

Corporate Information	Top Message	The HINO Credo & Course of Action	Realizing a Sustainable World	Environmental Management	Hino's Strategies and Initiatives and the Sustainable Development Goals (SDGs)	CSR Management	Topic	ESG Initiatives	ESG data and others
								Environment Social Governance	

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Social Responsibility Initiatives

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.

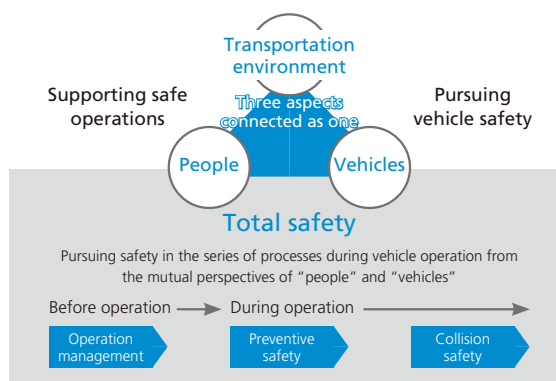
The Total Safety concept involves pursuing safety across this entire series of processes for vehicle operation.

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.

(For more information see [Please see P.16](#) Three Goals “Best-fit Products Incorporating Safety and Environmental Technologies”)

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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Social Responsibility Initiatives

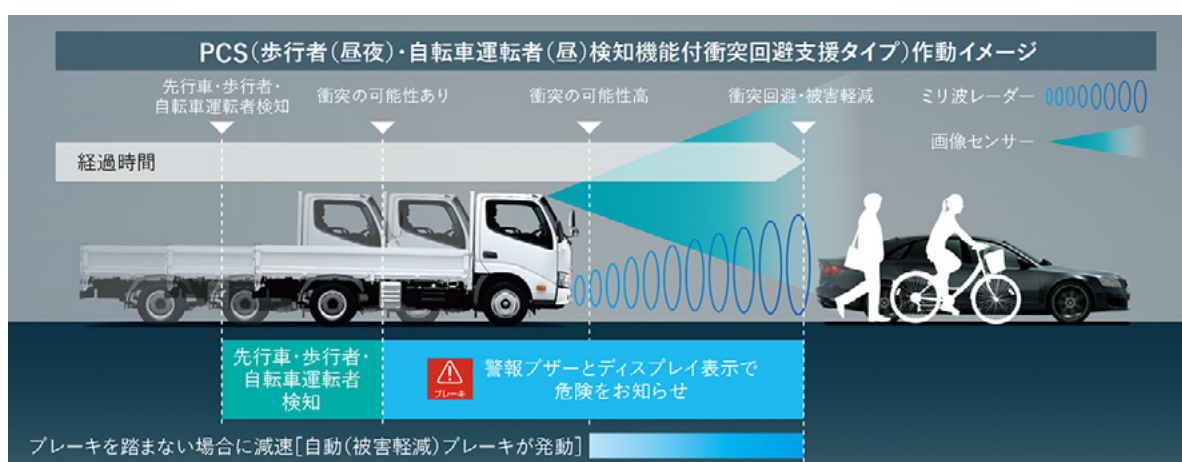
Safety Technology and Equipment

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

Preventing accidents involving pedestrians is a common challenge for car manufacturers. 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.

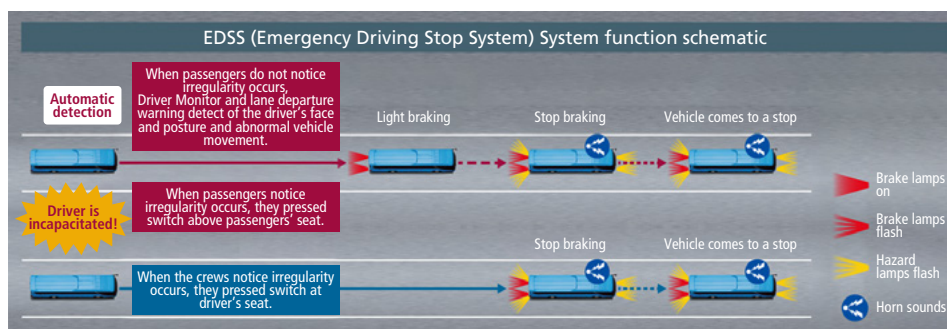
* “PCS”(Pre-Crash Safety) is a registered trademark of Toyota Motor Corporation



◆ 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 S'elega 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.



