

# 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”.



# HINO Cares Hand

**Make the driver be the king of the roads.  
Make its investor be convinced of the reason  
why he is the worker to earn money.**

Manuel Antonio Siekavizza, the Trade Director of CODACA Group, Guatemala



**“This complex network of elements which responds to the name “Total Backing” is the particular way in which CODACA Group defines and operates the after-sales service for our customers.”**

Since 1972, when my father took the distributing of Hino in Guatemala, he had the vision to focus on the after-sales service. Make the driver of Hino trucks, feel the “king of the roads” and at the same time, make the investor on the purchase of Hino trucks, be convinced that he has made the best choice investing on a “worker to earn money.”

These two phrases made by my father, Danilo Siekavizza, have been an asset in the construction of the trademark Hino in Guatemala. Apparently, they are simple phrases, but their meanings are translated into pride and satisfaction for our consumers. They represent the result of all the effort implemented by CODACA Group everyday to guarantee the preference of our customers for Hino trucks.

This daily effort has allowed us to be the leader in the Guatemalan market of trucks without interruption since 1975.

Keeping this leadership depends on ourselves and on the best combination of factors that we may do, from the factory to the Total Backing program.

Nowadays, I am in charge of the Trade Direction of CODACA Group and the conduction of the operations of Hino for Guatemala, Honduras and Belize. I can tell you that CODACA's most valuable asset and the key for its success can be found in our collaborators who are always willing to give their best for the advantage of the enterprise and the satisfaction of our customers.

Based on a strategy that starts on the deep knowledge of our customers' needs (consulting and pre-sales), with a perfect and refined after-sales service (which includes training, support, consulting, preventing and corrective service through our body shops, mobile body shops, and night body shops; and also with the guarantee that our spare parts warehouses provide, in stock and in quick delivery, we have achieved the strengthening of a successful trademark in our market through this 35 years.

This complex element network, which responds to the name of

Total Backing, is the particular way in which CODACA Group defines and operates the after-sales service to our customers... and it's the way it's been done! Just to give a specific example, we designed and created the Mobile body shops concept, as one of the columns of the service in situ to attend the needs of a Hino unit wherever it may be, because we perfectly know that the transporter needs that his trucks are working all possible time to achieve a profitable business. This is the way in which we accomplish our slogan “the worker to earn money” because we never allow a transporter to leave a business and at the same time we make the driver of the unit feel and be “the king of the roads” because we go wherever he is to serve him at the needed moment and place.

I believe that the most important and major capital of Hino's trademark is its people, who are committed to give a hand at the required moment, honest and working collaborators whose goal is to provide satisfaction to our customers. From people in Hino's factory in Japan, to people in our central offices in Guatemala... everyone, completely all of them have mutual understanding of our philosophy. This makes Hino, as trademark, a valuable asset for all of us who work with it.

After 35 years of having started working in Guatemala, CODACA Group stockholders, its collaborators and I, have the firm conviction that our hands are as ready as they can be to continue with the development and success of Hino's trademark. We wish to guide the trademark through new ways, we want to keep on being “the worker to earn money”, we want who drives a Hino, continues being “the king of the roads” and the highway is ready to go on.

**Hino is made by people.**

# HINO's Service

Our business is basically to provide efficient and profitable transportation solutions, not just selling trucks.

Sergio Rebullá, Sales Sub-manager and Fleet Consulter of CODACA Group



**“We turn our customers into partners of our enterprise from the moment when we make ours their needs and we share in the search of the solutions that will make more profitable their operations.”**

Customer service. This is the way many doors in many enterprises are labelled. They are established in specialized departments to attend the needs of their customers... always investigating... always analyzing, looking for that different element that may keep the preference of one customer on a certain trademark.

For CODACA Group, Hino's distributor in Guatemala, we tried to expand this "department" to the complete enterprise in general. The reason is very simple: as the same way each collaborator, who works in our enterprise, breaths and transpires our trademark, that way our customers will establish the trust that they have for our trucks.

The way that we make real this way of thinking and stop writing "simple pretty phrases" is through our program Total Backing. This program has been the spearhead for all the operation of Hino in Guatemala, and its formed as an advanced and new customer service program designed to attend all and every need of the phases of our business. Total Backing is in the phase of the analysis of the needs of transportation of a small manager up to the maintenance and support of a big fleet of trucks in a multinational corporation.

