

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.

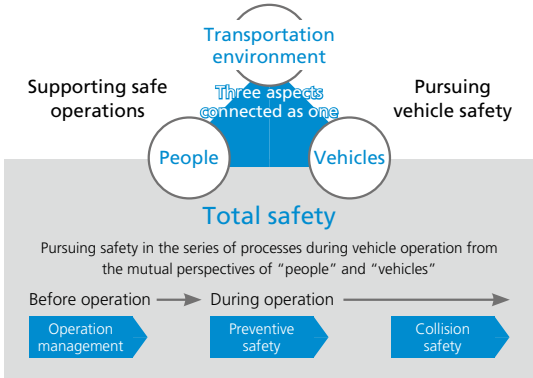
The Total Safety concept involves pursuing safety across this entire series of processes for vehicle operation.

(For more information see [page 16](#): 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

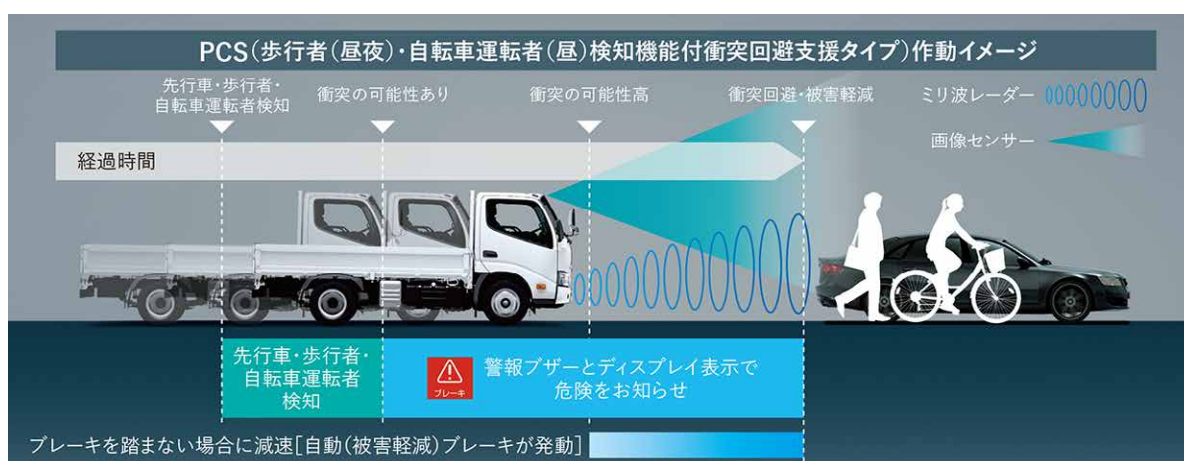


Safety Technology and Equipment

◆ 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 bicyclists and night-time pedestrians, as well as stationary vehicles and daytime pedestrians, using millimeter wave radar and image sensors. By incorporating this technology, Hino Motors is helping to reduce the risk of traffic accidents.

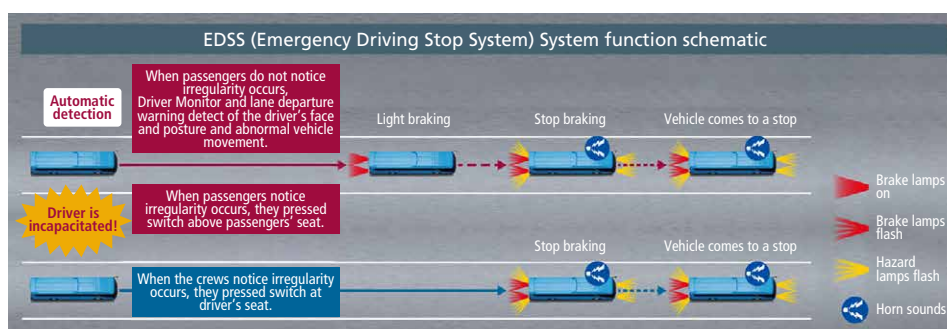
*"PCS"(Pre-Crash Safety) is a registered trademark of Toyota Motor Corporation



◆ EDSS: Emergency Driving Stop System

We continue to improve the Emergency Driving Stop System (EDSS), which assists the vehicle in stopping when the driver or passenger presses a switch if it becomes difficult to continue driving due to sudden illness or for other reasons. We added a function that monitors the driver's posture and the vehicle behavior, automatically detecting driver abnormalities such as sudden changes in physical condition, and then EDSS gradually decelerates and stops the vehicle.

This advanced system prevents traffic accidents and contributes to safe and secure vehicle operation. The Hino Selega large sightseeing bus that was released in July 2018 is the world's first vehicle in the truck and bus category to feature EDSS. In addition, the "HINO Blue Ribbon Hybrid Bus," a route bus released in July 2019, will be the world's first such bus to offer this system as standard equipment.



