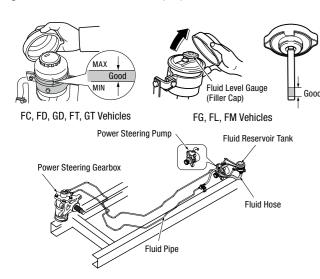
## **Understanding Maintenance**

### Replacing fluids and checking their levels for the HINO500 Series, production code FC, FD, GD, FG, GH, SG, FL, FM, FT and GT.

In this issue, we would like to focus on daily inspection and periodical maintenance of the brake fluid, clutch fluid, and power steering fluid.

#### The brake fluid

In hydraulic brake systems, the brake fluid plays an important role in transmitting to the brake system the oil pressure required to activate the brake. As "stopping," is one of the most important factors that contributes to the basic elements of automobile performance, the fluid level must be checked and replenished regularly. Replacing brake fluid at an authorized Hino dealer must be performed every 12 months as described in your DRIVER'S/ OWNER'S MANUAL. The following are some of the points to be kept in mind when checking the brake fluid level during daily inspection. Check and make sure that the fluid level in the reservoir tank is at a normal level (between MAX and MIN) in accordance with your DRIVER'S/OWNER'S MANUAL. If the fluid level in the reservoir tank is excessively low, this could indicate brake fluid leakage. In this case, have your vehicle inspected by an authorized Hino dealer, and, if necessary, have it repaired. Brake fluid levels could also decrease when brake linings and/or pads are worn. Make sure to check and/or replace the brake lining and/or pads at regular intervals to maintain the proper function of the brake.



#### The clutch fluid

As you know, the clutch plays a role in transmitting or cutting off motive power from the engine. The oil pressure that is generated when the driver steps on the clutch pedal is transmitted by the clutch fluid. Replacing the clutch fluid at an authorized Hino dealer must be performed every 12 months as described in your DRIVER'S/OWNER'S MANUAL. Check and make sure that the

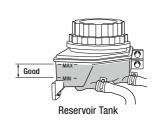


Manual Transmission Vehicle

clutch fluid level in the reservoir tank is at a normal level (between MAX and MIN) in accordance with your DRIVER'S/OWNER'S MANUAL. If the fluid level in the reservoir tank is excessively low, this could indicate leakage of the clutch fluid. In this case, have your vehicle inspected by an authorized Hino dealer and, if necessary, have it repaired.

#### The power steering fluid

When the power steering fluid level becomes low or the fluid becomes contaminated with dirt, the power steering may not function properly. Replacing the power steering fluid and filter element at an authorized Hino dealer must be performed whichever comes first in either a) every 12 months or b) the odometer reading reaches 5,000km (3,000 miles) after the initial delivery of your vehicle by your Hino dealer and every 60,000km (36,000miles) thereafter



as described in your DRIVER'S OWNER'S MANUAL. To perform a daily inspection, check and make sure that the power steering fluid level in the reservoir tank is at a normal level (between MAX and MIN) in accordance with your DRIVER'S OWNER'S MANUAL.

Please be sure to read the DRIVER'S/OWNER'S MANUAL of your vehicle and safety labels thoroughly and carefully before replacing fluids and checking their levels for the HINO500 Series, production code FC, FD, GD, FG, GH, SG, FL, FM, FT and GT.

#### Servicing interval:

	Daily inspection (before driving)	1,000 km	5,000 km	Every month	Every 3 months	Every 12 months
Brake Fluid	0	0	0	_	0	0
Clutch Fluid	_	_	_	_	0	0
Power Steering Fluid	_	0	0	_	0	0

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**Issue 017** 

Hino is fully committed to its customer-first philosophy





# The "COPA HINO" soccer event held in Colombia was a passion-infused event that strengthened the ties between Hino and its customers.







One of the most exciting elements of team sports, regardless of whether the teams are professional or amateur, has got to be how the team members all work together towards their common goal, victory. Let's take soccer for example.

The players pass the ball around to weave through their opponent's formidable defenses. Then a player passes the ball to an opportune location, taking the opponents by surprise.