Everything in CODACA Group is related to this philosophy of business and the results through these 35 years of operating in our country prove it. Our business is basically to provide efficient and profitable transport solutions, not just selling trucks. Our business goes farther. Being suppliers of solutions in transport, the task does not end at the precise instant in which the sale is done and a check is received. The task never ends.

Our customers turn out to be our partners in our enterprise from the moment in which we make ours their needs and we participate in the search of solutions that make their operations more profitable. A partner wants that "his partner" earns money always, then, as the same way our customer service meets effectively its mission, we guarantee his total satisfaction, and it means that the trust to get more transport units with us and this is the way the business circle begins to expand.

The perfect coordination of the spare parts department with body shops has special importance within the operation, because from the

quickness and existence of the first depends the efficiency of action of the second one and on both, the satisfaction of the customer. To achieve this we have established systems to quicken the times, even using a specialized software which allows us to locate a certain customer within any phase in the total process.

One of the most important tools that we have in the Total Backing program, are the Mobile Body Shops. I consider that they are the equivalent to the ambulances, because they provide "medical assistance" services to "our patients" who are not capable to get to "our nearest hospital."

I remember specially in detail, among the many experiences that I have had within the CODACA Group, the time when one of our customers (whose business consists in values transportation) had a problem with the transmission of one of his units. I received a call at the end of the afternoon, after working hours, just when I was going out of the enterprise. My first action was to find someone on the spare parts department, but everyone was gone. I communicated with Antonio Santizo, of the body shops department and asked him to come back to the office because something had come up with a customer; Antonio came back, but we were missing the access to the spare parts. In a moment we took the determination to take out the transmission of a new truck on the sales department and substitute it on the unit of our customer and that is what we did. All the process, from the arrival of the truck with the problem to the moment in which it left the body shop, took a tour. The customer left satisfied, having proved the truthfulness of our Total Backing program, his unit continued the established route and this action was important because the customer not only got 70 more units with us, but he has told this anecdote to other persons as a fact that makes him proud.

We have it clear that in the highway that means our market, the customer service (our Total Backing) is the fuel that feeds the engine of the development of our trademark.

**Hino, where services also continue to evolve.**

# HINO Owner's Voice

Castillo Hermanos Corporation has acquired Hino's fleets of trucks, approximately since 1984, which means, that we are about to be 25 years of continued preference for the qualities of this trademark.

José Luis Monney Castillo, Engineer / Administration Manager, Earth and Air Transports of C.A.S.A.



**“Hino has categorically demonstrated during the years, to be backed in Guatemala by an enterprise with a high degree of customer service, as it is CODACA Group.”**

One of the largest Guatemalan corporations, mostly dedicated to the trade and distribution of a large variety of products, as beer, carbonated beverages, soft drinks, pure water and food, is Castillo Hermanos Corporation (Corporación Castillo Hermanos).

Because of the nature of the business in which they operate, they require extremely precise and well coordinated distribution logistics, being that the reason why the fleet division is an important part in this complex structure.

Engineer José Luis Monney Castillo, Administration Manager of the Earth and Air Transports of C.A.S.A. (Flota de Transportes Terrestres y Aéreos de C.A.S.A.), tells us now his experiences with Hino's trucks trademark, of the reason why this trademark is preferred and he shares with us a story which serves as an example, with great affinity, to the importance and the reaching of Hino's trademark.

“Castillo Hermanos Corporation has acquired Hino's trademark truck fleets, approximately since 1984, meaning, we are about to be 25 years of continued preference for the qualities of this trademark. For a corporation like ours, keeping a fleet in circulation, is directly related with the satisfaction of our internal customer, the Sales Department of the corporation, because practically there are more sales if we place more of our products in the market.”

“The corporation has kept the investment in this trademark, based on a fundamental factor: Hino has demonstrated categorically during the years, to be backed in Guatemala by an enterprise with a high degree service for the customer, as it is CODACA Group, enterprise which has given us and appropriate support which goes from consulting and sales to preventive

service, equipment and quality of its body shops, and of course, the stock of spare parts that it has. This definitely, means a highly profitable operation of our trucks, because it does not only minimize the problems which may come up in the road, but also, with a high efficiency, through the low cost per kilometre which it gives us, having calculated this fact with the direct expenses that the operation requires and the opportunity cost that diminishes when we have shorter periods of time the units in the body shops.”