◆ Suppressing function of False start

To prevent crashes caused by misunderstanding of the driver's accelerator Hino Motors forward equipping with "suppressing function of false start" which firmly detected wall glass in convenience stores, etc. by a sonar sensor in front of the vehicle. If drivers make mistakes in stepping on the accelerator, the multi-display display and alarm sound will heads-up, and the control of engine output and brake will contribute to crash avoidance.



◆ 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.




[Safety](#)
[Health](#)
[Quality](#)
[Human Rights](#)
[Human Resources "Creation" and Work Styles](#)
[Supply Chain](#)
[Social Responsibility](#)

• 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.



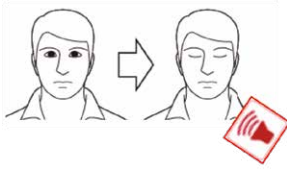
Face detection



Inattentiveness alert:

"Please pay attention to the road"

Open eye detection



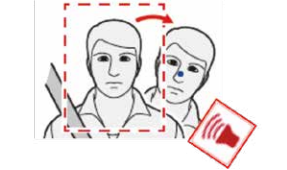
Drowsiness alert

"Why don't you take a break soon?"

Sleeping at the wheel alert

"Take a break"

Face position detection



Improper driving posture alert

"Please check your driving posture"

◆ 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 90,000 in March 2020. 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.

HINO SUSTAINABILITY REPORT 2020

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.

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.

Similar safety initiatives are being undertaken overseas. At Hino Vietnam, as of March 2015, the factory had no pedestrian zones, but in July of that year, pedestrian zones, arrow signs, and arrow marks were quickly installed. We have conducted safety training, thoroughly implemented walking manners, and have maintained a 100% compliance rate as of December 2019.



Flag of attention to Basic safety behavior (Japan)



Safety signage located at Hino Motors Vietnam, Ltd.



Safety poster (Vietnam)

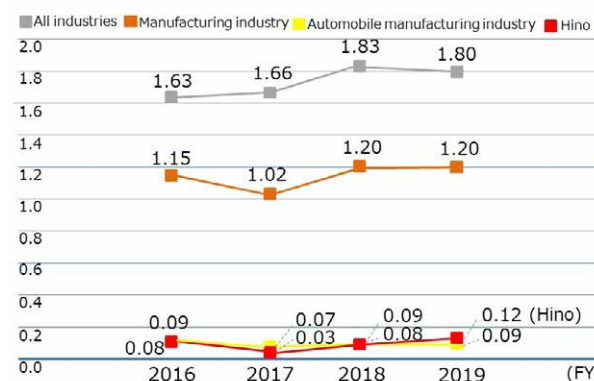
◆ Enhancing Safety Education

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.

In fiscal 2019, we analyzed the causes of work accidents and found that accidents involving inexperienced employees with less than one year of employment and the elderly are increasing. Therefore, the content of training for employees in their first year of employment was revised in order to prevent accidents.

It is well known that the elderly are prone to frequent falls, but with proper training, they come to understand safe ways of walking and carrying out various physical activities. In safety education, we are enlightening people about walking and physical functions, the mechanism of fall accidents, and precautions when walking.

● 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.

Health

Basic Stance

Employee health is an essential element for Hino Motors to keep growing and make greater contributions to customers and society. So that all employees continue to work in good health at every workplace, Hino Motors gives full attention to the state of employee health daily and strives to build a company where employees can keep working in good physical and mental health through ongoing flexible and in-depth support.

Basic Policy on Health

Hino Motors published the Hino Motors Health Declaration in October 2019 in order to achieve Health-Oriented Corporate Management. In order to raise the awareness of every employee and promote the activities of Team Hino, Hino Motors will actively strive to build a workplace where employees can continue working in good health.

Health Declaration

The health of Hino Motors employees around the world and their families who support them is a major factor that can be considered as a foundation and asset in expanding all our businesses.

Healthy, highly motivated, and passionate employees’ taking on challenges and playing active roles at their workplaces leads to fulfilling our corporate mission: “To make the world a better place to live by helping people and goods get where they need to go—safely, economically and with environmental responsibility—while focusing on sustainable development.”

We hereby declare that we engage in health promotion and disease prevention activities together as Team HINO, and that we create a company where all employees are full of energy and can continue working with enthusiasm.

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 2019, an internal counseling staff of twenty-one was set up at each workplace to increase early discovery and treatment of employees facing mental health challenges that has been invested since fiscal 2017. Counseling has been provided on 1,495 occasions for 309 employees and support provided leading to medical agencies.

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 training course on Mental Health Initiatives in Management have been implemented for newly appointed managers. In fiscal 2019, new content was added and a total of 173 managers participated.

These study sessions have resulted in a reduction in the number of employees taking leave due to mental health issues by more than one half compared to fiscal 2013 when the education first began.

● Participants in Mental Health Care Study Sessions Held for Managers

Business site	FY2018	FY2019	FY2020
Head Office/Hino Plant	266	126	106
Hamura Plant	33	42	37
Nitta Plant	27	33	14
Koga Plant	18	8	16
Total	344	209	173



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

Employee Health Management

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

In order to maintain and support the physical health of employees, Hino Motors collaborates with Hino Motors Health Insurance Association to analyze the results of regular health checkups and medical information from outside the company and translate it into the development of suitable measures.