At the exact same moment, one of the offensive players runs into that zone, and kicks a goal. This kind of amazing teamwork is not only due to the excellent skills of individual players. It would not be an overstatement to say that these kinds of plays become possible because each of the players is bonded through a firm relationship of trust. On this day in December 2011 at the "Futbol 5 Las Americas" in a stadium in Bogota, Colombia, the HINO Cares news team was witness to various such plays.

This was the day of the finals and the third place game of "COPA HINO," a 5-a-side soccer event that was held by Praco Didacol, one of HINO's distributors in Colombia. "We started this event with hopes of developing this into a kind of soccer world cup for transport companies. We made sure invitations were extended to all important companies in the transport business, and not only those that own or operate HINO brand vehicles. That's because our intention was simply to hold a fun event with our existing customers as well as potential customers who may decide to purchase HINO vehicles down the track. And because the people of Colombia love soccer," says Mr. Juan Fernando, manager at Praco Didacol, describing the objectives of this event. With a history of 96 years, Praco Didacol is one of the oldest in the vehicle import and sale business in Colombia. "Ever since the idea of this event was conceived in August, we have been going over what the COPA HINO should be like.



So we decided to model it after the world cup format where 24 teams first compete in 6 groups of 4 teams each, for a total of 52 games in all. We were very happy to receive so much interest in this event, and we actually had to hold a draw to determine the 24 teams that were to compete in the event. The entire event goes on for a month and a half during which 4 teams first win the qualifying stages, who then compete in a championship tournament, culminating in the guarter finals, semi finals, and the finals that we are having today." The two teams that have made it through the intense competition to the finals are the teams from Lafayette, a Colombian textile company, and Crepes & Waffles, a restaurant chain company that operates primarily in Colombia. Both teams fought with everything they had as the earth-shaking cheering of spectators resounded through the stadium. There was an exhilarating sense of togetherness and cohesion between the supporters, players, and all event staff members. The HINO Cares news team came away with the impression that everyone was truly enjoying this event from the bottom of their hearts. In the end, it was the Lafayette team that won the championship.

Mr. Osamu Ishida, Vice President of Logistics at Hino Motors Manufacturing Colombia, S.A., who worked with Praco Didacol in preparing for this event says, "This was a wonderful event. I am very grateful for the passion and effort that Didacol put into this event. I very much look forward to holding this event again." Mr. Keisuke Senna, Marketing Manager at Hino Motors Manufacturing Colombia, S.A. says, "I was very inspired. Partly because many Japanese manufacturers, not only Hino, suffered from the effects of the great earthquake in March. The production

capacity of those Japanese manufacturers declined considerably due to the earthquake. I was very happy to be able to reaffirm our ties with our customers directly through this event."

Business is often compared to team sports. That's because one of the indispensable requisites in both business success and winning in a team sport is "trust." Mr. Juan Fernando had this to say in closing, "The priority at Praco Didacol and Hino is to put a smile on our customers' faces and win their trust. This soccer event was one such event that will help us realize this objective. We are committed to focusing on activities that will further strengthen our relationship of trust with our customers."



### Understanding the true value of the New HINO300 Series by actually driving it. Drive program in Australia is a huge success.





on the New HINO300 Series trucks

As the saying goes, seeing is believing. It's better to see something with your own eyes than to listen to it a hundred times. No matter how eloquent the description, nothing beats actually experiencing something even just once. That's what this saying tells us. The New HINO300 Series has undergone a full model change, infused with Hino's new technology. By actually getting into the truck and driving it for one's self, we believe that people will recognize its enhanced performance and comfort. The official launch event for the New HINO300 Series—held at the Mount Cotton Training Centre in Australia for 5 days between October 17 and 21, 2011—was just such an event that focused on the "experience."