“One of the most memorable anecdotes that I can share with you, related to how deeply settled is Hino's trademark in our corporation, it is worthwhile to tell the one we had with a driver of an agency in the interior of the country, this agency, basically distributes Gallo Beer (Cerveza Gallo.) The driver was very happy with the Hino truck that he had been assigned. However, once he had to use a truck of other trademark and he pretended that this truck had mechanical problems, to avoid using the other one. While checking the truck in order to determine what kind of problems the unit had, surprisingly we found out that it did not have any problem. When we asked the driver again, he confessed that he had made up all of this in order to make everything he could to avoid that his Hino truck would be taken from him.”

**Hino, because there are reasons to be selected.**

# HINO Technology

Trucks must be a comfortable vehicle for the “things” that they carry too. This attention to “transport quality” is one of HINO’s distinctive characteristics.



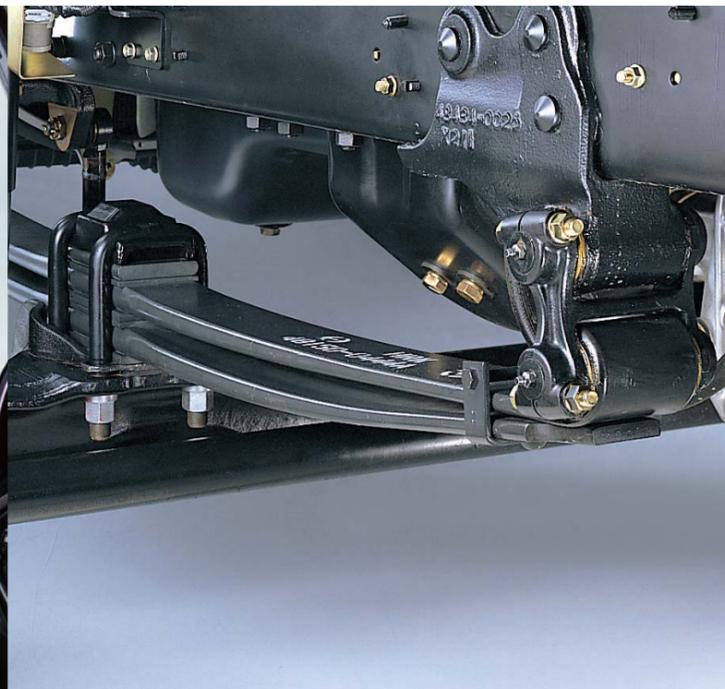
HINO is passionately engaged in developing trucks that offer high-quality transport. Another aspect that demonstrates our passion is our unique method of research.

Trucks must not be limited to providing comfort only to their drivers and passengers. We must pay attention to how trucks provide comfort to the “things” that they carry; in other words, to improving the quality of transportation, one of the most important mission of trucks. The demand for high-quality transport is becoming increasingly important in modern physical distribution. This is because the quality of transport can have an effect on the value of a broad range of products ranging from perishable food products to electronics, computers, and precision equipment. How do we ensure that the products that our trucks transport for our customers are delivered without having their quality or value diminished? HINO constantly aims to improve the quality of transport so that both the shipper and receiver can have confidence in the trucks that we make. For example, as one of the technologies to help reducing cargo damage, we have introduced a height adjustment system in some models in the HINO 700 series. This allows the driver to adjust the height of the loading bed at will, making it easier to load and unload cargoes, and helping to prevent cargo damage during handling. Another major factor that can cause cargo damage in addition to the handling process is the vibration cargoes are subjected to during transport. As the vehicle travels over a variety of road surfaces, vibration is transmitted to the vehicle and to cargoes. Needless to say, vibrations can contribute to cargo damage. The best conceivable way to prevent this type of damage would be to absorb the vibration that is transmitted from the road surface, and to develop chassis and suspensions that help prevent cargo tumbling and damage. This is why HINO provides the appropriate model for different markets depending on road and operating conditions in the region. For example, the air suspension systems used in the HINO 700 and 500 series help reducing vibration in the loading space and help to reduce cargo damage. Not only is this the ideal technology for transporting delicate cargoes, but it also helps to