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.

◆ Prevention of Second-Hand Smoke and Reducing Smoking Rates

In fiscal 2018, Hino Motors completed the closure of all indoor smoking areas at the Hino Head Office in order to ensure the prevention of second-hand smoke. In conjunction with this, the outdoor smoking area was established taking into consideration prevention of second-hand smoke.

In addition, efforts have been made to reduce smoking rates, including the commencement of non-smoking hours, sharing of information about 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

◆ Influenza prevention measures

As influenza prevention measures, free vaccinations are offered to expatriates and business travelers, and subsidized vaccinations against infectious diseases including influenza are available for all accompanying family members.

We have also started to provide flu vaccinations to all the employees at our facility since 2018.

The vaccine coverage remained at 5.2% until 2017, which increased to 31% in 2019, leading to the reduction in disease rate.

◆ Awareness building activities on health enhancement for employees

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. And the newly created health seminar was attended by 354 employees in 2 days in 2019.

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; (6) Farewell fatigue (7) The power of breakfast (8) Simple stretching that can be done at work



A health lecture

◆ 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.

Moreover, in areas where it is difficult to procure Japanese food locally, Hino Motors distributes it from Japan. The Company also sends paperback books and makes other efforts to help employees stationed outside Japan and their accompanying families to lead healthy lives without losing their physical vitality and suffering from stress in a new living environment.

Future Initiatives

Hino Motors is strengthening the health support system that targets health maintenance and improvement for all employees as Team Hino and will continue to put efforts into effective disease prevention and health promotion activities at Group companies in Japan and overseas in partnership with the Hino Motors Health Insurance Association.

In addition to the initiatives taken to date, Hino Motors will actively incorporate enjoyable activities that will make it possible for each employee to demonstrate even better performance, creating an environment that allows all employees to continue playing active roles in good health.

Quality

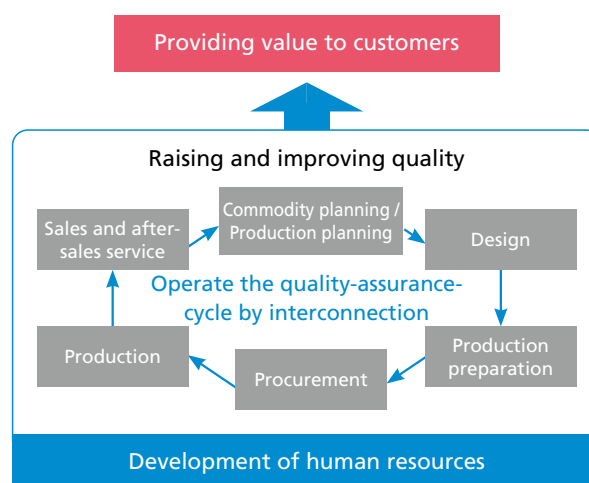
Basic approach

Hino Motors has valued quality since the Company's founding. We believe it is our responsibility to provide value and quality through products and services that enable our customers and the world to feel safe.

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 Rights Human Resources "Creation" and Work Styles Supply Chain Social Responsibility

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*¹ Activities

Hino Motors aims to improve the quality of products and services that meet the needs of its customers and the world. We promote small group improvement activities*² and workplace management activities in all employment levels, from workers to managers. The Company is always striving to enhance employee awareness and improve product quality. Every year, the Hino Group around the world holds various competitions. 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.

*¹ TQM: Total Quality Management

*² Small group improvement activities: Voluntary activities for finding and solving issues within a group with the goal of improving quality within that workplace. It is an opportunity to deepen understanding among group members and revitalize the workplace, and at the same time, the mutual stimulation provides an opportunity for growth.



All Hino TQM Tournament

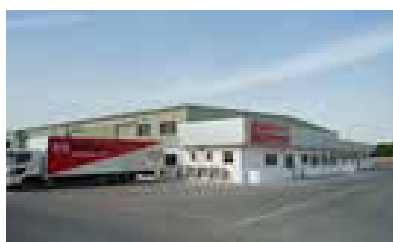


Global Hino TQM Tournament

◆ 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

◆ Hino Group Award System

Each year, Hino Motors dealers across Japan hold a service skills competition. In fiscal 2019, the 48th 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.

