

HINO

Cares

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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”.



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HINO Cares Hand

Establishing brand confidence in the HINO brand is a task for all of us here at HINO.

Shigemi Omori, Deputy General Manager
Corporate Communications Department, Corporate Planning Division



"I became more interested in how we could design the event itself to communicate what HINO was all about in the best way possible."

It is common knowledge that a “brand” is built on what happens at every point of contact with our customers. The HINO brand is no exception. There is no doubt that every single interaction or contact that we have with our customers, from the products themselves – the trucks and buses that our customers use – to the ads that we run to market these products, as well as our sales offices and dealerships, the after-sales services we offer at these sales offices, how we interact with our customers, and how we handle incoming calls are all important opportunities for us to establish confidence in the “HINO brand.” This applies to special events as well.

This November, the 40th annual Tokyo Motor Show was held at Makuhari Messe. The Tokyo Motor Show, which attracts a great deal of international attention, is the largest event of its kind in Japan where manufacturers in the automobile industry can showcase their products and brand power. Shigemi Omori, Deputy General Manager of Corporate Communications Department, Corporate Planning Division at HINO was the executive producer for the HINO booth at this major event, and he is featured on the cover of this issue of “HINO CARES” holding a miniature model of the HINO booth. “In contrast to passenger cars, which people choose based on personal taste, commercial vehicles are tools that our customers use in their business operations. So our challenge over the years has been to make the best possible use of this Motor Show, which is primarily geared for the mass media, to communicate the meaning of HINO’s existence in the best way possible” says Omori, a designer who, before he was transferred to Corporate Communications Department about 10 years ago, worked in the area of product and interior color design for 20 years. “Way back then, I used to come to the Motor Show in my capacity as a designer. But at one point, I became more interested in how we could design the event itself to communicate what HINO was all about in the best way possible.” It wouldn’t be an overstatement to say that this idea, which was one of the catalysts for Omori to begin

working at PR, had a major impact on the way HINO approached the Motor Show. “In the past, HINO just left the Motor Show up to a small contingent of its staff. So I suggested at a corporate management meeting that the entire company should get behind this opportunity so that we can more thoroughly communicate the essence of the HINO brand.” Ever since, the Motor Show has become a major communication tool for the HINO brand, where event productions are planned on two-year time spans and a managing organization has been established. In other words, we have built a system where the entire company is now able to contribute to this event.

The responsibilities of Corporate Communications Department are focused on media and investor relations, as well as on external affairs. But HINO’s PR operations go a step further. An important aspect of their work is establishing confidence in the HINO brand from the perspective of PR in all situations including events such as the Motor Show. “As we expand our perspectives to a global level, we notice that we can’t communicate what the HINO brand is all about simply by focusing on HINO’s innovative aspects. Different countries and cultures look at different things. To ensure that people have a correct understanding of HINO, it is important to fulfill the needs of each market and the companies who operate in these markets. Therefore, I believe it is crucial that we are flexible enough to meet those different needs.” Omori says that, to this end, we must establish a corporate attitude where we can put our minds together as a company as a whole in response to widely different situations, as opposed to giving the world a pat answer to what HINO is all about. This former designer is convinced that the atmosphere and nature of his company itself is also subject to design. This attitude reminds us that PR is not only about communicating outside the company, but also about internal communication as well.

Hino is made by people.

HINO's Service

Our customers are also an invaluable part of our HINO family.

Masaru Kuwabara, General Manager, Overseas Parts and Service Division

Mamoru Katano, Manager, Planning and Administration Group

Strategy and Planning Department, Overseas Parts and Service Division

Tadashi Yoshida, Manager, Training Group

Strategy and Planning Department, Overseas Parts and Service Division



"We would like to convey a sense of reassurance to our customers and let them know that we are always at their side."

From our customers' perspective, HINO's products, which are commercial vehicles, are profit-generating assets. If they stop working because of breakdowns or other problems, they become useless for generating profit. Commercial vehicles are expected to operate in rough conditions. Even HINO trucks, with their excellent reputation for durability, can encounter problems. So the most important theme for HINO's after-sales service program is to keep our customers' HINO trucks working for as long as possible with as little down time as possible. If we were to draw an analogy with a medical organization, the service department, which is responsible for maintenance, would be the "doctor" and the parts department would be the "pharmacy." And we have a special section in Japan – HINO's Overseas Parts and Services – whose primary task is to train as many "good doctors" as possible and develop a system where "medication" is always available and delivered immediately. We interviewed three of the department's staff members who are passionate about establishing a well-organized, worldwide after-sales service system.