reduce driver fatigue. Tapered leaf suspensions are highly rigid and flexible at the same time, contributing to durability and driving performance under a variety of road conditions. Additionally, long leaves are used to reduce friction, thereby contributing to the extension of the spring’s life. These technologies also contribute to transport quality. In some regions, we’ve equipped the HINO 300 series with coil spring front suspensions. This configuration enables independent front axles that allow the right and left wheels to move independently of each other. This contributes to ground holding performance and helps reducing vibration to reduce the possibility of cargo tumbling during transport. As can be seen from the development and deployment of such technologies, HINO is passionately engaged in developing trucks that offer high-quality transport. Another aspect that demonstrates our passion is our unique method of research.

To develop technologies for reducing cargo damage caused by vibration, we conduct our research using one of the most easily damaged of all fruits, strawberries. We actually load trucks with strawberries and calculate the rates of damaged fruit that result. From these studies, we have discovered one of the mechanisms of damage in which small but continuous vibrations create damage and cause it to progress. Such research result forms the basis of our efforts to develop better technologies that reduce more cargo damage. How comfortable can trucks be for the “things” that they carry? We at HINO are continuously making efforts to develop high-quality transport technologies to arrive at and realize the best possible solution.

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



# HINO Fascination

HMMI and HMSI (HINO manufacturing and sales in Indonesia) celebrate their 25th anniversary.

On December 13, 2007, HMMI (HINO Motors Manufacturing Indonesia) and HMSI (HINO Motors Sales Indonesia) celebrated their 25th anniversary in Jakarta, Indonesia. In 1976, HINO began exporting vehicles to Indonesia, and founded HINO Indonesia Manufacturing, the precursor of HMMI, in 1982. Over 85,000 HINO vehicles have been exported to Indonesia to date. The celebration was attended by Mr. Sugisaki, VP from the head office, our valued customers, government officials, and company officials giving a total of 350 people. In his speech at the celebration, Mr. Mizutani, president of HMSI, said, "When we look back at the quarter century that we have been here, there have been good times and bad times. We are very grateful that HINO has been able to grow together with Indonesia. Our goal is to extend our past 25 years of growth over the next 100 years." Also, as part of their CSR activities, HMMI and HMSI announced the contributions they will be making towards the environment, education, and welfare, and held a presentation ceremony of the contributions at the press conference. In the environmental area, the two companies donated funds for planting 8,000 trees. With

regard to education, they donated a HINO Dutro mobile library. In the area of welfare, they contributed funds for medical services at orphanages. This celebration was a celebration of the 25 years that HINO has been in business in the country, as well as an occasion to renew our vows to become a company taking root in the local community through social contribution activities. Around the time of this celebration, the United Nations Climate Change Conference (global warming conference) and a "Clean Automobile Show" was being held on the island of Bali, at which HINO exhibited a CNG bus. President Yudhoyono of Indonesia was present at the event and viewed HINO's CNG bus. The United Nations Climate Change Conference was attended by government officials, media representatives, research groups, and NGOs from over 180 countries. The CNG bus exhibit at the "Clean Automobile Show" was an excellent opportunity to demonstrate the technological capabilities of HINO, which has established facilities for mass producing CNG buses in Indonesia. We believe this helped us communicate an important aspect of our environmental commitment to the world.



Transport Fair in Chile



Launch event in the Algerian market



Grand opening in Arkansas

## Exhibit at the 7th Chile Transport Fair helps create a positive image for HINO.

The "7th Chile Transport Fair" was held for 8 days starting December 5, 2007 at the Espacio Riesco Convention Center in Santiago, Chile. This event, which is organized by the Asociacion Nacional Automotriz de Chile (ANAC), began in 1995, with this latest event being the seventh since its inauguration. Participants included 21 automobile and truck companies, as well as body, tire, and parts manufacturers. A total of about 25,000 people visited the event. HINO exhibited SS vehicles painted in silver metallic, as well as our 300, 500, and 700 series trucks in the space of 100m2. We also exhibited our Paris-Dakar rally vehicle which became a huge attraction for guests and the local press. We believe this event proved to be an excellent opportunity to increase awareness and provide information on HINO. Chile is the third largest of the Latin American markets in which HINO operates. Our participation in this fair will be significant in terms of further expanding our market reach.

which is scheduled to open in 2011, we foresee an expanding market for commercial vehicles in Algeria. As such, we expect there will be a growing demand for commercial vehicles with high quality. HINO is making its best efforts to provide high quality products and services so that it can be designated the "No. 1 partner" in the field of high-quality transport here in Algeria as well. We hope that we will be able to satisfy the needs of our Algerian customers in the very near future.