● Results of the 48th National Service Skills Competition

	Dealers
Best performance award (1st place)	Aichi Hino Motors
Outstanding performance award (2nd place)	Tokyo Hino Motors
Excellence performance award (3rd place)	Kyusyu Hino Motors
Special performance award (3 teams)	Nishi-Tohoku Hino Gunma Hino Motors Hiroshima Hino Motors

[Entered Dealers] Hokkaido Hino Motors / Miyagi Hino Motors / Gunma Hino Motors / Chiba Hino Motors* / Tokyo Hino Motors / Shizuoka Hino Motors* / Aichi Hino Motors / Toyama Hino Motors / Shiga Hino Motors / Okayama Hino Motors / Ehime Hino Motors / Kyusyu Hino Motors (*Special selection)



Competition for service skills



Awards ceremony

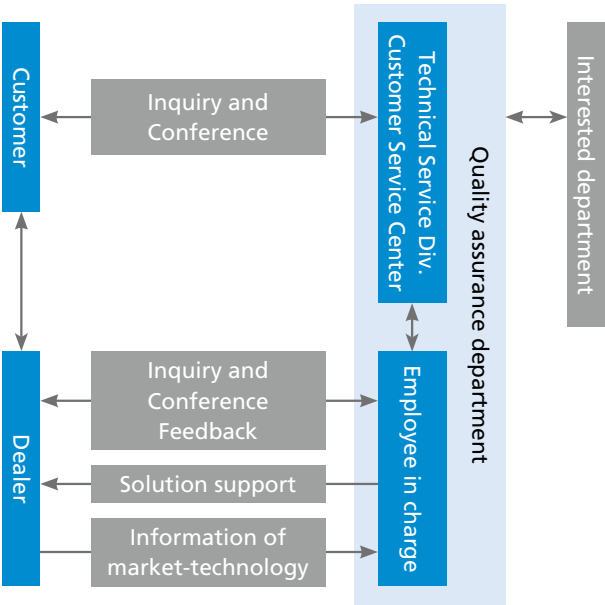


Awarded dealers

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

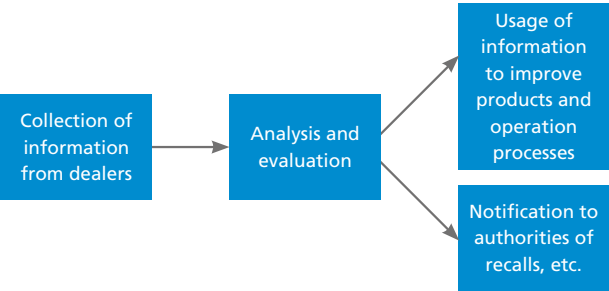


Handling Quality Defects and Recalls

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)		
	FY2017	FY2018	FY2019
Recalls ^{*1}	18	21	14
Remedial measures ^{*2}	3	0	1
Service campaigns ^{*3}	1	12	12

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.

Safety

Health

Quality

Human Rights

Human Resources "Creation" and Work Styles

Supply Chain

Social Responsibility

The Power That Sustains Hino Motors

I feel pride working on the front line to support Hino vehicle quality

Quality Assurance Div

Maho Izukawa



Conducting analysis at the component level to discover each and every defect

It's my job to pin down the causes of a vehicle's problems by collecting and analyzing components and giving feedback to the development and design departments to improve quality.

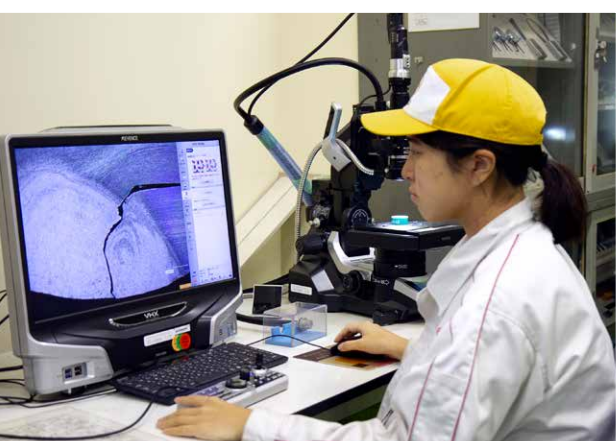
The reasons for a vehicle's problems encompass a range of possibilities, including a vehicle being used in unanticipated ways. In many cases it's tough to narrow down a defect to a single cause. However, at such times I take care to communicate reliable information without making a decision based on conjecture. A wrong decision on my part could lead to poor quality. That's how much responsibility I undertake each day in my work.

Aiming for the ultimate goal of "zero defects"

When I hear about an accident involving a truck or bus on the news, it strikes a chord.

I tackle my work with a renewed sense of intensity and mission because I want to eradicate such unfortunate accidents.

Depending on the defect that emerges, in some cases, unless it is immediately addressed, a further defect could occur. The ultimate goal of quality assurance is to prevent all defects. Thoroughly investigating the cause of each and every defect can contribute to preventing further problems so that we can reach that goal. So I feel pride and a sense of satisfaction with my job, which is on this front line of defense.



Human Rights

Basic Stance

Hino Motors recognizes that every individual has different ways of thinking and values and that there are diverse differences between individuals, including ethnicity, religion, gender, age, and disability. In order to respect the human rights of each person, Hino Motors has set out the basic approaches that every member of Team Hino should take in the Hino Code of Conduct and Supplier CSR Guidelines to share the Company’s values.

