

HINO

Cares

Issue 001

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The “hand” is also a “heart.”

No matter how small the part
No matter how small the service
In it lies the philosophy
Which makes a Hino, a Hino.
We at Hino
Will never stop our working hands
So that our customers can be happy
with their choice
“I’m glad we chose Hino.”



HINO Cares Hand

I intend to do whatever it takes to develop Hino into America's most trusted truck company.

Bob Horn, Hino District Service Manager, North America



“I recognize that the most important point here is whether the dealerships and customers have a good relationship.”

The photo on the cover of this edition of “Hino CARES” shows the caring hands of a man holding a genuine Hino part as if he was holding his own baby. These hands belong to Bob Horn, District Service Manager – a walking calendar of the history of Hino’s distribution in the US. Bob is a mild-mannered man of few words. But in his words, one feels the gravity of the long years that he has been with Hino and the passion that he has poured into his work. Bob joined Hino in 1984 when the company made its first foray into the US market. “Hino sold only about 200 trucks the following year, but now we’re selling about 7,000. Recognition has also grown dramatically. I’m honored to have been part of Hino’s growth in the North American market, and I’m very happy to have been able to watch this growth as a member of the company. It won’t be too long before we sell 10,000 trucks annually.” Bob is confident that the benefits of Hino trucks are in their high potential. “Good quality, durability and good economic efficiency including good fuel efficiency. The trucks are also user-friendly and easy to use. All of our customers rate us very highly.” Good products alone are not enough, however, to win the overwhelming confidence of customers. It’s obvious that excellent after-sale and customer services are also indispensable. In Bob’s eyes, the most important mission for Hino on its quest to establish a solid position in the North American market is to expand the network of dealers because dealers double as centers of sales and also of service. There were 150 Hino dealerships in North America as of June 2007, and one of the company’s goals is to increase that number to 175 by March 2008. However, this number will still not be enough to provide meticulous service in all regions. As he spoke, Bob exuded a kind of passion that one could liken to that of an athlete that was poised to achieve a new record.

Bob’s cell phone kept ringing off the hook during our interview. Of course, all of the calls were business related. “I’m currently in charge of support for 16 dealerships across five states: Georgia, Tennessee, South Carolina, North Carolina, and Florida.” Dealers are responsible for the sales, after-sale services and customer services for Hino trucks. Bob is involved in dealer staff training, part orders, and responding to inquiries forwarded from customers. At times, he also services Hino products himself as a member of the maintenance team. While his job description, “dealer support,” may sound simple enough, his range of responsibilities is broad. “Obviously there are many opportunities for me to interact with customers directly, but I recognize that the most important point here is whether the dealerships and customers have a good relationship. Whatever I’m doing, I always think of how I can improve on that.” Bob hopes that Hino trucks will grow into the most trusted trucks in the US. “To achieve this goal, I will continue to put my best effort into supporting all of the people involved with Hino, including our dealers and customers.” As soon as he finished his sentence in his understated tone, his phone rang again. He uses the sound of a truck horn for the ring tone on his cell phone – another thing that shows his affection toward Hino trucks.

Hino is made by people.

HINO's Service

In the work of a dealer, after-sale care is more important than selling.

Bobby Hayes, Nalley Motor Trucks



“Hino trucks offer exceptional quality and require dramatically less dealer visits for repairs and maintenance.”

Let's say we have a revolutionary product. We know that it won't sell unless the user sees value in the product's benefits, so the seller must communicate the product's benefits accurately to the customer to want to purchase it. Once the customer purchases the product, unless he or she is satisfied with the range of maintenance, care and service systems that are required for up-keeping the product's potential, the customer will never buy the product from that seller again. Ultimately, services that address customer benefits ARE the product. The range of services, including after-sale care, is an integral part of the product. This is why Hino, which is a "product" brand, is particularly focused on its position as a "service" brand. In this issue, we would like to introduce you to a dealer who works on the front-line to deliver Hino products and services. Here is our interview with Bobby Hayes, sales representative at Nalley Motor Trucks which has constantly ranked high in number of unit's sold.