"People have sometime taken time to embrace new technology, but we found that one of the best ways is to actually experience the technology. How much experience behind the wheel we could give to the participants was one of the most important factors we focused on during the 5-day drive program"

These are the words of Mr. Alex Stewart, Divisional Manager at Hino Motor Sales Australia Pty. Ltd. ("HMSA"). True to his words, the core of this launch event was the "drive program" that was set up to give all participants an opportunity to test drive the New HINO300 Series. The overall drive program consisted of 3 specific programs: The first was the "race track test drive" of about 2km where drivers could actually experience the New HINO300 Series' driving performance and driving comfort. The second was the "skid pad test drive" that allowed participants to experience a variety of vehicle performances

which contribute to safety including the truck's anti-skid function on wet conditions. During the test drives, a driving coach boarded each truck to describe the various functions of the truck as well as provide tips on fuel efficient driving. Thirdly, these programs were followed by a discussion where participants formed groups of four. Each group was joined by a Hino staff member who led a thorough and heated discussion on advantages of the New HINO300 Series compared to the vehicles of competitors. During the drive program, participants also had the opportunity to test drive—in addition to the diesel version of the New HINO300 Series—the New HINO300 Series Hybrid to get a real feel for its environmental friendliness.

This launch event targeted not only Hino customers, but also sales staff and principals from dealers throughout Australia. The sales staff in particular underwent a series of sales training sessions for the New HINO300 Series in various locations during the months of July and August prior to taking part in this drive program. The aim here was to have the sales staff actually drive the New HINO300 Series and deepen their understanding of the truck so that they would be able to convey "genuine" experience-based information to their customers.

We would like to start off with what some of the dealer staff members were able to learn about the truck from the drive program.

"Yeah, much easier to drive. I think it really needs to be put into the hands of the operator so they can experience the performance and the benefit of this particular model." "Yes, fantastic. It was really good. It is unbelievably easy to get into, and there is so much leg room, and the space around your head is sufficient. With those pillar-size, it is easy to view out to the sides of the truck."

The drive program itself was also popular among dealer staff members.

"It has been an extremely well organized week and I was very happy to be invited by HMSA to come and join them in the training. Now I can take this experience back, and let my customers know the technical benefit of NEW HINO300 much better".

What did our customers have to say? Let's find out.









"I was surprised by the performance, the spaciousness, and the ease of getting in and out the cabin. It was fun trying out all the features. The design is also very stylish." "For a truck user, commercial benefit is of the utmost importance. This new model with its fuel savings provides those commercial benefits that I think many users will prefer and will make it very successful". "This is the first time I had an opportunity to drive one. I was probably a little bit skeptical about it before, but now I'm convinced this is a very practical truck. It is ideal for city operation. Hino is impressive". "Love the new cab. The new dashboard and everything else has a great layout. Got plenty of room and is great to drive. Sure you can look at a brochure but driving in real life, it helps".

The words of praise we received were too numerous to list.

To wrap things up, we asked Mr. Alex Stewart about his assessment of the launch event overall. "Everybody has thoroughly enjoyed their time here. We believe that they had a fantastic experience, and have been able to drive the new HINO300 Series, including the new HINO300 Series Hybrid. It's been a fantastic opportunity. I again realized that seeing is believing. Only through hands-on-experience can one truly appreciate the extent of Hino vehicles' capabilities. I'd like to hold more events such as this to give participants more opportunities and a greater selection of vehicles to drive, drive and drive."

If any of our readers have not yet driven this New HINO300 Series, we urge you to take this truck for a test drive and experience its true value for yourselves. We are sure you will find new excitement in this truck.

# SOS Mobile Clinic Advertorial: SOS Children's Villages, Zambia, Partners with Hino distributor, Toyota Zambia.





Cutting of the ribbon by Dr. Walani Chilengwe, Director for Mobile Clinics, Min of Health

On the 14th of November 2011, SOS Children's Villages, Zambia, had the unveiling of their Mobile Clinic which was held at Arcades Shopping Centre in Lusaka, Zambia's Capital city. The "Flagging Off" event was attended by many dignitaries including Dr. Walani Chilengwe, Director for Mobile Health Services for the Ministry of Health; Ms. Lucie Kasanga, Board Chair of SOS; Ms. Florence Phiri, National Director of SOS Children's Villages, Zambia; Dr. Kathie Neal, SOS Children UK; Mr. Tony Voorhout, General Manager, Toyota Zambia and Special Guest of Honour Mr. Simon Jukes from HSBC UK who was solely responsible for raising the funds for the Mobile Clinic, which will be known as Debbie's Bus.