Katano: "HINO currently exports its products to about 60 countries. Our products have been received very well at all of the markets that we export to, and we believe our unit sales numbers, as well as the number of new agents, and export markets will continue to grow. This is why one of our major challenges is to reinforce our service programs so that we are able to fully respond to the growing number of HINO trucks and models in service. HINO has parts centers in Ome, Japan, and in Belgium, and these two centers are responsible for supplying parts to about 60 different countries. We are also constantly working to improve our supply system to shorten our lead times and improve our servicing rates."

Yoshida: "Another important task of our department is to train highly competent individuals who are able to provide excellent services. We conduct agent trainer training in Japan and in countries such as Panama, Dubai, for their neighboring countries.

For example, we invite 100-120 people from 3-40 countries every year to Japan, and conduct training sessions for small groups of 7 people. The trainers who learn new skills in these sessions then return to their respective countries and train their mechanics. This year, we launched a learning system dubbed "modular training" in some regions. This is a series of software on CD that addresses 84 areas of HINO maintenance know-how. This allows mechanics at dealerships, who may not be able to take part in training, to study on their own. The CD also allows the learners to test themselves so that they are able to see how much progress they have made. Once the mechanics pass tests in all 84 of these areas, they are generally ready to tackle all mechanical situations that they might encounter with HINO trucks."

Kuwabara: "True to our slogan: 'HINO, The Brand For Global Customers!', HINO's pillar must be a spirit that aspires to become 'Customer Satisfaction No. 1' regardless of the country. Our work in the area of after-sales service is crucial for our customers' satisfaction and also for having them come back to HINO upon their next purchase. The area of after-sales services is wide and deep, ranging from the smooth supply of parts and improved service skills – which are a given – to better preventive maintenance, verification of parts prices, the organizing of safety seminars and driving seminars, and training that helps agents adopt the HINO mindset. Our aim is to improve our quality levels and reassure our customers that we are always at their side. In addition to HINO agents and dealerships, our customers are also part of the HINO family. I think it would be safe to say that our goal at the after-sales department is to create a win-win relationship between all family members."

Hino, where services also continue to evolve.

HINO Owner's Voice

We have taken delivery of over 40,000 HINO trucks in total. But it is not just this large number that reflects our relationship with HINO.

Masataka Satake, Deputy General Manager, Seino Transportation Co., Ltd.
Shigeru Yano, Operations Section, Operations



“...one of the most important reassuring factors is that they have a 24-hour maintenance program.”

It was a sight to behold – tens of HINO trucks painted in Seino's two-tone brand color lined up at the company's massive distribution center. Trucks were loaded with their cargo and drove off one by one to their destinations late in the afternoon. Seino Transportation, known for its Kangaroo delivery services, was founded in Mashita County, Gifu, in 1930. We had a chance to visit their distribution center in Gifu City for this HINO Owners Voice interview. This is one of Seino's primary distribution centers in the central Japan region. During our stay, drivers and other members of the company welcomed our interview team with courtesy and open arms. The sense of sincerity and courtesy that we felt in the behavior of those people appeared to be a product of the company's culture, and was probably one of the factors that helped Seino Transportation grow into one of Japan's major transport companies.