“American dealerships generally work with more than one truck maker, and our policy is to first analyze what the customer wants, and then recommend the most suitable truck manufacturer for their needs. Hino trucks offer exceptional quality and require dramatically less dealer visits for repairs and maintenance, they are comfortable for the drivers, easy to use, deliver good fuel efficiency, offer good fleet purchase benefits and also come with roadside assistance. So if a customer is looking for something that they can use for the long term, or something with good fuel efficiency, we recommend Hino products with confidence. Another reason we can make these recommendations is the fact that there are three after-sale service offices in Atlanta where we're located. In terms of feedback from our customers, many of them tell us that they love Hino trucks. Hino also provides a variety of service programs and one of the programs that is particularly popular among our customers is the special rate

financial plan. This low rate plan is a very beneficial service for our customers. Yes, it is about money, but it's an extremely important issue for truck purchasers.

“I've sold trucks for eleven years. I'm proud that I've always been honest and up-front with our customers. If I don't think a particular truck will make a good match for a customer, I won't recommend it. I've stuck to following through with what I say. I think that's an important part of service too. After-sale care – for example the way we quickly respond to problems and complaints that customers have with the trucks they bought – is a more important part of a dealer's work than selling. The most important thing to remember in terms of improving brand loyalty among Hino customers is to base all of our actions on this guiding principle.”

Hino, where services also continue to evolve.

HINO Owner's Voice

**We immediately saw a difference.
We've reduced our fuel consumption by 8%
since we started using Hino trucks.**

David Morris, fleet coordinator
Pam C. Love, fleet program supervisor
Tire Centers LLC, South Carolina, USA



“As the person who makes truck purchasing decisions at our company, I couldn't find a reason not to choose Hino.”

True, trucks are vehicles that are used to carry goods, but things are actually a bit more complex than that. Trucks must meet a wide range of requirements such as durability to withstand rough use; ease of operation and comfort to reduce driver fatigue; low NOx, PM and CO2 emission levels to achieve environmental compliance; and economic efficiency to ensure low fuel consumption. Obviously, trucks will have to be designed to different specifications depending on the country or region in which they will be used. That also goes for service systems that enable customers to use their trucks for the long term. Hino does not simply make vehicles. Our mission is to create as many reasons as we can “for customers to choose Hino,” regardless of where we are in the world, and also to create trusting relationships with our customers. In this section, we regularly introduce readers to companies who are actually using Hino trucks. We will be asking the people at these companies why they decided to purchase Hino trucks to give readers a glimpse of Hino trucks in action in the real world.

In this issue, we would like to introduce you to David Morris and Pam C. Love, who are in charge of managing fleet operations at Tire Centers LLC of South Carolina, USA.

David: We are in the tire business and our operations are divided into three major divisions. The first is our passenger and light truck tire sales division, which is responsible for delivering tires to independent dealers. The second is our commercial truck division which sells tires and tire-related services to transportation and trucking companies. And the third is our manufacturing division where we retread commercial truck tires.

Pam: We use our trucks to transport tires from our warehouse to dealers. We currently have a fleet of 980 trucks of which 100 are Hino trucks. Actually, we've had Hino trucks only for about a year.

David: Our first encounter with Hino was when we met a dealer who had a booth at a truck convention in Atlanta. We learned about a program where they would lend one Hino truck free of charge for three months, so we decided to give it a try. We asked our drivers to take turns driving this truck, and then we asked them what they thought about it. We received a lot of feedback telling us that the trucks were easier to maneuver in small spaces, easier to drive, and comfortable. Our drivers liked the truck very much.

Pam: I was also surprised at their exceptional fuel efficiency. Fuel costs for the 100 Hino trucks that we currently operate are 8% lower than for the trucks we have been using. Fuel prices are on the rise so an 8% reduction in fuel costs translates into substantial savings for the company.