Simon's fund raising efforts were prompted by the loving memory of Simon's wife, Debbie, who died at 37 years old of pneumonia in May 2009 in Athens, Greece. Debbie was a fun loving and generous person with huge energy and infectious enthusiasm. While Simon and Debbie didn't have any children of their own, she was a great auntie to 2 boys and 3 girls and would be very excited about what was being done here, the commissioning of "Debbie's Bus."

Pneumonia is a major cause of death in children (approximately 2 million a year). It is the largest killer of children under 5 years old. This is mainly in nations in Africa and Asia. This is known to be quite straight forward to prevent, so with the help of some great friends, Simon set about raising money to fund a medical "bus" to work in the communities around the new SOS Children's Village

in Chipata, Zambia. This is pioneering work for SOS Children's Villages worldwide.

Simon set himself a challenge to participate in his first marathon in Athens, Greece in 2009 and asked friends, family and others to dig deep and to sponsor him. This is where the first ever marathon was run, 2,500 years ago and it seemed fitting that his run, just after his 40th birthday was here. He ended up running various marathons and had fantastic support from individuals, teams and companies -this "army of giants" greatly assisting in the efforts.



Debbie Jukes for whom the Mobile Clinic, "Debbie's Bus" was named.



Simon Jukes, competing in a Marathon, who was the sole fundraiser for the mobile clinic for SOS Children's Village, Zambia

Whilst Simon has finished with this specific fundraising for the mobile clinic he will continue to support SOS Children in this and other ventures as they (among many others) are such a deserving charity.

The mobile clinic will operate in Chipata, the Eastern Province of Zambia (near the Malawian and Mozambican borders) where 3 in 4 people live on less than one dollar a day, life expectancy is 38, HIV prevalence rate is 16% and 1 in 10 children have lost both parents. A new children's village to be constructed will have 13 family houses; each providing a mother and home for 10 orphaned children, ensuring a family for life for generations of children.

The new village will also have a nursery school (including access to a local primary school,) partly funded by SOS Children, who coordinates an outreach programme to support vulnerable families (mainly child-headed households) in the wider community of Chipata. The outreach programme will work in conjunction with a SOS new medical centre which will also be built on the site of the village. This will provide a comprehensive programme to meet the needs of the most deprived families in Chipata, through educational, income generating, nutritional and medical support to enable family members to improve their health and in time, to become self-sufficient.

For those vulnerable families in rural areas who cannot access the medical centre, the Hino Mobile Clinic unit was urgently needed for community visits. It is hoped that "Debbie's Bus" will be able to reach and help over 8,000 people a year. The unit will be staffed with a clinical officer and two nurses to provide:

- Anti-malarial treatments
- Antibiotics
- Cough medication and other treatments to mitigate and prevent opportunistic disease
- Antiretroviral drugs (ARVs) and counselling
- Basic nutritional packs: multivitamins etc
- Immunizations
- Health & hygiene education prevention better than treatment
- Painkillers



Toyota Zambia the distributor for HINO Trucks in Zambia partnered with SOS Children's Villages, Zambia, and guided them as to which truck would be most suitable for the mobile clinic application and advised which would be the best truck to use considering the area in which the truck would be operating, the distances it would travel etc. The specialised mobile clinic was built on a HINO 813 Chassis which will be supported and serviced by Toyota Zambia.

SOS Children greatly appreciated the efforts of Toyota Zambia to provide the clinic that was needed so desperately. The clinic was also launched in Chipata, and on its first assignment in the came out to be helped.

Toyota Zambia and its management wish to thank SOS Children's Villages and Simon Jukes for the decision to Partner with Toyota Zambia by choosing the HINO Truck to run with this project and sincerely hope that their "dreams" for this mobile clinic become a reality.



Simon Jukes alongside Debbie's Bus in the magazine community in Chipata on its first assignment.



