31, 2016	March 31, 2017	March 31, 2018
Number of re-employed staff	465	471	487	506

◆ Supporting Employees of Foreign Nationalities

Hino Motors actively promotes appointing talented personnel, regardless of their nationality. It also accepts employees of overseas affiliates as trainees and has introduced a program that conducts practical skills education to promote endeavors that support work activities.

Along with the globalization of business, work opportunities for employees of foreign nationalities are increasing more and more, and the Company intends to proactively utilize these employees going forward.

● Foreign Nationals Employed at Hino Motors

(Total employees on a non-consolidated basis)

	Total employees	Foreign nationals	Ratio of foreign nationals
Full-time employment	12,705	27	0.2
Other employment	2,711	92	3.4
Total	15,416	119	0.8

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Better Working Provisions

◆ Welfare Benefits

Hino Motors has developed extensive welfare benefit services that include both child support and nursing care support. In this manner, the Company is working to help each employee to lead a balanced work and personal life. In addition to creating opportunities that allow employees to easily use these benefits, the Company is also reviewing workplace environments as well as individual work styles.

In order to create a workplace environment in which employees can continue working with peace of mind, Hino Motors has adopted a pension plan by which it contributes a portion of funds based on a defined-benefit company pension plan.

● Employees Participating in Efforts to Support the Next Generation

System Name	Details	Number of participants FY2017
Childcare leave	Leave until the date the employee's child reaches his or her second birthday through to March 31	105
Shorter working hours to accommodate for childcare needs	Shorter working hours for employees with children through to March 31 of the child's third year of elementary school	103
Flextime with no core hours	Core time deregulation for employees with children through to March 31 of the child's third year of elementary school	18
Child nursing care leave	Five additional vacation days each year for employees with children through to March 31 of the child's third year of elementary school	66

◆ Employment Provisions to Facilitate Diverse Work-Styles

Hino Motors is revising and adding employee provisions to facilitate flexible work-styles among employees. The Company will keep studying new provisions that enable diverse work-styles so that each employee can achieve a better work-life balance.

• Leave of Absence Provision to Accompany Spouse Abroad

In February 2018, Hino Motors adopted a provision that enables employees to take a leave of absence for up to five years, in order to accompany a spouse who is transferred abroad or decides to pursue studies abroad, whether that spouse is employed at Hino Motors or another company. The provision addresses the increasing globalization of the Company's business activities as well as the increase in double-income households among employees. The aim of the provision is to enable employees to continue working at Hino Motors and achieve a better work-life balance.

• Telecommuting Provisions

Hino Motors adopted new telecommuting provisions in April 2018, as part of an effort to offer working conditions that help employees balance work and their obligations as parents or caregivers. The provisions also seek to help employees maximize their abilities without it being tied to the hours spent at the Company. By encouraging employees to use these provisions, Hino Motors is supporting the adoption of more diverse work-styles among employees.

◆ Compassion and Respect for Workplace Colleagues

The Hino Code of Conduct promotes mutual respect and compassion among all employees to create an active, lively and dynamic workplace in which everyone can work together. Hino Motors does not tolerate any behavior that violates human rights, including discrimination based on race, religion, gender, age, nationality or disability, and likewise, it does not tolerate child labor, enforced labor, or any form of harassment.

The Company holds harassment prevention training and compliance training to disseminate the code to all

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employees. Held together with new-employee training and training for managers/supervisors, a total of 946 employees participated in fiscal 2017 training. The training will be implemented on an ongoing basis while enhancing and expanding content.

◆ Promoting Stable Labor Relations

Hino Motors and Hino Motors Labor Union have entered into a labor agreement stating, "The Company aims to always monitor employee labor conditions and work to maintain and improve them, while the Labor Union respects the management rights of the Company and strives to cooperate with it to increase production." In addition to regular labor-management meetings, in fiscal 2017 Hino Motors began conducting frank discussions between Company and union directors to discuss ways of facilitating the sustainable growth of the Company.

The Hino Group also organizes an annual labor-management conference that brings together union representatives from Group companies. The conference serves as a platform for regular information exchange on various topics such as labor conditions and wages, aiming to help the Group adapt to the rapid changes occurring in society. Hino will continue to leverage cooperation between labor and management to build even healthier working environments that enable every employee to flourish.