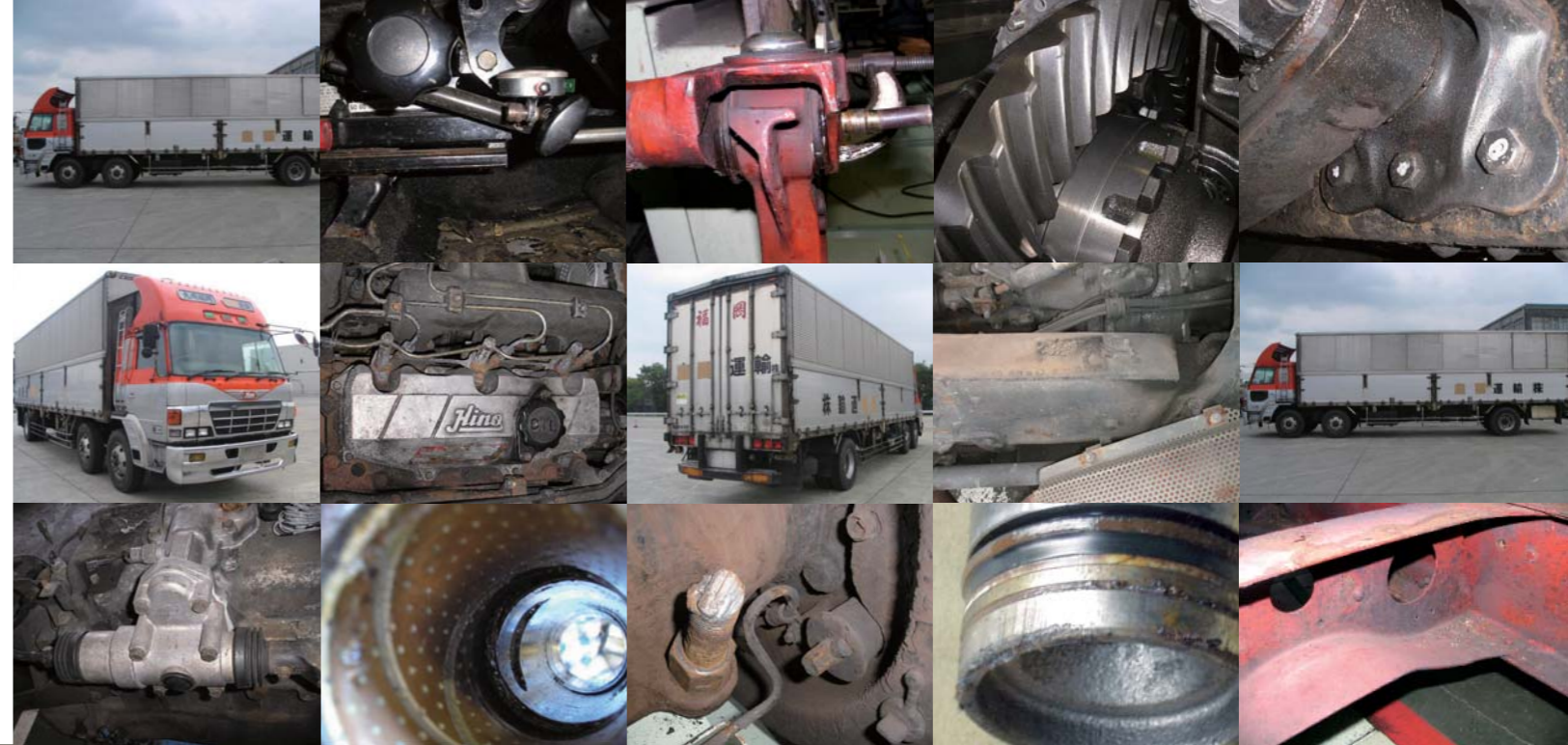
David: We came across Hino just as we were in the market for trucks with the best possible fuel efficiency to counter increasing gas prices. We liked their fuel efficiency as well as their warranty. The trucks are good for our company and are well received by drivers who actually drive them. As the person who makes truck purchasing decisions at our company, I couldn't find a reason not to choose Hino. I decided on the spot to purchase 100 trucks.

Pam: We will be opening eleven distribution centers by the end of the year and we have already ordered 33 Hino trucks that we will be using at these locations.

Hino, because there are reasons to be selected.

HINO Technology

Why was this Hino able to drive on for 2.73 million kilometers?



“This and other Hino trucks that are operated by owners around the world are testimony to our passion.”