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◆ 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 detects 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 indicator and alarm sound will heads-up, and the control of engine output and brake will contribute to collision avoidance.

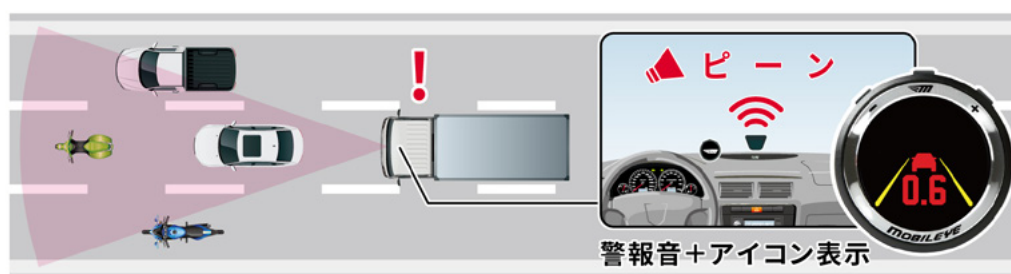


◆ Enhancing Safety Equipment for Existing Vehicles

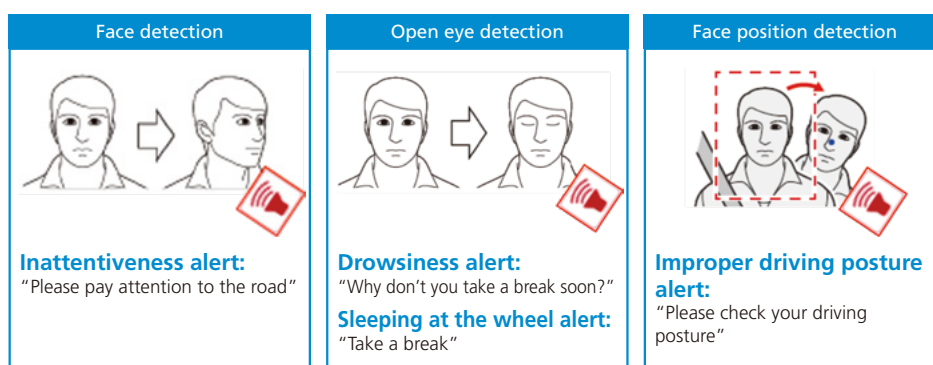
Hino Motors is working to further enhance safety equipment not only for new vehicles, but also for existing vehicles in order to prevent traffic accidents.

● “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.



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.



Hino Motors aggressively offers training sessions for our customers in our efforts to support safe driving. The Company 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 has welcomed 100,000 visitors as of October 2020. Going forward, Hino Motors will continue to support safe customer driving, with the aim of preventing traffic accidents.



The Customer Technical Center



A training session on safe driving

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 continue to enhance product safety technology aiming to make traffic accidents an thing of the past.

Basic Stance on Workplace Safety

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.

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.

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graph TD; A[Central Safety and Health Management Committee] --> B[Hino Safety, Health and Disaster Management Committee]; B --> C[Safety and Health promotion meeting]; C --> D[Manufacturing and Production Engineering Division Meeting]; C --> E[Head Office Division Meeting]; C --> F[Development and Quality Assurance Division Meeting]; C --> G[Related suppliers Division Meeting]; C --> H[Domestic Sales Companies' Division Meeting]; C --> I[Overseas businesses Division Meeting];
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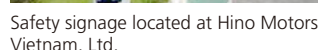
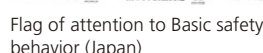
The organizational chart illustrates the hierarchy of safety and health management. At the top is the Central Safety and Health Management Committee, which oversees the Hino Safety, Health and Disaster Management Committee. This committee in turn oversees the Safety and Health promotion meeting. The promotion meeting is then divided into six specific division meetings: Manufacturing and Production Engineering Division Meeting, Head Office Division Meeting, Development and Quality Assurance Division Meeting, Related suppliers Division Meeting, Domestic Sales Companies' Division Meeting, and Overseas businesses Division Meeting.

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.

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.

