



Hino's Vision for the Future

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Hino Motors, Ltd.

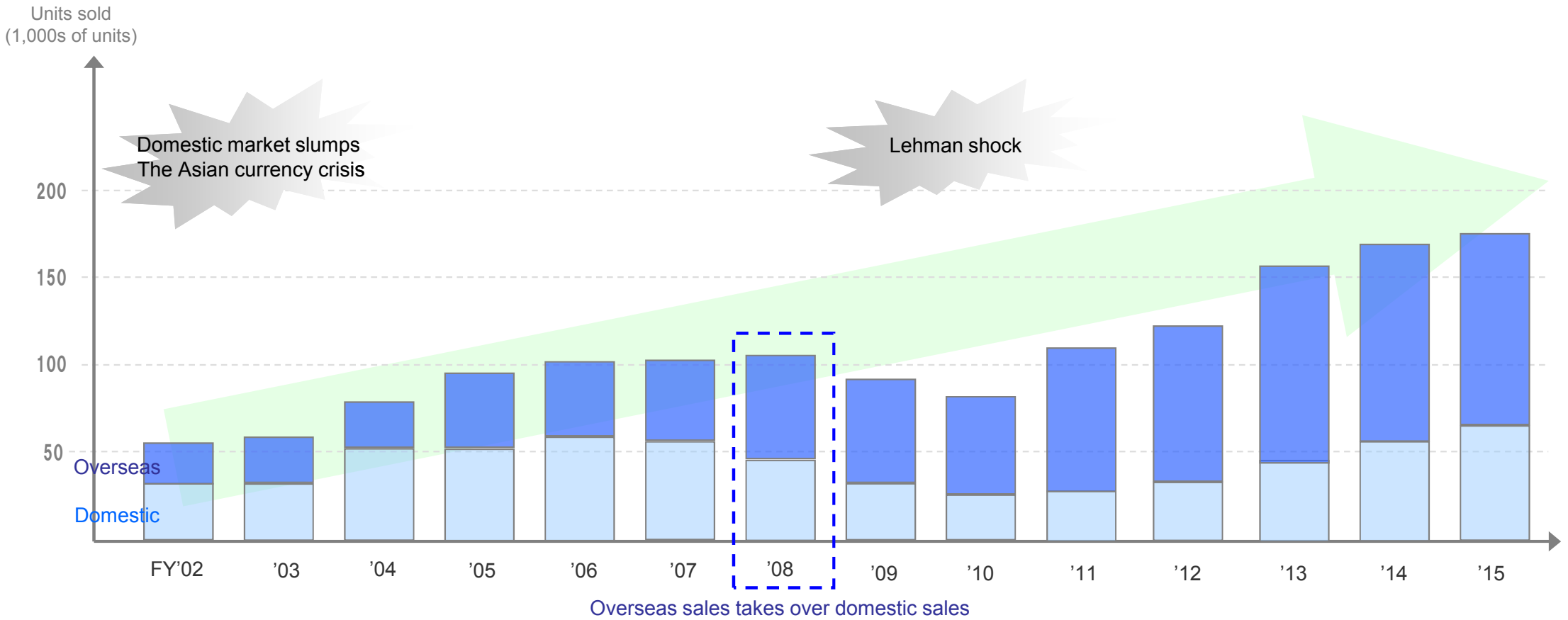


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1. Recent History

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)



Artist's conception of completed plant

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)

1. Recent History 2) Hino's Total Support



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

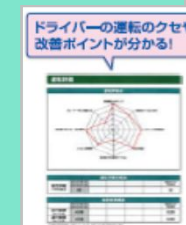


24-hour outcall services
for accidents and breakdowns

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



Eco-Driving Seminars



Eco Tree
Reports



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."

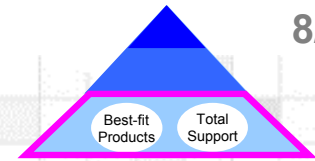
Sustainable growth

Support our customers' business and grow together.

Best-fit
Products

Total
Support

2. Hino's Vision for the Future 2) Basic Actions



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

2. Hino's Vision for the Future 3) Strategies for the future



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.”

Hino's mission

Sustainable growth

Strategies for the future

Regions: Japan + Asia + **Americas**
Products: Heavy-duty + Medium-duty + **Light-duty**

Support our customers' business and grow together.