Non – Discrimination

Do not discriminate on the basis of personal characteristics protected by local applicable laws and regulations, such as race, ethnic and national origin, religion, age, gender, etc. “with regards to all aspects of employment, including application process, hiring, promotion, compensation, access to training, job assignment, wages, benefits, discipline, termination and/or retirement.

Hino Motors believes that if every member of Team Hino recognizes and respects differences in each other’s ways of thinking and values and shares their knowledge to meet the needs of customers and society, it will pave the way to providing value such as the best products and better services. Going forward, Hino Motors will continue striving actively to remain a company where diverse human resources can thrive through mutual respect and consideration.

Education for Employees

Hino Motors provides harassment prevention training and compliance training for new employees, managers and supervisors, and employees working overseas. As part of this, the Company provides education on respecting human rights set out in the Hino Code of Conduct.

A total of 858 employees took part in training in fiscal 2019. Going forward, Hino Motors will deepen company-wide understanding of human rights and promote the creation of an employee-friendly workplace in which all employees respect each other.



New employee training

In partnership with all suppliers

In order to address human rights problems across a broad-based supply chain, all suppliers promote corporate activities based on the fundamental approach to human rights indicated in the Supplier CSR Guidelines.

Hino Motors also periodically confirms the status of initiatives using a check sheet, which then leads to improvement activities.

Human Resources "Creation" and Work Styles

Basic Stance

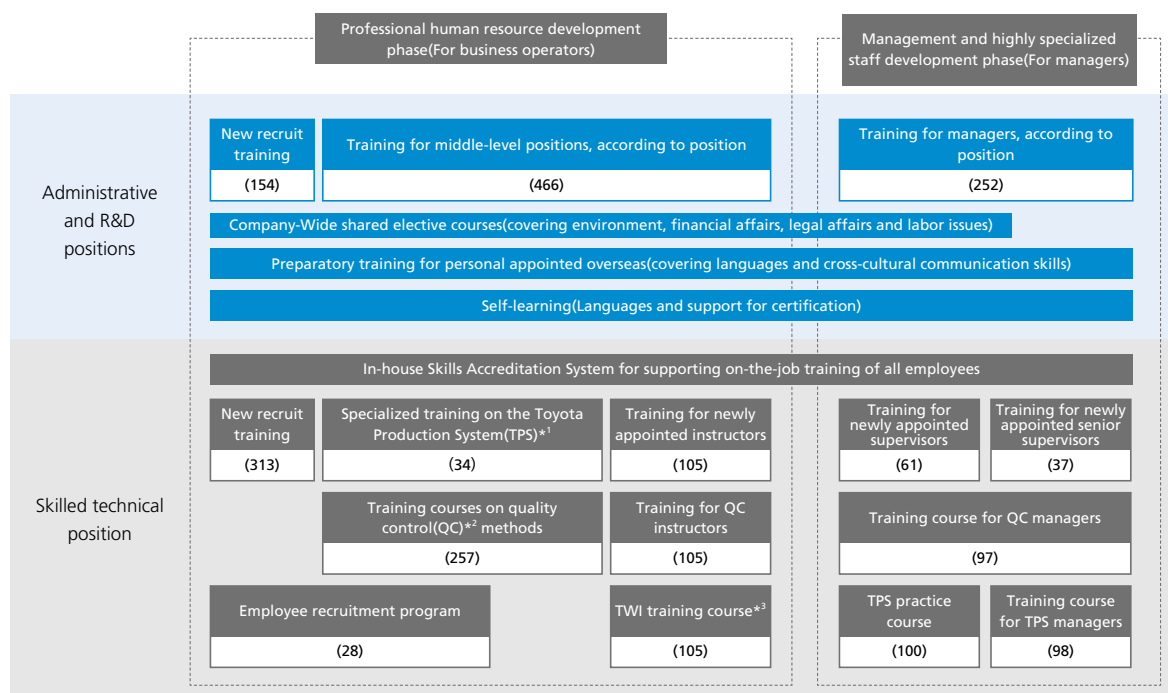
The CSR Charter of the HINO Credo states, "We respect each individual employee, and strive to create a workplace that fosters personal growth." This expresses Hino Motors' stance on issues including the processes—done with employees' full involvement—of "creating" human resources and innovative work 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 2019.

*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.

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

◆ 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)

◆ 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.

Most recently, to further bolster human resource development, the number of persons accepted has been expanded to a 60-person program from the previous 40-person first-year training program that had been in place since fiscal 2017, establishing a 180-person third-year program in fiscal 2019.

Example | Entering the World Skills Competition

Since fiscal 2018, the Hino Technical Skills Academy has been working to improve employee skills by entering the World Skills Competition (a national competition in which engineers who will be leaders of the next generation take part in skill level competitions). Each year, four people take on the challenge of performing conventional lathe work and computer-aided design (CAD), and in 2020, positive results were obtained as both entrants were selected for the first time to represent Tokyo in their respective fields. We will continue to take on this challenge with the aim of winning medals in competition so that we become the driving force for passing on skills at Hino Motors.