◆ Safe Walking Etiquette

Similar safety initiatives are also being undertaken at all overseas businesses in an effort to improve safety awareness through activities that observe pedestrian safety and etiquette.



Therefore, the content of training for employees in their first year of employment is designed 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.

FY	All industries	Manufacturing industry	Automobile manufacturing industry	Hino
2017	1.66	1.02	0.03	0.07
2018	1.83	1.20	0.08	0.09
2019	1.80	1.20	0.09	0.12
2020	1.95	1.21	0.06	0.09

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

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.

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Health

Basic Policy on Health

In 2015, Hino Motors' Health-Oriented Corporate Management endeavored to promote its various initiatives, including announcing the Hino Motors Health Declaration in 2019.

The health of our employees is a crucial and necessary element enabling continuous growth for the Company and allowing for greater contributions to our clients and to society. 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

Global Human Resource Development Department managers help promote initiatives for health management at Hino Motors by supervising the implementation of health measures. Those responsible for health promotion at each office work with occupational health professionals and health insurance associations to carry out measures targeting a variety of issues.

As a mental health support system, in fiscal 2017 we introduced a workplace consultation system for the early detection and treatment of employees facing mental health challenges. We have placed 19 counseling staff at each workplace to provide mental health support that includes approaching employees, speaking one-on-one, and collaborating with medical professionals.

When health checkups and one-on-one consultations lead to an occupational physician determining the necessity of limiting work, the manager of that individual's workplace provides a written statement. After the decision is made to limit work, efforts are made to prevent exacerbation of mental health issues by managing overtime work hours and other measures. Hino Motors also provides the opportunity for employees to seek individual counseling with an occupational physician or contracted counselor, and established a toll-free telephone help line staffed by a professional organization.

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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 has been provided for newly appointed managers.

In fiscal 2020, 124 managers attended the training course (in fiscal 2020, the course was presented through e-learning to prevent the spread of COVID-19).

Measures such as this training course have resulted in the number of employees taking leave due to mental illness dropping to less than half compared to fiscal 2013 when the course was first launched.

● Participants in Mental Health Care Study Sessions Held for Managers

Business site	FY2017	FY2018	FY2019	FY2020
Head Office/Hino Plant	266	126	106	73
Hamura Plant	33	42	37	26
Nitta Plant	44	27	14	20
Koga Plant	18	8	16	5
Total	361	203	173	124

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Employee Health Management

◆ Health Management

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.

Specifically, occupational health professionals provided health guidance based on the health checkups to young employees aged 40 and under at risk of lifestyle-related diseases with the aim of further reducing such diseases. As a result, improvements were seen in values such as weight and BMI, as well as sensitivity toward health. In addition, medical exams for prostate cancer and colon cancer were added to the regular roster of health checkups in fiscal 2016. In fiscal 2018, we introduced separate medical exams for gynecologic cancers and stomach cancers, which are not included in the regular health checkups. Generally, these checkups are free. In fiscal 2021, the age limitation on medical exams for gynecologic cancers was withdrawn so that women of any age can now receive the exams. We are striving to improve health checkups so that they lead to early discovery and early treatment of diseases. Since fiscal 2020, we have identified special health guidance as an important issue and are encouraging health exams through email and phone calls so that individuals fully receive guidance and work on improving their lifestyle habits.

◆ 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. Preparations were simultaneously put in motion to create outdoor smoking areas in further consideration of preventing second-hand 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 carries out educations 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

◆ Infection Prevention Measures

Hino Motors takes various measures to protect employees from infectious diseases such as COVID-19 and influenza. In the case of COVID-19, an internal task force has been established that is conducting infection prevention measures that place the highest priority on employee safety. These measures not only recommend telework and online meetings, but

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also prohibit events and business trips, create standards for coming to work, and set up automated thermal temperature scanners and panels to prevent droplet transmission. Other measures include the development of a system to implement PCR testing at an in-house clinic* and free distribution of masks produced by Hino to employees. To prevent influenza, we began providing flu shots to protect the health of our employees in all workplaces in fiscal 2018. The inoculation rate was only 5.2% until fiscal 2017 since the vaccinations were only given at some workplaces, but that rate continues to increase each year, rising to 25% in fiscal 2018, 31% in fiscal 2019, and 40% in fiscal 2020.

* Conditions apply to implementation.