**Customer Support Activity** 

Morocco

## To continue to be the brand of choice, Hino launches its customer support activities in Morocco.



What can we do, and what must we do in order to continue to be the brand of choice? This is a major challenge that all brands around the world are sure to be imposing upon themselves. As a manufacturer that seeks to help its customers enhance their profitability through commercial vehicles—a class of productive assets—Hino not only pursues excellence in its products, but is striving to keep sight of its passion that is focused on strengthening the quality of its services and support systems both of which are essential elements for the customer. What challenges do our customers face? What do they want? Hino is thoroughly convinced that working together with our customers with the aim of resolving these issues as a brand of commercial vehicles is one of the essential keys to becoming a brand of choice. One of the elements that exemplifies the "customer first" attitude that we strive to run through all aspects of Hino's operations is its "customer support activity." As we have described in a past issue of HINO Cares, the primary objective of these "customer support activities" is for Hino to strive to actively engage in actions that it can do to contribute to the success of our customers' businesses. These activities are grouped into four categories: "safe driving," "enhancement of customers' profitability," "environmental measures," and "enhancement of transport quality." In each of these categories "What we can do for our customers" is currently embodied in the form of 26 focused programs including seminars on daily inspections, fuel-efficient driving, and how to calculate transport costs, as well as suggestions on how to implement time and distance-based improvements to delivery route efficiencies. We are currently in the process of rolling out these activities worldwide, and we feel that they are becoming widely popular among our customers.



On October 2, 2011, here at Toyota du Maroc SARL ("TDM"), a Hino Distributor in Morocco, seventeen drivers from one of the dealer's customers, Damandis, and the company's logistics manager, Mr. Fekkor arrived to take part in a safe driving seminar as part of the dealer's "customer support activities." As the manager in charge of African Market, Mr. Matsushita is one of the staff members dispatched from Hino headquarters to work with TDM staff members to prepare for the first launching of "customer support activities" in Morocco. Mr. Matsushita says, "We reviewed what type of program would be appropriate for Morocco through extensive discussions with the 'KAIZEN' Consulting Div. to determine ways to respond to customer needs that we have identified in the course of local sales activities. The conclusion that we reached was that we would first implement a seminar aimed at increasing safety awareness of our customers' employees." The objective of the safe driving seminar that was designed for Morocco was to contribute to reducing the number of accidents by increasing drivers' safety awareness, and includes hazard prediction training, understanding of blind spots of





trucks, a seminar on daily inspections, and seminar on truck characteristics. "Traffic conditions in Morocco are hazardous even by the standards of its neighboring countries. And owing partially to the fact that there is an increased awareness towards traffic safety, the drivers and manager who took part in this program were very focused on what they were learning." Mr. Fekkor of Damandis had this to say after the seminars, "The seminars made a big impression on me. I'm not aware of any other truck distributor in Morocco that is giving such seminars. I'm grateful that you have brought these effective programs to Morocco. Moving forward, if and when you do launch a new program, I would definitely like to see our drivers and other company employees take part in them."



Hino's "customer support activities" are not simply about providing 26 cookie-cutter programs. As noted above, the purpose of these activities is to work with our customers with the aim of resolving the wide range of issues and challenges that they face, and in doing so, establish a relationship of trust with them. Above all else, it is important to listen to what our customers really have to say in terms of the challenges that they face, Mr. Iragi of TDM says. "We were able to confirm that the customer support activity is something that our Moroccan customers will find valuable. I am committed to listening to what our customers have to say, and value each and every customer through our various activities so that we are able to communicate the Hino brand in a way that adds value to the brand." Everything we do is geared towards ensuring that Hino strives to be the brand of choice. This is just the beginning of "customer support activities" in Morocco.

Damandis' primary business is the wholesale of food products and other types of products, and Damandis brand products are well known among the Moroccan public. The company employs 200 full-time employees.