Our ties with our customers

Best-fit Products

Total Support

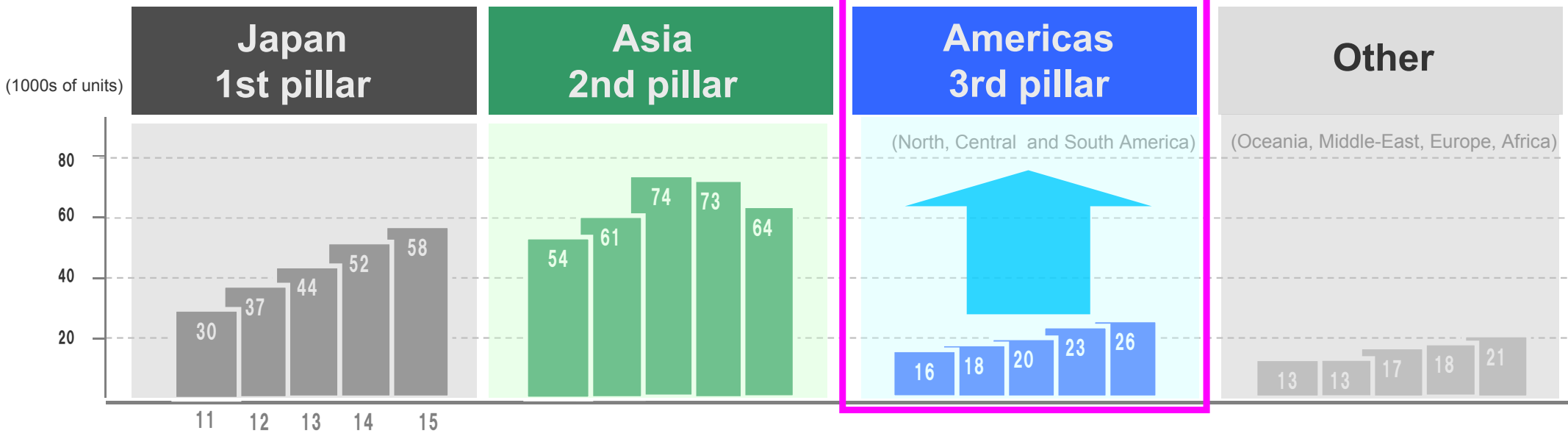
2. Hino's Vision for the Future 3) Strategies for the future

[1] Region: Strengthen operations in the Americas



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

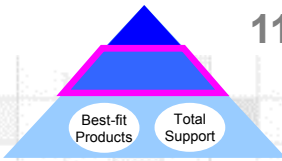
Units sold in the last 5 FYs by region (FY '11-'15)



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

2. Hino's Vision for the Future 3) Strategies for the future

[1] Region: Strengthen operations in the Americas



Grow Hino into our customers' brand of choice
by offering "Best-fit Products" and "Total Support."

Actions in the Americas



Market best-fit vehicles for the North American market



Best-fit Products



Service Support Center for Central and South America



Servicing Skill Contest



Eco-Driving Seminars

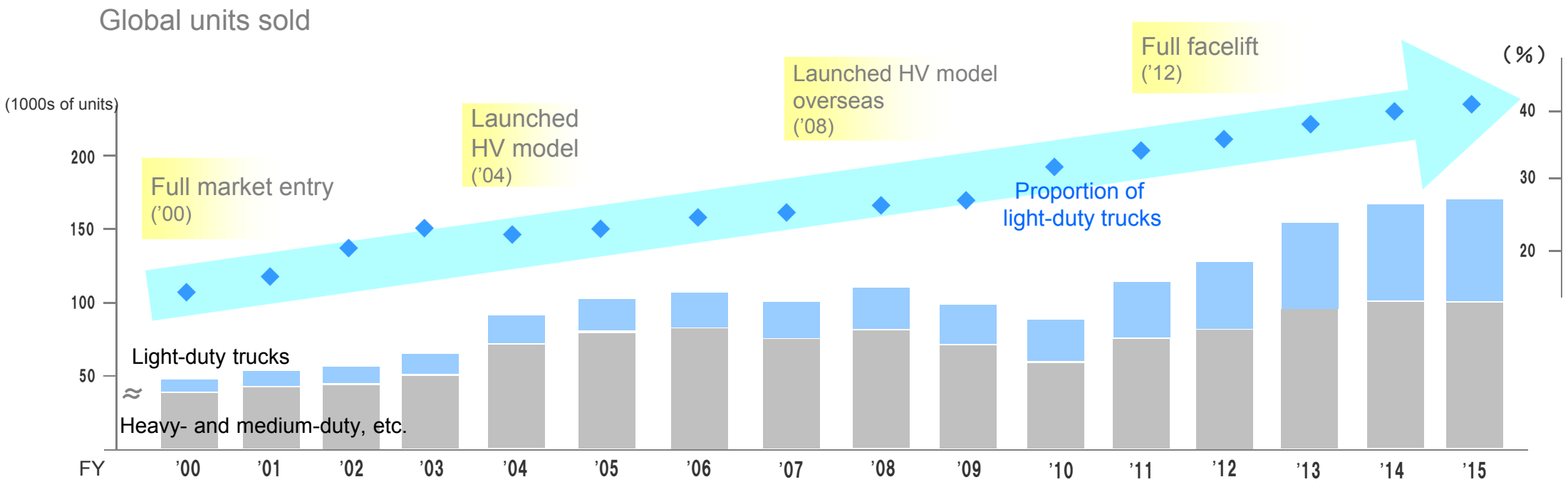
Total Support

2. Hino's Vision for the Future 3) Strategies for the future



[2]Products: Strengthen our light-duty trucks business

Solid track record of unit sales in Japan and overseas.