◆ Educating Employees on Improving Health

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. In fiscal 2020, these lectures were held online to prevent the spread of COVID-19 infections.

| 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. Hino Motors is working to improve convenience for employees stationed outside Japan by communicating local information and adopting cashless payments when costs are incurred at a local medical facility.

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.

Basic approach

Promotion System for Quality Assurance

The diagram illustrates the Toyota Production System (TPS) as a continuous cycle. At the base is a blue bar labeled "Development of human resources". Above this is a cycle of six grey boxes connected by blue arrows in a clockwise direction: "Production" (bottom left), "Procurement" (bottom center), "Production preparation" (bottom right), "Design" (top right), "Commodity planning / Production planning" (top center), and "Sales and after-sales service" (top left). A large blue arrow points upwards from the cycle to a red box at the top labeled "Providing value to customers". The text "Raising and improving quality" is centered above the cycle, and "Operate the quality-assurance-cycle by interconnection" is written across the middle of the cycle.

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graph TD; HR[Development of human resources] --> Cycle; subgraph Cycle; P[Production] --> Proc[Procurement]; Proc --> PP[Production preparation]; PP --> Design[Design]; Design --> CPP[Commodity planning / Production planning]; CPP --> SAS[Sales and after-sales service]; SAS --> P; end; Cycle --> Value[Providing value to customers];
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Providing value to customers

Raising and improving quality

Operate the quality-assurance-cycle by interconnection

Development of human resources

To discover and improve product defects in the initial stage of the product development process, Hino Motors conducts extensive discussions in the early design stage on compliance with laws and regulations, environmental considerations, and market uses in an effort to boost the quality of design plans. A high-quality design review (a step that checks and studies the design) is conducted onsite using actual products with the goal of continuously producing first-rate goods.

At least once a year, Hino Motors conducts an internal audit to further strengthen appropriate quality assurance activities, based on laws in all relevant countries and internal regulations. This internal audit is carried out by a team formed of

Safety Health Quality Respect for Human Rights Human Resources “Creation” and Work Styles Supply Chain

Social Responsibility Initiatives

Initiatives for Raising Employee Quality Awareness

Hino Motors aims to improve the quality of products and services that meet the needs of its customers and the world. We promote QC circle activities, PROGRESS (technology-related small group activities)*2, and efforts to improve workplace management at all employment levels, from workers to managers. In addition, every year inhouse competitions are held using actual examples of activities that passed internal qualifying rounds in each department. Through these outstanding examples of advancements presented at the programs, participants gain understanding of new methods and approaches. This encourages employees to learn from one another and make improvements.

*2 QC circle activities, PROGRESS (technology-related small group 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.

Since fiscal 2015, Hino Motors has been holding “Exhibition of Quality Improvement Activity” every year in November, the Company’s 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 our principle of “top priority to quality and customer satisfaction”.

Completion ceremony

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◆ Hino Group Award System

Hino Motors dealers across Japan regularly hold a service skills competition. 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 service skills



Awards ceremony

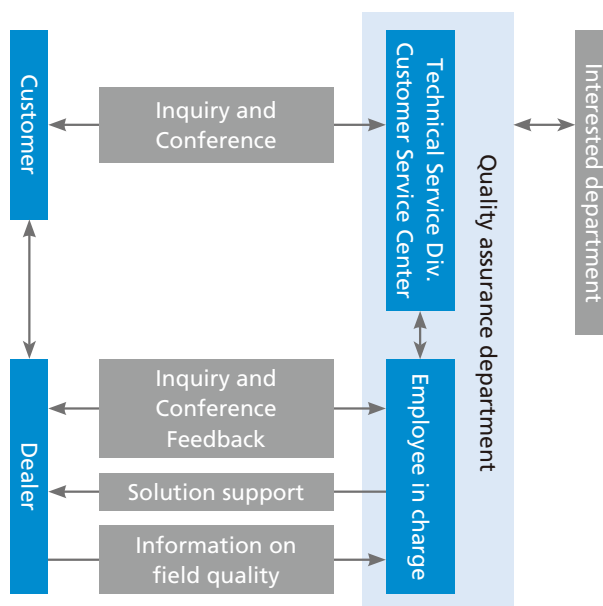


Awarded dealers

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



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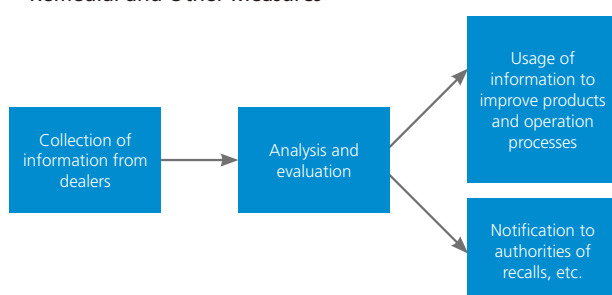
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Handling Quality Defects and Recalls