If trucks had a life span, you could say that it would end when the love ran out. Never miss an inspection, choose genuine parts for replacements, and perform an overhaul if you have to – by treating your truck with love, just as you would a trusted partner, it will drive on for as long as you want it to. Of course, trucks are expected to take rougher handling than passenger cars, so a truck must be tough and durable. It must have good fuel economy to reduce the load on the engine. It must have safety features to help the driver avoid accidents. Trucks must be designed with a broad range of issues in mind so that the user can use it for the long term. What the trucks want and what Hino wants to see is for our trucks to be loved by their owners for as long as possible. This is why we at Hino incorporate excellent quality and state-of-the-art technology from the smallest part to the entire body of the truck itself, and also provide a thorough after-sales service system.

The most important point when we discuss durability, in a nutshell, would be the “precision of the product” – the precision of small parts including every bolt, the precision of large components such as engines, and the precision of how body components fit. We must also design our trucks to resist rust and wear. In addition to the quality control steps that we take in the manufacturing process, we regularly bring in Hino trucks that have been used in a broad range of conditions to check the trucks themselves and their parts. This gives us important data which we can then feedback to our products. These efforts to improve “precision” have become second nature to us. In addition to precision, which is the basis of durability, Hino is also particular about day to day maintenance. Oil, water and brake fluid inlets are located within the large front panel so that users can perform day to day inspections without tilting the cab. We also operate part centers to expedite the delivery of genuine

parts and provide 24-hour emergency service to offer backup support over and above the potential of the truck itself. You could say that Hino’s precision is built upon all of these elements.

With this kind of precision built into them, how long can a well-maintained Hino truck operate? The truck you see in the photo is a 1992 Hino that drove for a record 2,735,989km in the Kyushu region of Japan. It was in such great shape, you wouldn’t believe this truck operated for 2.73 million kilometers over a period of 14 years. In 2006, Hino decided to purchase this truck to use it as a research vehicle for future truck designs. If not, it would probably still be hard at work and breaking its own record. This and other Hino trucks that are operated by owners around the world are testimony to our passion to make “trucks that you can use for a long time.”

All technology is used to create the best Hino for you.



HINO Fascination

Hino achieved its 17th consecutive finish since it first entered the Euromilhoes Dakar Rally 2007. And a championship win in the under-10-liter class, proving its technological prowess and teamwork.

The Euromilhoes Dakar Rally, usually referred to as the "Paris-Dakar Rally," is considered by many to be the most grueling race in the world. In addition to vehicle performance and driving technique, there is an endless list of conditions that must be met – ranging from parts supply and logistics, vehicle repair capability, navigation capability for accurately tracing the route, and physical and mental strength to maintain a high level of concentration over a period of several weeks – to be able to complete the 10,000km race under the rough conditions found in the Sahara desert and the savannah. Hino first competed in the Paris-Dakar Rally, an extremely punishing rally, in 1991 and, in order to beat the fierce

competition every year, it has continued to take on the challenge of the race, bringing together its technological strengths in vehicle durability, running performance and reliability. As a result, in this series where finishing in itself is considered a momentous achievement, Hino has finished in all 17 of the races it entered, and won the championship this year in the under-10-liter class. Hino competes in such a motor sport event not only to prove its technological excellence, but also to bring the spirit of challenge and state-of-the-art technology to its products and services to satisfy its customers. Hino is committed to actively taking on a range of other challenges such as the Paris-Dakar Rally.



Hino launches CNG buses to help alleviate Pakistan's pollution problem

The city of Quetta in Pakistan is currently facing a serious environmental problem, and automobile emissions are a major contributor to air pollution. To address this issue, a major public university has launched a program to use Hino CNG buses for staff and student transportation to and from the university. On May 7, 2007, the first CNG bus in Pakistan was inaugurated at a ceremony at the University of Balochistan, Quetta campus. A makeshift hall was erected with a capacity of 150 people for this occasion. The ceremony was a great success, fitting for such a special occasion. Mr. Maeda, managing director of Hinopak Motors remarked that this was a historic day for the Pakistani automobile market, and highlighted Hino Motors efforts in developing CNG buses and Hino's approach to the environmental issue. Mr. Mohammad Irfan Shelkh, director of the company, promised to provide quick backup support for the CNG buses. Mr. Ahmed Agha Gul, Vice Chancellor of the University, thanked Hinopak Motors for supplying the CNG buses on short notice, and noted that the use of CNG buses will not only help fight urban pollution, but will also be economically beneficial for their operations. After the keys were presented, a ribbon cutting ceremony was held in front of the buses lined up in one row, and the CNG buses drove off to close the ceremony.