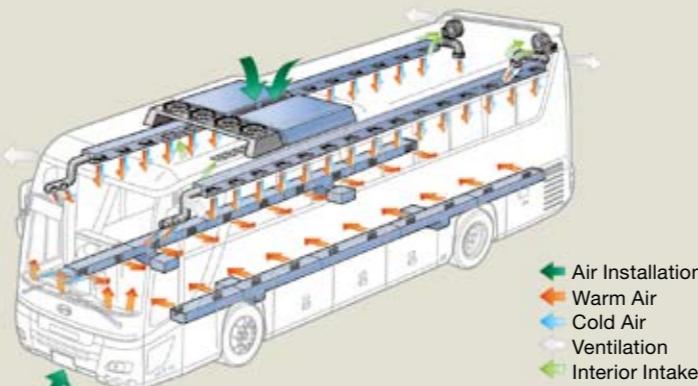
“We currently operate about 11,000 trucks at Seino, of which about 8,000 are HINO trucks” explains Mr. Satake, Deputy Chief of Operations at Seino Transportation. Seino's relationship with HINO goes back to 1948. For over half a century since HINO sold its first truck to Seino, HINO has delivered a total of over 40,000 trucks to the entire Seino Group (as of 2006). We asked Mr. Satake the reason that Seino has been using so many HINO trucks over the years. “They have large loading capacity, and deliver good fuel economy. We're also impressed by their pioneering engineering. Another point is that they are less likely to break down. We have been able to reduce our costs for replacement parts over the last 10 years or so.” What about after-sales service? “Seino employs about 200 in-house service personnel nationwide, and several tens of these service staff members take HINO mechanic seminars each year. Members who complete the seminars and have acquired new skills go on to train other mechanics in various parts of the country.” We were also able to listen to some of the stories that reflected

the trust-based relationship between our two companies, which has continued for over half a century. “We often purchase the latest HINO product, all the same model, in large numbers, as soon as they are launched. So, from a monitoring standpoint, we are able to constantly provide feedback to HINO so that comments from our drivers and mechanics, which end up being a large amount of data, can be incorporated into their future products.” Indeed, many suggestions from Seino have been incorporated into new HINO trucks. Take, for example, our heavy-duty trucks with short cabins (Japan model). These models were developed based on a request from Seino to remove the bed and expand the loading area, in response to eased regulations that no longer required two drivers on long-distance runs. At the time when cabins with a bed were a norm for heavy-duty trucks, HINO became the first in Japan to develop short cabin models by removing the bed for heavy-duty trucks. Another feature that would not have been realized without Seino's input is the front-two-axle mechanism that is unique to heavy-duty trucks in Japan. In closing, we asked them, “Let's say you were a HINO sales rep. What would you communicate to your clients?” To this, Mr. Yano of the Operations Section, Operations, replied, “I used to drive trucks myself and I know from experience that HINO trucks are very reassuring to drive. There are many reasons for that – they are easy to drive, as well as offering good levels of performance and safety – but one of the most important reassuring factors is that they have a 24-hour maintenance program.”

Hino, because there are reasons to be selected.

HINO Technology

Designing HINO from the perspective of the “people” who use HINO. The best solution will always continue to evolve.



“The comfortable ride that this system delivers was born from the ‘sense of balance’ to which HINO is committed.”

While the demands on commercial vehicles are diverse, ranging from economy to driving performance, durability, and environmental-friendliness, we must never compromise the comfort of those who drive and use these vehicles in fulfilling these demands. We recognize that “comfort” is also an important aspect of commercial vehicles. This is because, we understand that lessening the fatigue and the comfort of commercial vehicle drivers, who often drive for many hours a day, will contribute to safe operation. Therefore, HINO makes its vehicles with great attention to detail so that drivers can drive comfortably. “Comfort” is a catch-all term that involves a broad range of elements including riding comfort (vibration,) noise, cabin comfort, convenience, ease of ingress/egress, air conditioner performance, and operability among others. HINO’s goal of “comfort” is the totality of all of these elements balanced at exceptionally high levels. This idea must be pursued from many angles, with the focus on all aspects of the vehicle that the drivers come into contact with from the time they get in the vehicle to the time they get out after a day of work. This is why HINO continues to develop and adopt a variety of technologies that have been developed based on data it has gathered over the years.

Let's take riding comfort for example. At HINO, we categorize the suspension into 3 separate elements and design each of these elements to provide riding comfort. The first element is the driver's seat. We incorporated seat suspensions in our seats to reduce driver fatigue over a long haul. This feature gives the seat excellent holding performance, helping drivers stay relaxed. We have also enlarged the air spring of the cab suspension to provide comfort. The third element is the chassis suspension. We provide the optimum suspension for each destination, as well as their road and operating conditions.

The steering-system was also refined, improving straight-line stability, helping to maximize the effect from the three suspension elements comprehensively.

These are but some examples of the technologies that HINO incorporates. We constantly incorporate new technologies for providing comfort and reducing driver fatigue.