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 their scheduled operations, Hino Motors has established a system that rapidly collects all the needed quality information and 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)		
	FY2018	FY2019	FY2020
Recalls ^{*1}	21	14	11
Remedial measures ^{*2}	0	1	0
Service campaigns ^{*3}	12	12	5

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.

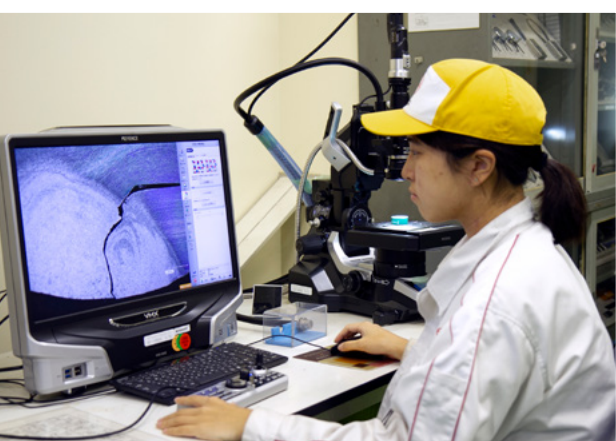
I feel pride working on the front line to support Hino vehicle quality

Maho Izukawa



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.

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.



Basic Stance

Respect for Human Rights

- * Hino Motors participated in planning the “My Jinken Declaration” project sponsored by the Ministry of Justice Human Rights Bureau.



HINO SUSTAINABILITY REPORT 2021

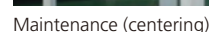
Basic Stance

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.

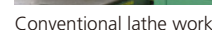
Based on a climate of “teach and be taught,” Hino Motors advocates a basic policy of human resource development that boosts work capabilities through on-the-job training (OJT). With the goal of complementing OJT, diverse group training (off-the-job training) is also carried out, such as hierarchal training 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.

	Professional human resource development phase(For business operators)	Management and highly specialized staff development phase(For managers)										
Administrative and R&D positions	<table border="1"> <tr> <td>New recruit training</td><td>Training for middle-level positions, according to position</td></tr> <tr> <td>(74)</td><td>(465)</td></tr> </table>	New recruit training	Training for middle-level positions, according to position	(74)	(465)	<table border="1"> <tr> <td>Training for managers, according to position</td></tr> <tr> <td>(226)</td></tr> </table>	Training for managers, according to position	(226)				
	New recruit training	Training for middle-level positions, according to position										
	(74)	(465)										
	Training for managers, according to position											
	(226)											
Company-Wide shared elective courses(covering environment, financial affairs, legal affairs and labor issues)												
Preparatory training for personal appointed overseas(covering languages and cross-cultural communication skills)												
Self-learning(Languages and support for certification)												
Skilled technical position	In-house Skills Accreditation System for supporting on-the-job training of all employees											
	<table border="1"> <tr> <td>New recruit training</td><td>Specialized training on the Toyota Production System(TPS)*¹</td><td>Training for newly appointed instructors</td></tr> <tr> <td>(201)</td><td>(23)</td><td>(120)</td></tr> </table>	New recruit training	Specialized training on the Toyota Production System(TPS)* ¹	Training for newly appointed instructors	(201)	(23)	(120)	<table border="1"> <tr> <td>Training for newly appointed supervisors</td><td>Training for newly appointed senior supervisors</td></tr> <tr> <td>(74)</td><td>(38)</td></tr> </table>	Training for newly appointed supervisors	Training for newly appointed senior supervisors	(74)	(38)
	New recruit training	Specialized training on the Toyota Production System(TPS)* ¹	Training for newly appointed instructors									
	(201)	(23)	(120)									
	Training for newly appointed supervisors	Training for newly appointed senior supervisors										
	(74)	(38)										
	<table border="1"> <tr> <td>Training courses on quality control(QC)*² methods</td><td>Training for QC instructors</td></tr> <tr> <td>(120)</td><td>(119)</td></tr> </table>	Training courses on quality control(QC)* ² methods	Training for QC instructors	(120)	(119)	<table border="1"> <tr> <td>Training course for QC managers</td></tr> <tr> <td>(72)</td></tr> </table>	Training course for QC managers	(72)				
Training courses on quality control(QC)* ² methods	Training for QC instructors											
(120)	(119)											
Training course for QC managers												
(72)												
<table border="1"> <tr> <td>Employee recruitment program</td><td>TWI training course*³</td></tr> <tr> <td>(0)</td><td>(115)</td></tr> </table>	Employee recruitment program	TWI training course* ³	(0)	(115)	<table border="1"> <tr> <td>TPS practice course</td><td>Training course for TPS managers</td></tr> <tr> <td>(71)</td><td>(104)</td></tr> </table>	TPS practice course	Training course for TPS managers	(71)	(104)			
Employee recruitment program	TWI training course* ³											
(0)	(115)											
TPS practice course	Training course for TPS managers											
(71)	(104)											

