Hino’s Vision for the Future

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President, Member of the Board
Hino Motors, Ltd.
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3. Summary
Hino has worked with customers to overcome a broad range of challenges in a turbulent business environment.
1. Recent History  
   1) Introduction of market best-fit vehicles

To accommodate the diverse needs of global customers
― Developing market best-fit vehicles based on modular designs ―

Launched first modularized product

Indonesia (Launched Jan. '15)

Thailand (Launched Sept. '15)

To be launched in different markets moving forward
1. Recent History 1) Introduction of market best-fit vehicles

To accommodate the diverse needs of global customers
— Optimization of our production and supply structure —

Japan
To become mother plants that play a key role in our production and supply structure

Koga Plant
Axle process (From Apr. ’15)

Nitta Plant
"Differential Center" (From Jul. ’14)

Overseas
Expand processes to become regional production bases

Indonesia
- Engine (From Nov. ’12)
- Axle (From Dec. ’13)
- Propeller shaft (From Dec. ’13)
- Transmission (From Jan. ’15)

Thailand
- Differential (From Mar. ’14)
- Propeller shaft (From Nov. ’14)
To ensure that our customers will recognize us as a “true business partner”

Value from the customers’ perspective = What we must do at Hino

Maximize up-times

Minimize lifecycle costs

Support our customers’ businesses and grow together

Implement activities at “Teams Hino” in Japan and overseas

1. Recent History  2) Hino’s Total Support

- Recent History
- 2) Hino’s Total Support
- Maximize up-times
- Minimize lifecycle costs
- Support our customers’ businesses and grow together
- Implement activities at “Teams Hino” in Japan and overseas

24-hour outcall services for accidents and breakdowns

Enhance our service networks (Optimally locate centers, increase their numbers, etc.)

Eco-Driving Seminars

Eco Tree Reports
2. Hino’s Vision for the Future  

1) Overall Vision

Support our customers’ businesses with “Best-fit Products” and “Total Support.”

“To make the world a better place to live by helping people and goods get to where they need to go—safely, economically and with environmental responsibility—while focusing on sustainable development.”

Sustainable growth

Support our customers’ business and grow together.

Best-fit Products

Total Support
Continue to enhance our actions for delivering “Best-fit Products” and “Total Support.”

**Best-fit Products**
- Quality, Durability, and Reliability
- Market best-fit
- Safety and environmental technologies

**Total Support**
- Value from the customers’ perspective
  - Maximize up-times
  - Minimize lifecycle costs
- Global operations
To enable sustainable growth, we will strengthen the region—the Americas, and the product—light-duty vehicles.

“To make the world a better place to live by helping people and goods get to where they need to go—safely, economically and with environmental responsibility—while focusing on sustainable development.”

Support our customers’ business and grow together.

Best-fit Products

Total Support

Regions: Japan + Asia + Americas

Products: Heavy-duty + Medium-duty + Light-duty
2. Hino’s Vision for the Future  3) Strategies for the future

[1] Region: Strengthen operations in the Americas

Establish the Americas as our third pillar after Japan and Asia.

In the process of establishing business foundations through “Best-fit Products” and “Total Support”.

Units sold in the last 5 FYs by region (FY ’11-’15)

<table>
<thead>
<tr>
<th>Region</th>
<th>FY '11</th>
<th>FY '12</th>
<th>FY '13</th>
<th>FY '14</th>
<th>FY '15</th>
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<tbody>
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<td>Japan</td>
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<tr>
<td>Other</td>
<td>13</td>
<td>13</td>
<td>17</td>
<td>18</td>
<td>21</td>
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</tbody>
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(North, Central and South America)
Grow Hino into our customers’ brand of choice by offering “Best-fit Products” and “Total Support.”
2. Hino’s Vision for the Future  3) Strategies for the future


Solid track record of unit sales in Japan and overseas.

Global units sold

Proportion of light-duty trucks

Full facelift ('12)
Launched HV model overseas ('08)
Launched HV model ('04)
Full market entry ('00)

Light-duty trucks
Heavy- and medium-duty, etc.

(Note: Figures for '00 include shipped units)
2. Hino’s Vision for the Future  3) Strategies for the future


Accelerate our light-duty trucks operations in addition to our heavy- and medium-duty trucks operations.

Actions taken in the light-duty trucks area

HINO300 Series

We are enhancing our servicing capabilities for light-duty trucks (Established centers specializing in medium- and light-duty trucks, and implemented dedicated lanes)

Best-fit Products  Total Support

Naganuma Sales Office, Chiba Branch, Chiba Hino

Head Office, Kyoto Hino
In order to realize sustainable growth
— Be more resilient to changes in the business climate —

**Important indices**

- Improve profitability
- Improve our financial strength

**Actions**

- To be Multi-axis through “region” and “product”.
- Ensure both high-level investments and financial strength.

**Specific perspectives**

- Achieve operating profit on sales of 8% for the medium term.
- Reduce effective interest-bearing liabilities to zero at an early date.

**Dividends**

Continue to pay stable dividends
3. Summary

- Support our customers’ businesses with “Best-fit Products” and “Total Support.”
- We will enhance our operations in the Americas and light-duty trucks operations to achieve sustainable growth.

“To make the world a better place to live by helping people and goods get to where they need to go—safely, economically and with environmental responsibility—while focusing on sustainable development.”

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</table>

Sustainable growth

Focus on “Quality”

Strategies for the future

- Resilient to changes in the business climate
- Strengthen further

Our ties with our customers

Hino’s mission

Best-fit Products

Total Support

Support our customers’ business and grow together.
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Reminders regarding forward-looking statements.