As for buses, we must extend this idea to passengers so that they are always able to ride in comfort. HINO buses are fitted with 4-wheel electronically controlled suspension systems based on a wide suspension that offers smooth riding comfort and is also known for driving stability. The comfortable ride that this system delivers was born from the “sense of balance” to which HINO is committed. You could say that this technology gives people the opportunity to experience HINO’s craftsmanship. Additionally, HINO buses are equipped with special air conditioning technology to provide a comfortable mobile space for comfortable travel. For example, our buses are fitted with a fully automatic air conditioning system that constantly fills the cabin with fresh air at dramatically reduced cabin noise levels. This is another technology that was born from HINO’s desire to create the most comfortable environment possible for passengers who ride our buses.

As we mentioned above, there are various aspects that we must cover to create “comfort.” However, there is only one thing to keep in mind. That is, we must think from the perspective of HINO users. As long as we are clear on this, solutions to create the most comfortable HINO will continue to evolve.

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

HINO Fascination

HINO communicated its innovative character at the Tokyo Motor Show 2007.

The 40th annual Tokyo Motor Show organized by the Japan Automobile Manufacturers Association was held from October 26 to November 11 amid much fanfare at Makuhari Messe in Chiba. The 17-day event was attended by a total of 1,425,800 visitors and the show was the focus of attention of motor fans around the world. HINO exhibited its first-class large touring bus and innovative safety truck ASV (Advanced Safety Vehicle), as well as new concepts including four reference exhibits to showcase a broad range of its technologies. The exhibit space production was based on the theme "HINO's Bus and Truck Park where everyone can enjoy themselves" so that visitors who may not have much to do with commercial vehicles on a day-to-day basis can see the fun aspects of buses, the toughness of trucks, and HINO's efforts to contributing to society by improving safety and environmental friendliness.

The exhibit with the most prominent presence at our exhibit booth was the "HINO Selega Premium," which was a newly evolved conceptual version of a large tour bus, "HINO Selega,"* which is known for its dynamic styling and excellent riding comfort. True to its function as a first-class large tour bus, it featured a range of interior facilities including luxurious and spacious seat layout, wide genuine leather seats that were placed two per row, large-screen personal displays, and a full-service galley for providing high-quality services. On reference exhibition was the "HINO Poncho Travel Cafe," a small sightseeing bus. This bus was based on the "HINO Poncho,"* a small non-step bus that is very popular among our customers.

The concept of this bus was to offer a new way of traveling including "taking people on tours to historic spots that are only found at the end of an alley."

Meanwhile, a truck exhibit that drew much attention was the "HINO Profia ASV Tractor." HINO has continued to develop next-generation safety truck ASVs fitted with the latest safety technologies, introducing various safety technologies under development ahead of its competitors. At this show, we presented a newly evolved safety technology concept including a "peripheral view support system" that gives the driver a wide view. Also on exhibition was the "HINO Ranger," which will be taking part in the 2008 Dakar Rally, as well as the "A09C," our latest 8.9-L diesel engine derived from our latest engine concepts of low rotation, high torque, and good fuel efficiency. This engine offers compact size, light weight, reduced emissions, and better fuel economy (reduced CO₂ emissions), and was first fitted on our "HINO Profia" trucks this spring.

Also on exhibition was the hybrid system for small trucks. A visitor from Panama had this to say about our booth, "The booth was produced in a way that the information was easy to understand, and the way the products were exhibited was wonderful. I was particularly impressed with HINO's safety technologies under development. I hope these technologies will eventually find their way into other HINO models." The many presentations of HINO's innovative technologies at this Motor Show were generally well received by all visitors.

* Model names for the Japanese market



Service skills contest at the training center of HINO Motors, Ltd.



Second Annual Excellence Award from Focus on Truck and Logistics magazine in South Africa



"HINO Rocks" event in Woodstock, Canada



Service skills contest held to further improve CS.

On November 3, service department staff members at HINO sales companies in Japan came together to take part in a service skills contest held at the training center of HINO Motors, Ltd. This contest is held once every year, and it has become a prestigious event for service department staff members at sales companies to take part in. Indeed, it is quite difficult to win a seat at the contest as only 10 of the best companies who have won regional qualifying contests are able to participate. As each company showed their mettle in services and the audience cheered on, Tokyo HINO was chosen as the winner of this year's contest. This year, for the first time in the contest's history, staff members from Taiwan and Canada who won their local qualifying contests took part as special entrants in the vehicle contest category. This contest confirmed that we all share the same desire to improve our skills to make our customers happy and improve customer satisfaction.