*3 TWI: "Training within Industry": TWI is a training technique for improving leadership and managerial skills.



From fiscal 2019, the system was established as a 180-person, three-year program. Graduates are sent to various worksites.



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.

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


To encourage even greater success for female employees, Hino Motors has made ongoing efforts to actively promote women to management positions. As of April 2021, there are 49 female managers working in a variety of important positions. The Company is making ongoing efforts to continue and expand our support for balancing work with parenting and family to reach our goal of a further 30% increase by fiscal year 2025. In addition, the Company is focusing on the following matters to further improve human resource systems and the corporate climate as well as support for women's careers to enable employees regardless of gender, particularly those raising children, to participate in the workplace.

- Opportunities for women to attain success both within and outside 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.

FY2014*	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
19	21	23	30	36	43	46	49

* As of November

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.

 Hino Harmony, Ltd. (Japanese only)

In 2019, the retirement age has been extended to 65 years old in order to allow veteran employees to demonstrate their advanced skills and abilities more widely. The aim is to increase the degree to which abilities and roles are reflected in treatment, and to have them play an active role with high motivation.

- Number of Re-employed Staff

	March 31, 2017	March 31, 2018	March 31, 2019	March 31, 2020	March 31, 2021
Number of re-employed staff	487	506	505	516	391

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.

● Foreign Nationals Employed at Hino Motors

	(Total employees on a non-consolidated basis)		
	Total employees	Foreign nationals	Ratio of foreign nationals
Full-time employment	12,784	62	0.5
Other employment	1,277	29	2.3
Total	14,061	91	0.6

Corporate Information	Top Message	The HINO Credo & Course of Action	Realizing a Sustainable World	Environmental Management	Hino's Strategies and Initiatives and the Sustainable Development Goals (SDGs)	CSR Management	Topic	ESG Initiatives	Environment	Social	Governance	ESG data and others
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Safety Health Quality Respect for Human Rights
Social Responsibility Initiatives

Human Resources "Creation" and Work Styles

Supply Chain

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 FY2020
Childcare leave	Leave until the date the employee's child reaches his or her second birthday through to March 31	146
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	114
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	5,600
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	39
Family care leave	Five days of annual leave per family member requiring nursing care	50

◆ 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.

Hino Motors is developing an environment that enables every employee to consider their career plan (what they want to accomplish) and achieve a fulfilling work-life balance. In April 2021, we introduced the permission system for supplementary work with the aim of supporting a variety of work styles by increasing work-style choices.

- Newly establishing telework provisions and introducing a telework system

As COVID-19 infections began spreading in early 2020, we expanded the ability to work from home to our approximately 6,500 clerical workers as an infection prevention measure. In October 2020, the telework provisions were newly established and the telework system launched under agreement between labor and management not only as a measure against COVID-19 infections, but also to allow employees to fully demonstrate their abilities without being bound by time and place.