Third Latin American Hino Regional Meeting Boosts Teamwork

The Third Latin American Hino Regional Marketing Meeting was held from May 17 through 19, 2007 at Guatemala City, Guatemala. This meeting was attended by 14 agents from 13 Latin American countries as well as Mr. Ichikawa, executive director, and Mr. Ojima, managing director from Hino headquarters for a total of 60 attendees. At the meeting, attendees acknowledged the importance of the Latin American markets for Hino; confirmed the sales targets for the region, specifically 6800+ for 2007 and 10,000+ for the mid-term plan ending 2010; received a report on after sales services and a presentation of new products; and also saw reports of successful agents. On the afternoon of the 18th, the group

visited CODACA GUATEMALA, S.A., an agent who sells 35% of Hino products in Guatemala, and viewed its facilities including its service workshop. Attendees took part in the visit eagerly and asked many questions. This was followed by a recognition ceremony for vehicle sales, service, and part sales departments based on their performance for 2006, and the Most Excellent 3S Award went to DIDA COLOMBIANA S.A. of Colombia. Throughout the 3-day meeting, all attendees acknowledged the importance of teamwork between the local agents and Hino, and renewed their commitment to expand sales in Latin America, making this a very fruitful conference.

2nd HQS Skills Competition

Hino Motors Canada hosted its 2nd HQS Skills Contest on March 23, 2007. Earlier this year one technician from each Canadian Hino Dealer participated in the 2008 Model Year introduction training. A theoretical Skills Contest following the training session advanced six finalists to qualify for the hands on competition. The event took place at the new Technical and Training Centre near the Hino Plant in Woodstock, Ontario. Six vehicles were prepared with hidden mechanical and electrical faults which the contestants could possibly face during their daily routine. Following the starting whistle they received the work orders from individual judges who were representing the customer as well. Trevor Doepker was one the judges who is the Champion of Skills Contest 2006. Local and overseas guests were watching with great excitement as the contestants managed to start the engines one after another. Manager of Overseas Parts and Service Division Akihito Tanabe represented Hino Motors Limited from Japan, but there were representatives from HMS, HMM and from some of the Canadian Hino Dealers. Following a dinner party the award ceremony took place in the 360° revolving restaurant of the CN Tower. President of HMC Hiroyuki Omori presented the first prize to the Skills Contest 2007 Champion Luc Lafontaine from Gatineau Hino. He was awarded with a check of \$1500 and a trip to Japan for the 2007 Hino Global Skills Contest. Congratulations to all contestants!

HINO Product Insights

File 1: Hino NAPS (North American Projects)

Trucks with the Hino name, trucks we are proud of.

NAPS is the catch-all name we use in the company to refer to Hino trucks exported to North America. Their most notable feature, the nose that extends in front of the cabin, is a major styling trait of American trucks. They say that this unique silhouette was modeled after stage coaches that traveled through the towns and prairies by the pioneers. It not only symbolizes the American frontier spirit, but it is also a bold design that could have only been born in America where the land is vast. This design also offers benefits in that the trucks are easier to maintain. Hino's NAPS trucks are based on trucks developed in Japan and refined to North American specs, and while they appear similar to other American-styled trucks, they incorporate elements that are definitely Hino. "I wanted to express a delicate feel that would be uniquely Japanese," says Takao Nakazawa who works at the model development office in the Hino design department. He is the leader of a section that crafts 3D clay models based on 2D designs drawn by product designers. The process of making a life-size clay model, adding and taking away clay, is extremely time consuming and requires great patience. It takes many years of experience to be able to finish the subtle lines – truly the work of a master craftsman. "I've made clay models for 22 years" says Mr. Nakazawa. The quality of Hino products is founded on the work of specialists like him. "I made the 1/1 clay models for the NAPS trucks that you see on American roads today. It was a moving experience to actually see one on the road when I visited America." Mr. Nakazawa, who now instructs other clay modelers, is involved in the development of a new NAPS truck. This new truck will be built by experienced specialists at Hino and will soon be driving along American highways.



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