Conducting Frank Discussions between
Company and Union Directors



Hino Group Labor-management Conference

◆ Initiatives to Boost Employee Satisfaction

Being able to work in an environment and conditions that satisfy employees, which includes work content, corporate culture, workplace environment and human relations, also spurs motivation towards daily work duties.

Hino Motors is working to improve employee satisfaction based on the following three perspectives.

● Perspectives for improving employee satisfaction

1. Increasing understanding of the direction of corporate management

Active exchange between management and employees is targeted so that employees understand the workplace mission and roles they should fulfill.

2. Making work more meaningful

Talents are deliberately and gradually cultivated through efforts such as reassessing the personnel system as needed, leading to greater motivation.

3. Strengthening the workplace foundation

A setting encompassing workplace environment and improved facilities is created that enables employees to work with peace of mind.

When it comes to communication, efforts are carried out to cultivate a sense of company unity by holding events that employees participate in.

Example | Opening Ton-Ton Kids Nursery School

Currently, there are approximately 700 employees raising children under the age of five at Hino Motors. A nursery school was established on company premises as an endeavor to create a workplace environment that enables these employees to continue working. In January 2017, Ton-Ton Kids—Koga opened at Koga Plant, while Ton-Ton Kids—Hino opened at the Head Office in April of that same year. Employees taking advantage of the nursery school have made comments such as, "I feel at ease because my children are close to my workplace." Efforts are underway to also open a nursery school at Hamura Plant and Nitta Plant.



Ton-Ton Kids—Hino

Example | Enhancing Employee Cafeterias

Hino Motors is renovating the cafeterias within its plants as part of its effort to improve employee satisfaction. Registered dietitians, cooks, and occupational physicians are working together to provide nutritionally balanced menus, and the Company is providing more comfortable environments where employees can relax. After the Koga and Nitta plants, Hino Motors plans to enhance employee cafeterias at other plants as well.



New cafeteria at Nitta Plant completed in 2018

Example | Providing Company Dormitories


Hino Motors has been adding new company dormitories as part of its employee benefits. The Company added the No.1 Koga Dormitory for employees of the newly built Koga Plant in October 2016 and opened the Isesaki Sakai Dormitory for employees of the Nitta Plant in May 2018. The dormitories are fully equipped with kitchen, washroom, and laundry facilities to increase the amenity for younger employees, who are the main residents. Common areas facilitate communication between residents and enhance the living experience for employees.



The No. 1 Koga Dormitory



The Isesaki Sakai Dormitory

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Fostering Employee Unity

• Competing in the Dakar Rally

In January 2018, Hino Motors competed in the 2018 Dakar Rally that took place in the three countries of Peru, Bolivia, and Argentina, improving its placement from the previous rally by taking sixth place in the Truck class. The race marked the ninth straight win for Hino Motors in the Under 10-Litre Class for trucks.

The technologies that Hino Motors has developed by continuously competing in the world’s most challenging rally contribute to its development of commercial vehicles (trucks and buses). Specifically, the mechanics who assist in the race are mainly employees of Hino Motors’ nationwide network of dealers, along with the Company’s elite mechanics trained in providing after-sales service.

Working together on the rally fosters the unity of Team Hino and helps to invigorate employee communication. Hino Motors will continue to improve its technologies in the global arena, develop its human resources, and strengthen their connection to Team Hino.



Racing on a difficult course



Mechanics running to the race truck



Team Hino personnel and trucks



Ceremony at the finish line

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• Hino Red Dolphins vie for Top Position in the Rugby League

Ever since Hino Motors founded the Hino Red Dolphins corporate rugby team in 1950, the Company has sought to build a team that fosters the unity of the Hino Group and has strong community roots and engagement as its flagship sports franchise.

In 2018, the team was promoted to Japan’s top-tier Top League competition and, with the promotion, changed its name to the Hino Red Dolphins (formerly Hino Motors Red Dolphins) in an effort to further connect the team with its local fan base.

As heated battles with famous competitive teams continue, the Hino Red Dolphins will work together with employees and the local community to win even more fans for the team.