Toyota South Africa Trucks is lauded for their improved customer service.

TSAM Trucks is the commercial vehicle sales division of Toyota in South Africa, and we sell the HINO 700 and 500 series as well as the Toyota Dyna series. Hino sales at end November were 2233 units, well on track to exceed 2400 units for 2007 and 25% higher than the 1917 units for 2006. In October, at the Annual Excellence Awards hosted by the Focus on Trucks and Logistics magazine, the Hino 500 series received first prize as the Premium Product in its class. This prestigious accolade is awarded to only one of the 30 truck brands in the market based on ratings made by more than 600 transport companies in South Africa. It is the second year running that we have been privileged to receive such recognition at this "Oscars of the Industry" function. TSAM Trucks was also rated highly in the Scott Byers Comparative Customer Satisfaction survey, particularly from an after sales support point of view. The Hino 500 series has been well accepted in the market and commands the highest market share in its class. We see this achievement as an acknowledgement of not only the excellent quality of our products, but also of our service efforts based on the commitment of our network of dealers to constantly improve customer support.

Recognizing the importance of customer service at a special event – Hino Motors Canada.

For nine days from September 19 to 27, Hino Motors Canada sponsored their "HINO Rocks" event in Woodstock, with programs geared towards both customers and dealerships. One of the customer programs featured a fuel-saving seminar. Participating customers were given a chance to see the difference in their fuel consumption in "before" and "after" test drives. On average, customers were able to achieve a 26% reduction in fuel consumption after the seminar, and participants were genuinely surprised at how much they could improve their fuel efficiency, which was well beyond what most had expected. In the dealership programs, skills contests that addressed two areas (service and parts) were conducted. Six contestants who had qualified in earlier contests competed with each other in an impressive demonstration of knowledge and skill. Hino Motors Canada striving to achieve its goal of 20,000 units in accumulated sales again confirmed that they must continue to improve their customer service by providing products and services that customers need. As such, we believe this event was an extremely meaningful one for customers, dealers, and Hino Motors Canada.

HINO Product Insights

File 3: HINO Poncho Travel Cafe

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

Has there ever been such a unique bus before? The “HINO Poncho” is a small non-step bus that entered service in March 2006. Everything about its styling, which was based on the design concept “a bus that blends in with urban surroundings and has affinity,” is new and goes against the conventional image of the bus. What’s more, its innovative and unique character is not skin deep. Even though the bus is compact at 2.1 m wide and 7 m long, it provides passenger space using over 80% of that area. In addition, thanks to the use of external sliding doors that eliminate the need for a door case – an unusual configuration for transit buses – and its high ceiling, there is an open sense of airiness inside the bus. It is easy to get on and off the bus in a wheelchair with its fully flat floor space – features made possible through an innovative design where the four wheels are located at the four corners of the bus. The coloring scheme is such that the floor, wall, stanchion poles, and stop request buttons are all given different degrees of brightness, following the universal design concept in the visual realm as well. This truly one-of-a-kind small bus was recognized for its “excellent design” not only with gracefulness, but also with features that enrich our lives such as “ease of use” and “superb quality,” and was awarded the 2006 Good Design Award sponsored by the Japan Industrial Design Promotion Organization. At the 2007 Tokyo Motor Show, HINO put on a reference exhibit of a new model that embodied new possibilities for the “HINO Poncho.” Sekiguchi, who was responsible for the concept production of this model says, “We wanted to retain the strong points of Poncho and its solid concept, and add more fun to it. True to its name ‘Travel Cafe,’ we incorporated an idea where people can enjoy sightseeing in a cafe-like setting.” The interior is replete with the functions and atmosphere of a cafe. Sekiguchi says, as he looks on the HINO Poncho Travel Cafe with loving eyes, “The Poncho is currently sold only in Japan. Our wish is for this bus to go out into the world.” He may actually be envisioning the day that this Poncho is seen on streets around the world as a community bus and pioneer of a new way of traveling.



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