Service at the front

Colombia (Bogota)

# The HSM Kaizen Rally—a "forum" for evolving Hino's services—is held in Latin America.

People around the world may be familiar with the word "kaizen" as symbolizing Toyota's unique production method. As a company with its "Customer comes first" philosophy, the spirit of "kaizen" is also one of the slogans frequently uttered by people working at Hino's service frontline. Are there any areas in our daily service activities or support operations that could be addressed? How can we enhance our current services to make our customers happy? Hino organizes a "forum" where distributors who are engaged in such forward-looking "kaizen" activities can come together to present specific examples and results that they have achieved. This is the "Hino Service Management (HSM) Kaizen Rally. The primary objective of this event is to share examples of "kaizen" activities conducted by various distributors, to enhance motivation levels at the distributor, and to create opportunities to further enhance customer services.



 $\label{lem:control_control_control} \textbf{Each distributor presented their "kaizen" activities for a specific category of parts and services.}$ 

The "HSM Kaizen Rally 2011" for Latin America was held at Praco Didacol, Hino's distributor, located in Bogota, Colombia, over a period of 3 days from October 26-28, 2011. Present at the rally were distributors from eleven nations: Mexico, Guatemala, Nicaragua, Costa Rica, Panama, Colombia, Venezuela, Ecuador, Peru, Chile, and Bolivia. With 24 Hino group representatives from Hino Motors, Ltd., Hino Motors Manufacturing U.S.A. Inc., Hino Motors (Europe) N.V., Hino Motors Manufacturing Colombia, S.A., representative staff in Ecuador, and Hino Motors, Ltd. Middle East office in UAE, this turned out to be a major event with a total of 74 participants. On the first day, each of the distributors gave presentations on "kaizen" activities that they were implementing. While most of the activities had to do with "kaizen at parts warehouses and service shops," there were some notable examples that drew attention from other participants in that they were "proactive" and represented steps in a new direction. One such example was the "Service shop 24/7 service" conducted by distributors from Guatemala and Panama, which pursued convenience from the truck user's perspective. The introduction of Guatemala and Panama cases may provide the impetus for similar services to spread to other Latin American distributors. Participants were also impressed with examples from Colombia, Mexico, Bolivia, Ecuador, and Nicaragua where the distributors expanded the sites of their service operations.

The top three "kaizen" activities addressed by distributors will be selected for their excellence by a panel of jurors from HMM and HML. The jurors will be looking at the following three points: The first aspect is, "appropriate capabilities," which is a gauge of whether the distributor is aggressively pursuing "kaizen" activity. The second is "level of 'kaizen'," which is a gauge of the efforts on "kaizen" activity made by the distributor. And the last is "challenges," which is a gauge of the degree of difficulty of the "kaizen" activity. Each aspect was rated on a scale of 1 to 5, and distributors were commended for the number of points

scored. The top honor went to Motores Hino de Guatemala S.A. who introduced examples where they were able to reduce labor hours by addressing "kaizen" activities regarding warehouse management and their service bays. Second place went to Teojama of Ecuador who presented their efforts of analyzing feedback from the customers, and examples of measures aiming to enhance customer satisfaction. Two companies, Praco Didacol of Colombia and DIASA of Chile, were tied in third place. The former was recognized for its approach to promoting "kaizen" activities in overall after sales service areas, and the latter introduced a "kaizen" awards program for its employees and also actively implemented Internetbased marketing of parts. Himex of Mexico was the recipient of the Special Award for its services through the use of the reservation management panel. Of course, this is not to say that companies who did not make it onto this list were not conducting sufficient "kaizen" efforts. There is no great difference between the passion felt by these distributors towards "kaizen" activities, in that they are all striving to enhance customer services.









The distributors received a tour of the parts warehouse and service shops of Praco Didacol.

The "HSM Kaizen Rally 2011" in Latin America was packed with many other useful programs over the 3 days, including HMM and HML presentations on methods and actual examples for "kaizen" cases; parts sales role-playing for those in charge of parts-related business; individual meetings on quality, warranty, and product storage for those in charge of service-related business; and role-playing observation regarding service reception and new car delivery. We believe that the distributors that took part were able to take home much from this event that

will help them enhance their service quality for their customers. The "HSM Kaizen Rally" is a forum where we can exchange know-how with others from different countries, learn what approaches other people are taking and what results they achieved so that we can work together to enhance our service quality for our customers.

This is the place where new ideas are forming that will give birth to the services of the future.