Red Dolphins lead the league for the first time



Fierce competition

• Table Tennis Club Advances to First Division of Japan Table Tennis League

Hino Motors’ table tennis club has been steadily operating through its employee-players for nearly 50 years since it was established in 1970. In November 2018, Hino’s tennis club won the championship at the Japan Tennis League’s league competition (second division for men) and was promoted to the league’s first division, a long coveted prize. At the tournament, members of Team Hino, including employees of dealers in each prefecture, helped strengthen team cohesion through their local support. Hino Motors will steadily maintain these activities with the aim of further raising Team Hino’s morale.



Sakata Tournament determines promotion to league’s first division



“Team HINO” cheering squad at the match

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• Strengthening Community Bonds through Sports

Hino Motors engages in initiatives to build stronger bonds with local residents through sports.

The Company creates opportunities for local residents to watch, learn about, and experience actual parasports (such as wheelchair basketball and boccia*), aiming to foster unity through the shared discovery, emotion, and joy of parasports.

*Boccia is a sport in which each athlete throws six colored balls, aiming to get as close as they can to a white target ball.



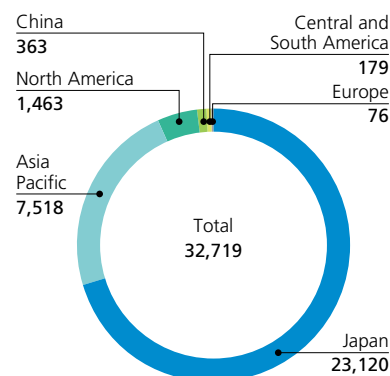
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Human Resources Data

● Number of Employees (Consolidated)

	March 31, 2015	March 31, 2016	March 31, 2017	March 31, 2018
Japan	21,573	22,191	22,520	23,120
Asia Pacific	6,585	7,101	7,296	7,518
North America	1,052	1,098	1,413	1,463
China	430	417	370	363
Central and South America	150	147	171	179
Europe	74	66	67	76
Total	29,864	31,020	31,837	32,719

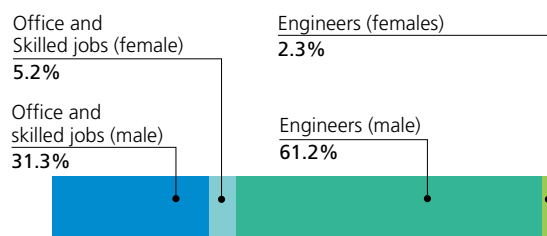
● Number of Employees Total (Consolidated as of March, 2018)



● Number of Employees (Non-consolidated)

	March 31, 2015	March 31, 2016	March 31, 2017	March 31, 2018
Males	11,024	11,392	11,720	11,763
Females	820	861	902	942
Total	11,844	12,253	12,622	12,705

● Ratio by Job Type (Non-consolidated, as of March 31, 2018)



Future Initiatives

The environment surrounding commercial vehicles has significantly changed on a global scale. Within that environment, human resources serve as the source of the Company's competitive strength.

Hino Motors will achieve sustainable corporate growth by proactively moving forward with human resource development and appointments that focus on forthcoming global changes, and continuing to offer the world value unique to Hino.

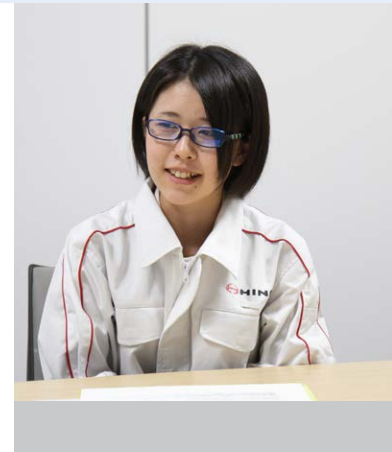
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The Power that Sustains Hino Motors

Appreciative of a Workplace Environment Where I Can Continue Doing the Work I Enjoy

Masako Sasuga

Chassis Assembly Section, Assembly Department, Koga Plant

**>Inspecting Trucks that People Depend on in My Hometown**

During my job hunt, I felt an affinity with trucks and buses that are closely connected with people's lives, and subsequently joined Hino Motors right after graduating from high school. I was hired at the Plant in HINO city, which manufactures trucks, but one of the things that attracted me was knowing that the Company had already decided to move the plant to Koga City, which is my hometown. After joining the Company, I was assigned to a job inspecting the driver's cab area on the assembly line, where most of my colleagues were male. I was proud of being given the important responsibility of inspecting a key component that drivers spend long hours in and that protects their lives.