Conventional lathe work

Initiatives for Promoting Diversity

Hino Motors recognizes that human resource cultivation and utilization on a global scale is a management issue that must be addressed to continue offering high-value-added products and services that contribute to society in countries around the world. Therefore, the Company encourages active promotion of human resources capable of demonstrating and utilizing talent, regardless of characteristics such as gender or nationality, and aims to create a corporate climate respectful of employee diversity and overflowing with energy.

◆ 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.

※The system of officer was established and the other one of managing officer was abolished in February 2020, but he has a crucial role in a overseas cardinal bases as a corporate manager ongoingly.

◆ 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 2020, there were 46 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

Opportunities for women to attain success both within and without Japan are being expanded. This includes the appointment of a woman as president of a subsidiary in Canada in 2015 and the appointment of a woman as a full-time auditor in 2019.

● Number of women in management positions (as of April of each year)

FY2015※	FY2016	FY2017	FY2018	FY2019	FY2020
21	23	30	36	43	46

※As of November

◆ 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.

The Company is continuing endeavors to promote the employment of persons with disabilities through actions such as developing new occupational fields, and it is striving to create a workplace environment comfortable for people with disabilities to work in through a variety of measures. They include setting up a special paid vacation system to allow the employees to take time off for health



Mail sorting work

Safety Health Quality Human Rights **Human Resources "Creation" and Work Styles** Supply Chain Social Responsibility

management and skills development purposes and providing designated parking spaces at worksites to facilitate easier access. The fiscal 2019 employment rate for persons with disabilities at Hino Motors exceeded the statutory employment rate at 2.36%. The Company is making ongoing efforts to promote hiring of persons with disabilities through actions such as developing new occupational areas.



Outside sports competition

◆ 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. In 2019, the retirement age has been extended to 65 years old.

Hino Motors postponed retirement until 65 in fiscal 2017 for retired workers so that it can continue drawing on the expert skills and abilities of employees extensively.

● Number of Re-employed Staff

	March 31, 2016	March 31, 2017	March 31, 2018	March 31, 2019	March 31, 2020
Number of re-employed staff	471	487	506	505	516

◆ 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	12,805	53	0.4
Other employment	1,980	60	3.0
Total	14,785	113	0.8

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 FY2019
Childcare leave	Leave until the date the employee's child reaches his or her second birthday through to March 31	95
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	147
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	25
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	69
Family care leave	Five days of annual leave per family member requiring nursing care	48

◆ Selectable welfare benefits

As a part of efforts to promote work-style reform, the Company introduced a package plan with an eye toward adopting a selectable welfare benefits plan (Cafeteria Plan). Employees can choose the benefits they want to take advantage of from a lineup that includes travel and lodging, childcare and nursing care, fitness, and self-development.

Going forward, the lineup of benefits unique to Hino Motors will be enhanced so that it meets individual employee needs.

◆ 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. More recently encouraging employees to use telecommuting provisions by telework in the context of measures to prevent COVID-19, Hino Motors is supporting the adoption of more diverse work-styles among employees.

◆ 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. Furthermore, the Company holds head office labor-management meetings at each operational head office that are led by the general manager, and from fiscal 2019, these activities will continue to be held in 2020, and we will provide opportunities for discussions to quickly resolve issues and problems while sharing the voices of the people in the field..

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



Conducting Frank Discussions between Region and Union Directors

◆ 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.

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. The day the nursery school opened was timed to coincide with the factory calendar. Employees taking advantage of the nursery school have made comments such as, “I feel at ease because my children are close to my workplace.”



Ton-Ton Kids—Hamura

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, including the Hino Global Parts Center, which started operations in May 2019.



The employee cafeteria at Hino Global Parts Center, which was completed in 2019

Example Opening the new U.S. Head Office (Hino Motors Manufacturing U.S.A. Inc. (HMMUSA), Hino Motors Sales U.S.A. Inc.)

A new head office was opened in a suburb of Detroit, Michigan in the United States in September 2018. Bringing together the sales office and production office in one location makes communication effortless and further strengthens collaboration. The new office includes meeting rooms with wireless monitors, a cafeteria, and a fitness center. Not only is the work environment more friendly and operations more efficient, but this new office leads to improved health management and work motivation. Employee morale has been boosted.



A large hall capable of accommodating approx. 270 people



The cafeteria can be used freely by employees

◆ Fostering Employee Unity
• Competing in the Dakar Rally

Hino Motors I participated in the "Dakar Rally 2020", which was held for the first time in Saudi Arabia in January 2020. We achieved 10th place overall in the truck category and 11 consecutive victories in the class with a displacement of less than 10 liters.

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.

This fosters a sense of unity among Team Hino and leads to revitalization of employee communication. With the spirit of challenge in mind, developing human resources while refining technology on the global stage, "Team Hino" will continue to take on challenges.



Racing on a difficult course

 [More information about the Dakar Rally](#)

Safety Health Quality Human Rights **Human Resources "Creation" and Work Styles** Supply Chain Social Responsibility

• Hino Red Dolphins -Hot battlee in Japan 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.