(Note: Figures for '00 include shipped units)

2. Hino's Vision for the Future 3) Strategies for the future



[2]Products: Strengthen our light-duty trucks business

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

Actions taken in the light-duty trucks area



(same as left)

HINO300 Series

Hybrid model launched in Taiwan in Sept. '14.



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

Head Office, Kyoto Hino



Best-fit Products

Total Support



In order to realize sustainable growth
— Be more resilient to changes in the business climate —

Important indices

Actions

Specific perspectives

Improve profitability

To be Multi-axis through “region” and “product”.

Achieve operating profit on sales of 8% for the medium term.

Improve our financial strength

Ensure both high-level investments and financial strength.

Reduce effective interest-bearing liabilities to zero at an early date.

Dividends

Continue to pay stable dividends

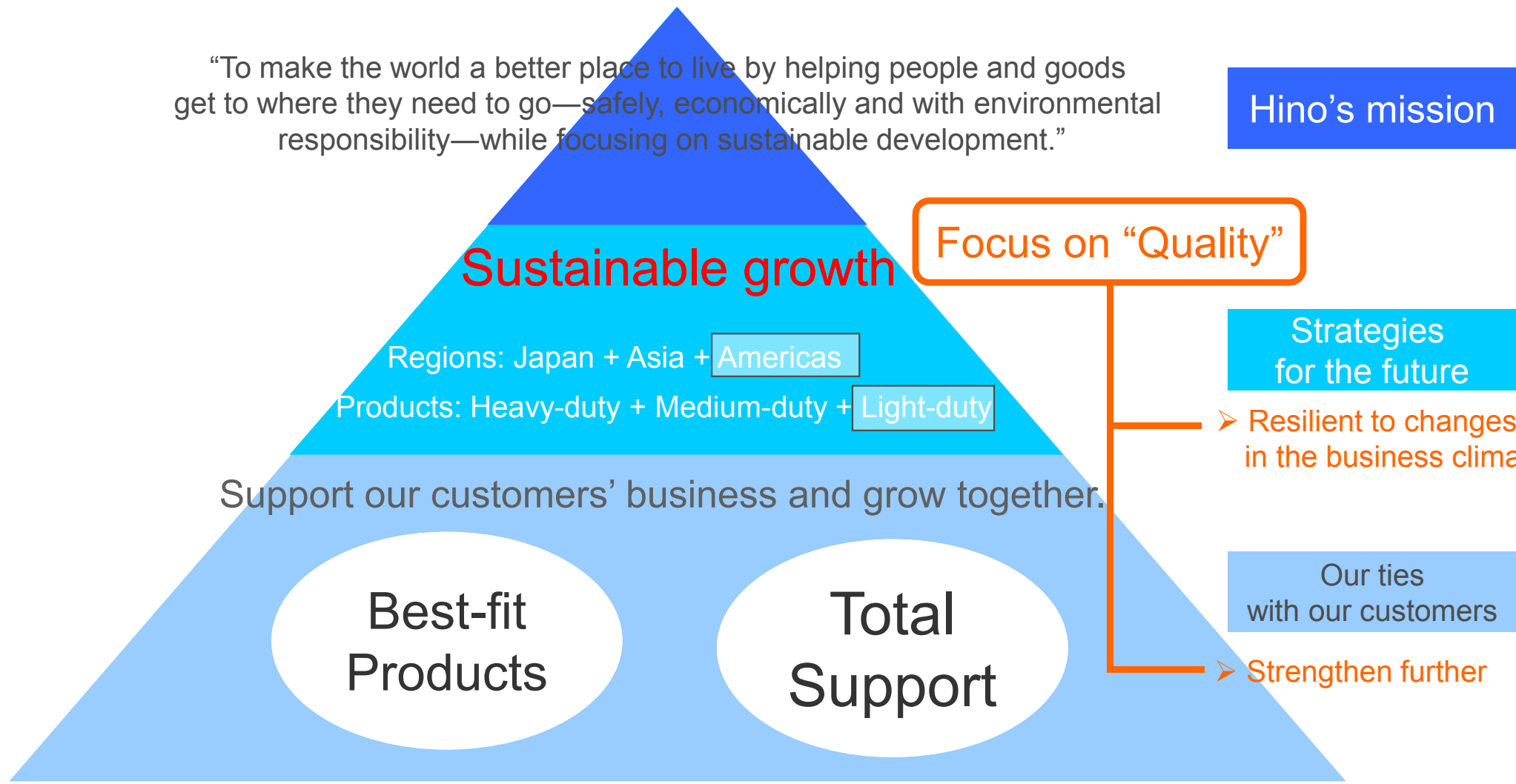
3. Summary



- 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."

Hino's mission





Reminders regarding forward-looking statements.

This material contains forward-looking statements regarding the performance, goals, plans, and strategies of Hino Motors (including its consolidated subsidiaries). These forward-looking statements are based on determinations and assumptions that have been derived from information currently available, and may differ considerably from real performance figures and future operations at Hino Motors due to uncertainties inherent in such determinations and assumptions, and other variables including changes in future corporate operations as well as shifts in internal and external conditions.