>Addressing a Good Example to Other Working Women

I subsequently got married and had a child, but I wanted to keep working so I took maternity and parental leave. I returned to work in the summer of 2017, now at the Koga Plant. Needing childcare, I was able to enroll my child in the on-site nursery school, "Ton-Ton Kids—Koga", which the Company operates for employees. This made it easy for me to return to work. I currently work reduced hours, finishing at 4 p.m., and instead of working on the production floor I am doing general administrative work in the Assembly Department, giving me flexibility in case something comes up with my child. As someone who knows the production floor, I find it motivating to support my colleagues from the administrative end. The number of women in the workplace is gradually increasing, I hope to address a good example to other women through fulfillment of my "Work-Life Balance."



Supply Chain

Basic Stance

Partnerships with suppliers is an essential of Hino Motors' ongoing business activities. The Company works together with suppliers to offer value to the world with the aim of achieving sustainable corporate growth.

The Company not only views fair transactions as important, but mutual communication as well, and builds solid, trusting relationships with clients.

Hino Motors Basic Procurement Policy

Hino Motors comprehensively judges aspects including technologies, quality, price and delivery, and procures the best components from trustworthy suppliers around the world. The following five matters form the basic policy for promoting sound, fair procurement activities that comply with laws.

1. Transparent and Fair Transactions

The Hino Motors Group conducts transactions with suppliers fairly and in good faith, regardless of a supplier's national origin, scale of operations, or past performance. Hino Motors decides which suppliers it procures from after due consideration of quality, price, production capacity, and delivery times, as well as their stance on the environment, management stability, and technology development capabilities.

2. Establishment of Relations Built on Trust and Continuous Mutual Prosperity

The Hino Motors Group works closely and communicates directly with suppliers in an effort to attain good working relations and mutual prosperity based on mutual trust.

3. Promotion of Global Procurement

With its goal to be a commercial vehicle maker trusted around the world, the Hino Motors Group promotes procurement from suppliers in the areas where the Group conducts business to enable it to contribute to communities as a local enterprise.

4. Complying with Relevant Laws, Regulations and Terms of Contracts

The Hino Motors Group operates in accordance with social norms and in compliance with laws and regulations, in letter and in spirit. The Group also properly and strictly manages classified information it shares with suppliers.

5. Promotion of Green Purchasing

The Hino Motors Group works to procure parts, materials, and equipment that have been produced with a low impact on the environment in order to offer environment-friendly products and services.

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Supplier CSR Guidelines

Hino Motors has developed Supplier CSR Guidelines to ensure suppliers understand the Company's approach to CSR. In addition, the suppliers' handling of CSR is checked using the Supplier CSR Guidelines Sheet, which is applied to improvement efforts at each supplier. Moreover, utilizing the same content for suppliers to those companies leads to further enlarging and strengthening supply chain management by confirming handling of CSR.

[Click here for the Supplier CSR Guidelines.](#)[Click here for the Supplier CSR Guidelines Sheet.](#)

General Meeting for Suppliers

◆ Japan

Every year in March, Hino Motors holds a general meeting for suppliers as a venue to provide information and engage in discussions. In addition to explaining its procurement and company policies, Hino Motors presents awards to suppliers that have made notable contributions in areas such as quality management, technology development, and cost reductions.

In 2017, over 360 supplier companies participated in the meeting.



General Meeting of Suppliers



Awards ceremony

◆ Overseas

Hino Motors holds a General Meeting of Suppliers to enhance communication with suppliers outside Japan including Asia and North America. In fiscal 2017, meetings were held in the United States, Thailand, Indonesia, China, Pakistan, and other countries, and they all featured a lively exchange of views. Hino Motors will continue to strengthen the unity of "Team HINO" by facilitating exchanges of requests and suggestions with suppliers.



General Meeting of Suppliers in the United States



General Meeting of Suppliers in Thailand

Social Responsibility Initiatives

Basic Stance

Hino Motors is committed to maintaining good relationships with stakeholders so that it can continue providing products and services around the world.

