## $\label{eq:hinomotors} \textbf{HINO MOTORS, LTD.}$

## ANNUAL REPORT

For The Year Ended March 31, 2000



Hino Motors, Ltd. manufactures and sells trucks, buses and industrial diesel engines. Focusing in particular on medium- and heavy-duty trucks\*, Hino Motors has held the top position in this market for 27 consecutive years. Last year the Company also began making inroads into a new market sector with the release of a light-duty truck\* jointly developed with Toyota Motor Corporation.

On October 1, 1999, Hino Motors merged with Hino Motor Sales, Ltd., formerly the Company's domestic distributor. This milestone in the Company's history was accompanied by the launching of a far-reaching program of restructuring.

\*Light-duty trucks have payloads from 2.0 to less than 4.0 tons; medium-duty trucks have payloads from 4.0 to less than 5.0 tons; heavy-duty trucks have payloads of 5.0 tons and over.

## CONTENTS

FINANCIAL HIGHLIGHTS	1
MESSAGE FROM THE MANAGEMENT	2
INTERVIEW WITH THE PRESIDENT	4
REVIEW OF OPERATIONS	7
FINANCIAL REVIEW	12
CONSOLIDATED BALANCE SHEETS	14
CONSOLIDATED STATEMENTS OF OPERATIONS	16
CONSOLIDATED STATEMENTS OF SHAREHOLDERS' EQUITY	17
CONSOLIDATED STATEMENTS OF CASH FLOWS	18
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS	19
REPORT OF INDEPENDENT CERTIFIED PUBLIC ACCOUNTANTS	26
DIRECTORS AND AUDITORS/EXECUTIVE OFFICERS	27
CORPORATE DATA	28