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 Region and Union Directors

Corporate Information	Top Message	The HINO Credo & Course of Action	Realizing a Sustainable World	Environmental Management	Hino's Strategies and Initiatives and the Sustainable Development Goals (SDGs)	CSR Management	Topic	ESG Initiatives					
								Environment	Social	Governance ESG data and others			
Safety		Health	Quality	Respect for Human Rights	<u>Human Resources "Creation" and Work Styles</u>			Supply Chain					
Social Responsibility Initiatives													

◆ Initiatives to Boost Employee Satisfaction (ES)

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 has marked fiscal 2021 as the first year of corporate culture reform and will tackle improving ES based on the following 3 perspectives to create an environment that is fair, open, and rewarding in all workplaces.

● 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.

Review and analysis of employee satisfaction are carried out to take stock of the above 3 endeavors. This indicator is shared with each workplace and all employees, and utilized to plan and execute measures enabling everyone to continue working with peace of mind.

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Safety Health Quality Respect for Human Rights Social Responsibility Initiatives

Human Resources “Creation” and Work Styles

Supply Chain

| Example | Opening Ton-Ton Kids Nursery School

Currently, there are approximately 2,000 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. In addition, Hino has recently been implementing infection control measures such as staggered operations and installing partitions for employees that go to work during the COVID-19 pandemic to promote worksite improvements enabling people to eat meals with peace of mind.



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

Corporate Information	Top Message	The HINO Credo & Course of Action	Realizing a Sustainable World	Environmental Management	Hino's Strategies and Initiatives and the Sustainable Development Goals (SDGs)	CSR Management	Topic	ESG Initiatives		
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Safety Health Quality Respect for Human Rights <u>Human Resources “Creation” and Work Styles</u> Supply Chain										
Social Responsibility Initiatives										

◆ Human Resource Development and Fostering Employee Unity

● Competing in the Dakar Rally—Aiming for a higher place by making higher performance truck

Hino Motors participated in the “Dakar Rally 2021,” which was held in Saudi Arabia in January. We achieved 12th place overall in the truck category marking twelve 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 trucks and buses.

This fiscal year, Hino Motors is developing a truck in a bid to be a top contender through outstanding vehicle performance achieved using weight reduction, Hino’s hybrid racing system, and an engine capable of high horsepower.

The mechanics that support the race are mainly Hino Motors employees and employees of sales companies nationwide. This activity is also utilized in human resource development of elite employees who will support the future of Hino Motors.

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.



Vehicle maintenance in the bivouac



Racing on a difficult course



[More information about the Dakar Rally](#)

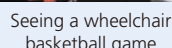
Hino Motors will continue striving to create a team rooted in community that continually brings inspiration and excitement to everyone involved by improving the quality, skills, and value of rugby. Furthermore, we are building even stronger ties with communities and fans to boost the spirits of Team Hino and contribute to greater development of regional society through the popularization of rugby.



An intense competition

Hino Motors is promoting initiatives to deepen ties with the local community through sports.

First, learn



Para athlete speech
Completely blind swimmer Junichi
Kawai

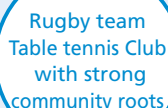
Corporate bocchia tournament

- Parasports was more powerful than I expected.
- The para athletes were very tough and strong.



Feedback from Employees

Building Bonds with Communities



Tag rugby class

Table tennis class

Corporate
ekiden
running event
(with participation of
municipal employees)

All the participants

**Festival at
plant**
(in cooperation with
community citizens)

Wheelchair basketball

Boccia

- 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

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								Environment Social Governance ESG data and others

Safety Health Quality Respect for Human Rights
Social Responsibility Initiatives

Human Resources "Creation" and Work Styles

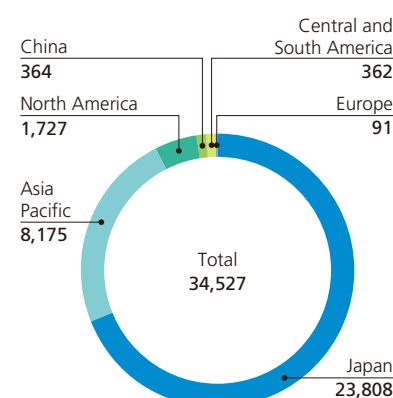
Supply Chain

Human Resources Data

● Number of Employees (Consolidated)