Described below are a number of local CSR activities taken to fulfill the CSR Charter found in the HINO Credo.

- We strive to provide products that are safe and environmentally friendly, pursuing a responsible balance with the environment in all of our corporate activities.
- We strive to contribute to local communities in all the regions where we do business.
- We are devoted to good corporate citizenship, complying with laws and regulations and maintaining high ethical standards.

In fiscal 2017, Hino Motors continued to pursue social responsibility at production sites and sales sites throughout the world. The focus was on contributing to local communities, supporting local cultures, and supporting next-generation human resource development. Based on the characteristics of each region, the Company will continue to take the initiative to ensure harmonious relations with local communities.

Contributing to local communities

As a good corporate citizen, Hino Motors is moving forward with endeavors such as helping to develop local communities and improving the environment.



Cleaning up the community (Hino Motors, Ltd.)



Cleaning up the community (Kobe Hino Motor Ltd.)

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Cleaning traffic mirrors in the community (Sankyo Radiator Co., Ltd.)



Donating toys to local children (Hino Motors Canada, Ltd.)



Donating food to local groups assisting the poor (Hino Motors Sales U.S.A., Inc.)



Supporting a free medical camp for local elementary school children (Hinopak Motors, Ltd. / Pakistan)

Supporting local cultures

Hino Motors values the culture rooted in each local community and participates in and supports local cultural events.



A festival open to local residents (Hino Motors, Ltd.)



Introducing product safety and environmental technologies at a local JAPAN FESTIVAL (Hino Motors Canada, Ltd.)



Supporting a local rally event (Hino Motors (China) Co., Ltd.)



Supporting a local sporting event (Shanghai Hino Engine Co., Ltd.)

Supporting next-generation human resource development

Hino Motors provides local educational assistance to help develop the children and youth who will be the leaders of the future.



A safety class for local elementary school children (Koga Plant, Hino Motors, Ltd.)



A company tour for local elementary school children (Nagano Hino Motor Ltd.)



Hiring students from special education schools as a part of local support for persons with disabilities (Hino Logistics and Packing, Ltd.)



Donating trucks and engines to local universities to support education (Hino Motors Vietnam, Ltd.)



Donating trucks and engines for training (Hino Motors Manufacturing (Malaysia) Sdn. Bhd.)



Accepting local university students as interns (Hinopak Motors, Ltd. / Pakistan)

Future endeavors

As a good corporate citizen, Hino Motors will continue striving to maintain harmonious relations with local communities and promote sustainable growth. To achieve this, the Company aims to strengthen its social responsibility initiatives by leveraging the uniqueness of its business. Going forward, Hino Motors will actively contribute to society to build good relationships with local communities and be a company that is appreciated for many years to come.

The Power that Sustains Hino Motors

Showing Leadership in the Community through Social Initiatives

Tara LeBlanc

Hino Motors Canada, Ltd.



>Joined Hino Motors in Pursuit of New Challenges

I joined Hino Motors Canada, Ltd. (HMC) in September 2013 after many years working in the large automotive parts manufacturing company, looking for additional challenges and an opportunity to develop my career. I was motivated by the fact that the Company's ethics and values matched mine, and by the appeal of joining an industry leader.

I am currently the Corporate Human Resources Manager for HMC. I also sit on our Social Committee, which promotes our community initiatives in Ontario province where we are based. These initiatives are diverse and range from park cleanup efforts, supplies food to local food bank, donations to children's hospitals, donating trucks for local college, and involvement in community cultural events.

>Community Initiatives Becoming Integrated into the Corporate Culture

Teamwork is essential to advancing our various community initiatives, which are extremely rewarding and we are very proud of. Above all, these initiatives are becoming ingrained into the culture at HMC, and we plan to put even more effort into them as a company.

Our initiatives have drawn praise from local governments, and we were delighted when a sign with the HMC logo on it was erected at the park where we organize an annual clean-up event.

In aiming to remain an industry leader in the commercial vehicle market in Canada, HMC will pursue diverse community initiatives to try to explore the needs of communities and remain a trusted entity among community citizens.



Community initiative



Tara LeBlanc and Yumiko Kawamura, President of HMC