

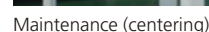
## Basic Stance

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.

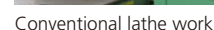
Based on a climate of “teach and be taught,” Hino Motors advocates a basic policy of human resource development that boosts work capabilities through on-the-job training (OJT). With the goal of complementing OJT, diverse group training (off-the-job training) is also carried out, such as hierarchal training 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> <th>New recruit training</th><th>Training for middle-level positions, according to position</th></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> <th>Training for managers, according to position</th></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> <th>New recruit training</th><th>Specialized training on the Toyota Production System(TPS)*<sup>1</sup></th><th>Training for newly appointed instructors</th></tr> <tr> <td>(201)</td><td>(23)</td><td>(120)</td></tr> </table>	New recruit training	Specialized training on the Toyota Production System(TPS)* <sup>1</sup>	Training for newly appointed instructors	(201)	(23)	(120)	<table border="1"> <tr> <th>Training for newly appointed supervisors</th><th>Training for newly appointed senior supervisors</th></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)* <sup>1</sup>	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> <th>Training courses on quality control(QC)*<sup>2</sup> methods</th><th>Training for QC instructors</th></tr> <tr> <td>(120)</td><td>(119)</td></tr> </table>	Training courses on quality control(QC)* <sup>2</sup> methods	Training for QC instructors	(120)	(119)	<table border="1"> <tr> <th>Training course for QC managers</th></tr> <tr> <td>(72)</td></tr> </table>	Training course for QC managers	(72)				
Training courses on quality control(QC)* <sup>2</sup> methods	Training for QC instructors											
(120)	(119)											
Training course for QC managers												
(72)												
<table border="1"> <tr> <th>Employee recruitment program</th></tr> <tr> <td>(0)</td></tr> </table>	Employee recruitment program	(0)	<table border="1"> <tr> <th>TWI training course*<sup>3</sup></th></tr> <tr> <td>(115)</td></tr> </table>	TWI training course* <sup>3</sup>	(115)							
Employee recruitment program												
(0)												
TWI training course* <sup>3</sup>												
(115)												
	<table border="1"> <tr> <th>TPS practice course</th><th>Training course for TPS managers</th></tr> <tr> <td>(71)</td><td>(104)</td></tr> </table>	TPS practice course	Training course for TPS managers	(71)	(104)							
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
-----------------------	-------------	-----------------------------------	-------------------------------	--------------------------	--	----------------	-------	-----------------	-------------	--------	------------	---------------------

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.



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

## ◆ Newly Establishing a System Enabling Diverse Experiences

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.

This system develops an environment that makes it easier for employees to consider and achieve the career they desire. Moreover, this system targets employee growth through skills improvement gained from experience and encourages feedback into the business. Widespread utilization will further enhance our employees’ work-life balance.

### ● Newly establishing telework provisions and introducing a telework system

In April 2018, Hino Motors introduced the telecommuting system to support balancing work with parenting and caregiving.

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.

## ◆ 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. These activities continued in fiscal 2020, and from fiscal 2021 opportunities such as workplace discussions are being created in every department to share workplace opinions and hold discussions that speedily resolve issues and troubles.

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

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.

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  
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										
								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										

## ◆ 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](#)

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  
Social Responsibility Initiatives

Human Resources “Creation” and Work Styles

Supply Chain

## ● The Hino Red Dolphins are set to compete in heated matches in Japan Rugby League ONE

The Hino Motors rugby team, the Hino Red Dolphins, has competed since its creation in 1950 under the motto of “fostering a sense of Group unity” and being “a community-based club.” The team has been playing in Japan’s top-tier league after succeeding in its long-sought goal of ascending to the highest level of rugby competition in 2018.

The newest stage in Japanese rugby, Japan Rugby League One will launch in January 2022.

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.



Fierce competition with famous competitive teams



Scoring a try



Hino Red Dolphins (Japanese only)

## ● Hino Table Tennis Club King Fischer’s to fight in Japan Table Tennis League 1st Division

For the nearly 50 years since its creation in 1970, Hino Motors’ table tennis club has endeavored to build a team around the concepts of bolstering the spirits of Hino Group employees and contributing to regional society. The team has contributed to fostering a sense of unity in Team Hino since it was promoted to the first division of the Japan Table Tennis League in 2018. It also began endeavoring to deepen understanding of the sport and strengthening community bonds by promoting table tennis through table tennis classes for municipal junior high school students and participation in municipal table tennis events. Competing in the first division will promote the development of communities and Team Hino by sharing with communities the “image of Hino as a company continuously tackling challenges” and the “value of continuing to strive to win” with Team Hino.



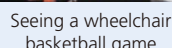
A match played on home turf in Hino City was watched by over 600 spectators



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

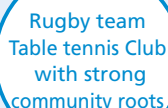
Corporate bocchia tournament

- 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



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 <b>Social</b> Governance ESG data and others

Safety Health Quality Respect for Human Rights  
Social Responsibility Initiatives

Human Resources "Creation" and Work Styles

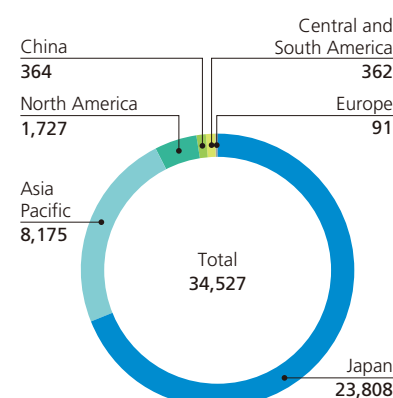
Supply Chain

## 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)



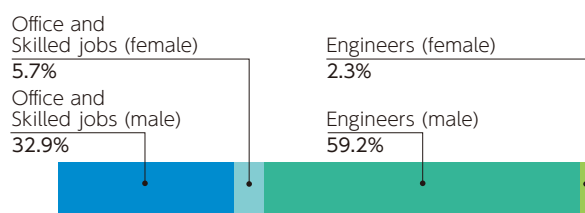
### ● Shift in number of employees by type of employment

	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		
								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		

## 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.