	March 31, 2018	March 31, 2019	March 31, 2020	March 31, 2021
Japan	23,120	23,524	23,675	23,808
Asia Pacific	7,518	8,268	8,340	8,175
North America	1,463	1,550	1,711	1,727
China	363	351	359	364
Central and South America	179	284	365	362
Europe	76	92	98	91
Total	32,719	34,069	34,548	34,527

● Number of Employees Total (Consolidated as of March, 2021)



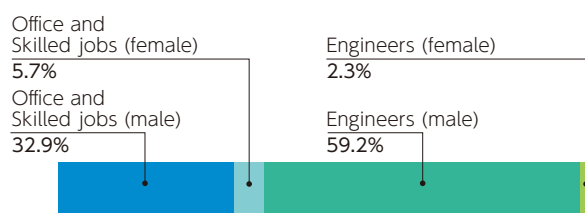
● Shift in number of employees by type of employment

	March 31, 2019	March 31, 2020	March 31, 2021
Full-time employment	34,069	34,548	34,527
Other employment	11,373	9,640	7,363
Total	45,442	44,188	41,890

● Number of Employees (Non-consolidated)

	March 31, 2017	March 31, 2018	March 31, 2019	March 31, 2020	March 31, 2021
Males	11,720	11,763	11,960	11,813	11,779
Females	902	942	975	992	1,005
Total	12,622	12,705	12,935	12,805	12,784

● Ratio by Job Type (Non-consolidated, as of March 31, 2021)



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.

Corporate Information	Top Message	The HINO Credo & Course of Action	Realizing a Sustainable World	Environmental Management	Hino's Strategies and Initiatives and the Sustainable Development Goals (SDGs)	CSR Management	Topic	ESG Initiatives		
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Safety Health Quality Respect for Human Rights Social Responsibility Initiatives				Human Resources “Creation” and Work Styles				Supply Chain		

The Power That Sustains Hino Motors

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

Product Strategy Dept
CUBE-LINX

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.

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.



Basic Stance

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

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.

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.

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.

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.

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.

Based on Green Purchasing Guidelines, 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 Respect for Human Rights Human Resources “Creation” and Work Styles Supply Chain

Social Responsibility Initiatives

Initiatives to strengthen compliance in the Hino Group and all supply chains

Hino Motors communicates its compliance message to Hino Group suppliers to gain understanding of the approach to CSR. The Company has developed Supplier CSR Guidelines for all supply chains that are utilized in endeavors to improve CSR. The suppliers for each company also use the guidelines to check handling of CSR. In addition, Hino Motors administers questionnaires on compliance to grasp the state of implementation and conducts feedback in an effort to strengthen compliance in all supply chains. In regard to human rights, we also grasp the circumstances involving training for foreign interns who are accepted by many suppliers, and hold regular consultation meetings to discuss issues.



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 2020, the Supplier General Assembly was cancelled as in the previous fiscal year due to COVID-19. However, a video was distributed to more than 360 suppliers on the procurement policy for fiscal 2021 that encompasses the operating foundations of safety, quality, compliance, environment, and supply, as well as on strengthening global competitiveness and building a procurement infrastructure with advanced technology. In addition, awards were given to suppliers that have made notable contributions.

◆ 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 2020, 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 2021 online.

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								Environment	Social	Governance ESG data and others

Safety Health Quality Respect for Human Rights Human Resources “Creation” and Work Styles Supply Chain
[Social Responsibility Initiatives](#)

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.

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.



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Safety Health Quality Respect for Human Rights

Human Resources “Creation” and Work Styles

Supply Chain

Social Responsibility Initiatives



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



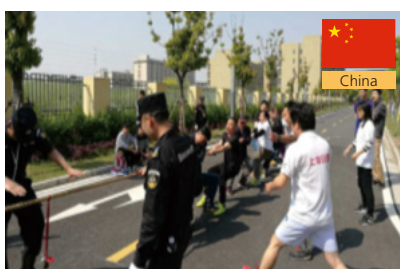
Supporting activities of a local baseball team called Saitama Musashi Heat Bears



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)

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Safety Health Quality Respect for Human Rights Human Resources “Creation” and Work Styles Supply Chain
[Social Responsibility Initiatives](#)

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	Respect for	Human Rights	Human Resources “Creation” and Work Styles	Supply Chain
Social Responsibility Initiatives						

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

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

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.

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.