Taking the opportunity of promotion to the Japan Rugby Top League in 2018, we changed the team name to "Hino Red Dolphins" for the first time in the top league team with the name of the local government, aiming for a more community-based team.

We will continue to fight with the strongest players in the top league, give employees and local people "energy", "courage" and "dreams", and contribute to the development of the region and the morale of Team Hino.



Fierce competition with famous competitive teams



Scoring a try

• HinoTable Tennis Club King Fischer's to fight in Japan Table Tennis League 1st Division

Hino Motors' table tennis club has been striving to build a team with the slogan "Team Hino's cohesiveness" by employee players for nearly 50 years since it was established in 1970.

Since being promoted to the first division of the Japan Table Tennis League in 2018, we have contributed to fostering a sense of unity for "Team Hino". In addition, from 2020, we have begun to take on the challenge of building bonds with the local community through table tennis, such as holding a table tennis class for junior high school students in the city. In the future, through fierce battles with powerful players in some leagues, we will deliver "the appearance of Hino Motors that continues to challenge" to the local people and "the significance of continuing to challenge" to employees. We will contribute to the development of the region and team Hino.



A match played on home turf in Hino City was watched by over 600 spectators



An intense competition

• Strengthening Community Bonds through Sports

Hino Motors is promoting initiatives to deepen ties with the local community through sports. Hino Red Dolphins, who are active in Japan Rugby Top League, hold a "tag rugby class" at a nearby elementary school, and Hino Motors King Fishers, who is active in the first division of the Japan Table Tennis League, hold a "table tennis class" at a junior high school in Hino City. By sharing "experience," "impression," and "joy" through direct guidance from players who are active on the front lines, we will work on the development of local people and the development of the region.

First, learn

Watch

Discovery and emotion



Seeing a wheelchair basketball game

Hear about

History of facing difficulties



Para athlete speech
Completely blind swimmer
Junichi Kawai

Experience

Depth of the sport



Corporate bocchia tournament

Experiencing Together

Rugby team
Table tennis
Club with strong
community roots



Tag rugby class



Table tennis class

Participating Together

Corporate
ekiden running
event
(with participation
of municipal
employees)



All the participants

Festival at plant
(in cooperation with
community citizens)



Wheelchair basketball



Bocchia

● Parasports was more powerful than I expected.

● The para athletes were very tough and strong.



Feedback from Employees

● I felt a sense of unity by cheering athletes together.

● The ekiden event was very festive and enjoyable.

● Our family was all smiles playing bocchia.



Feedback from Local Residents

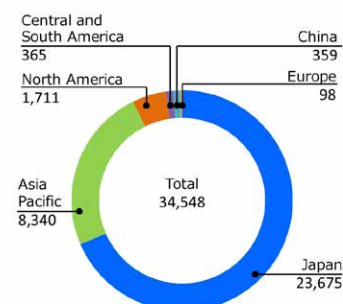
Safety Health Quality Human Rights **Human Resources "Creation" and Work Styles** Supply Chain Social Responsibility

Human Resources Data

● Number of Employees (Consolidated)

	March 31, 2017	March 31, 2018	March 31, 2019	March 31, 2020
Japan	22,520	23,120	23,524	23,675
Asia Pacific	7,296	7,518	8,268	8,340
North America	1,413	1,463	1,560	1,711
China	370	363	351	359
Central and South America	171	179	284	365
Europe	67	76	92	98
Total	31,837	32,719	34,069	34,548

● Number of Employees Total (Consolidated as of March, 2020)



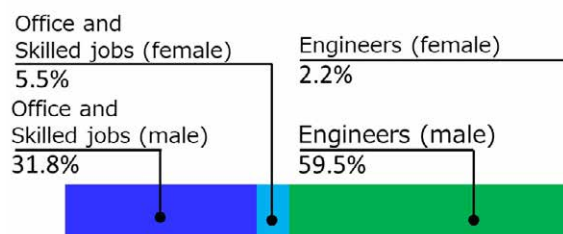
● Shift in number of employees by type of employment

	March 31, 2019	March 31, 2020
Full-time employment	34,049	34,548
Other employment	11,373	9,640
Total	45,442	44,188

● Number of Employees (Non-consolidated)

	March 31, 2017	March 31, 2018	March 31, 2019	March 31, 2020
Males	11,720	11,763	11,960	11,813
Females	902	942	975	992
Total	12,622	12,705	12,935	12,805

● Ratio by Job Type (Non-consolidated, as of March 31, 2020)



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.

The Power That Sustains Hino Motors

I want to go along with developing a work-friendly environment for everyone

Product Strategy Dept
Tsuyoshi Kiriake



Giving shape to new vehicles using my own ideas

When I visited the plant before joining Hino Motors, I saw the engines installed in heavy-duty trucks and was amazed by their large size. I felt the draw of commercial vehicles, which are much bigger than passenger vehicles, as a means to resolve global problems and made my decision to join the Company.

I'm gaining experience in product plan-ning for overseas countries and negotiating with clients, which are areas I've always been interested in. Currently, I'm involved in creating strategies for electric vehicles and reviewing productization. All the work I take on is new, with no ready solutions, but that is where I feel a great sense of satisfaction when I use my own ideas to produce vehicles that achieve solutions unique to Hino, while at the same time incorporating solutions to as many demands from customers and society as possible.

I want to lead the achievement of a society connected to families with small children

My spouse and I both work and are raising two children. I want to do my best at work, at home, and with my children, so I make use of the flex-time system and telecommuting system to take care of household chores and our children every evening. I can arrange my workload until I have to pick up my children from nursery school, am able to participate in nursery school events, and can care for them when they suddenly develop a fever. I'm able to flexibly and efficiently utilize my time. More than anything, I'm very happy to be able to spend precious time with my young children every day.

While the telecommuting system is gradually spreading within the Company, I feel that it still has an image of being a "special work style." As an employee who takes advantage of these systems, I hope to set an example to create a climate in which everyone, regardless of gender, can routinely utilize a flexible work style. I want to go along with developing a work environment that enables the realization of a work-friendly environment for people with young children.



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.

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

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

Hino Motors holds a "Supplier General Assembly" every March as a place to deepen direct exchanges with suppliers in Japan. At the general meeting, we explain our company policy and procurement policy. In addition to explaining our thinking on cost and quality improvement, working environment, safety, environment, and compliance, we commend suppliers who have made particular contributions in various fields such as quality control, technological development, and cost improvement.

In fiscal 2019, the supplier general meeting was canceled due to the influence of the COVID-19, but for more than 360 suppliers, we have written out the contents of the procurement policy for fiscal 2020, such as promotion of cost structure reform, strengthening of global procurement base, and strengthening of competitiveness with advanced technology.

◆ Overseas

Hino Motors holds a "Supplier General Assembly" with the aim of deepening direct exchanges with suppliers in overseas countries such as Asia and North America.

In fiscal 2019, due to the impact of the COVID-19, as in Japan, the scheduled general meetings in the United States, Thailand, Indonesia, China, and Pakistan have been cancelled. But we will make efforts to strengthen ties with our suppliers, such as holding a briefing session on our procurement policy for fiscal 2020 online.

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 2018, 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.



Supporting local cultures

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



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.



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



Contributing to local communities



Tag rugby classroom for local elementary school students



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



Community cleaning (Hino Motors Canada, Ltd.)



Donating toys to local children



Donating Christmas gift to local children of poor families



Donating food and stationery to the local orphanage and repair facilities



Supporting local cultures



Supporting activities of a local baseball team called Saitama Musashi Heat Bears



A SAKURA festival open to local residents



SHINSENGUMI FESTIVAL HINO CITY, TOKYO



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



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



Exhibiting a full lineup at the South African Agricultural Trade Show (NAMPO); (Hino distributor: Toyota South Africa)

Supporting next-generation human resource development



Technical workshops for local technical students



A company tour for local middle school students



Exhibiting a real cut bus at the Science Hills Komatsu local science museum



Donating Hino Hybrid Bus to Bangkok Mass Transit Authority (BMTA) for technology diffusion



Accepting internship students to provide a practical learning environment for university students



Donating trucks for regional university

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.

Safety Health Quality Human Rights Human Resources "Creation" and Work Styles Supply Chain **Social Responsibility**

The Power That Sustains Hino Motors

We want to contribute to local communities through CSR, as a good corporate citizen

Dyah Maryati

PT. Hino Motors Sales Indonesia (HMSI)



Offering free cleft lip/cleft palate surgeries



Supporting renewable energy development



Partnering with a local safari park to conduct preservation activities for the Javan hawk-eagle

Taking up the challenge of a new career by utilizing my experience as a lawyer

After working as a practicing lawyer at my previous job for a number of years, I learned that PT. Hino Motors Sales Indonesia (HMSI) was looking for people who have legal knowledge and an interest in contributing to society. At the time, I was thinking of building a career in a new area and decided to try a job that would allow me to do something for society.

After joining the company, I was assigned a position that supports the legal department, and in August 2010 was selected to be a member of the HMSI CSR Committee. I feel a great deal of satisfaction with the endeavors of this committee, which promotes over 100 different CSR activities such as environmental conservation, health promotion, support for human resources creation, support for local culture, and support for recovery after a natural disaster.

Free cleft lip/cleft palate surgery for economically disadvantaged people

The social contribution activities I find particularly moving are the support activities for cleft lip/cleft palate patients carried out in cooperation with the nonprofit organization, Smile Train, Inc. in East and West Nusa (Tenggara Province), Tangerang (Banten Province), and Purwakarta (West Java Province). There are many patients with this condition that have difficulty eating and speaking but are unable to find the money to pay for surgery.

We offer the opportunity for free surgery to as many of these patients as possible. More than 90 people, including children, were able to regain a happy, healthy life through this surgery, and I was extremely moved by their smiling faces. We will continue working to contribute to local communities by providing a variety of support.