## HINO-Arkansas celebrates grand opening.

On February 7, Hino Motors Manufacturing USA, Inc. held a Grand Opening ceremony at its facility in Marion, Arkansas. The celebration was attended by more than 200 guests and dignitaries, including Hino Motors Ltd. President, Shoji Kondo; Arkansas Governor Mike Beebe; Seiichi Sudo, President of Toyota Motor Engineering and Manufacturing North America (TEMA); and Koichi Funayama, Acting Consul General of Japan. The Hino Arkansas plant, which is approximately 20 minutes west of Memphis, Tennessee, manufactures axle assemblies and suspension components for the Toyota Tundra, and just began production of suspension components for the Toyota Sequoia. The plant started production in October 2006, and today employs about 700 full-time Team Members. The event was held in the facility's just completed maintenance and storage addition, but was impressively decorated with black curtains, Hino red table linens, white chairs, and a ten foot by sixteen foot projection screen . . . It certainly did not look like a warehouse! After very gracious congratulatory speeches by a number of guests, including Governor Beebe and President Kondo, Hino announced two special presentations to the local community: a donation of 10,000 U.S. dollars to nearby Mid South Community College to support its Advanced Manufacturing Curriculum, and the establishment of an annual Hino college scholarship which is to be awarded to an area high school senior. Hino takes great pride in giving back to those communities that share their residents, our Team Members, with us. Hino CARES.



## Launch announcement event marks a new step for HINO in the Algerian market.

On January 23, 2008, HINO held a launch event at the Blida branch at Toyota Algeria head offices located in the province of Blida, about 50km west of Algeria's capital city of Algiers. Participants of the event numbered over 100 including guests and journalists, making this a hugely successful event. HINO exported about 8000 trucks in Algeria in the 1980s, mainly to what was then the Oil Corporation. There were no HINO agencies in Algeria at the time, so the trucks were sold based on spot deals with the Corporation. In July 2007, however, we entered a Distributorship Agreement with Toyota Algeria as a suitable partner, and this marked the first step in launching fully-fledged sales operations in Algeria. HINO built up a very good reputation in the 80s and many of our guests at the launching ceremony were excited to see "HINO return to Algeria." With various projects planned for the future, including the Algeria highway (total length of 1,200km)



# HINO Product Insights

## File 4: HINO 500 Series

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

"I think many of us remember drawing pictures of trucks as children. Watching how trucks work for people, children see them as being dependable and cool. At least that's how I felt.

Right now, I'm actually building trucks, these powerful vehicles that I used to draw in my sketchpad, and I'm proud of that," says Masahiro Hosokawa, a chief engineer of mid-sized trucks for overseas markets at HINO's product development department. The HINO 500 series which he is responsible for is our mainstay product for the overseas market. It was also launched in the Korean market in 2007. So far, a total of over 40,000 of these trucks have been sold around the world. Hosokawa continues, "The development of the 500 series was based on five basic principles." These five principles represent HINO's attitude towards truck making and also reflect HINO's vision of the "ideal truck." First, the truck "should be environmentally friendly." HINO not only builds trucks that meet the latest emission standards for each market, but it is also actively engaged in developing CNG and hybrid systems. In addition to reducing emissions, HINO is also taking steps towards better recycling by thoroughly reducing the lead content in its products so that Hino trucks should be environmentally friendly, not only while they are in use, but throughout their entire lives. Our second principle is that HINO trucks shall offer the "good in lifetime costs." With sharply rising fuel costs in recent years, HINO has always pursued ways to

help improving fuel economy. Also, aiming at reducing maintenance costs and facilitating routine inspections, we have introduced layouts where some of inspections can be made without tilting the cab, and have added an open/close lid at the front of the cabin. Our third principle is that HINO trucks shall offer the "good in transport quality." In order to fulfill the crucial mission entrusted in trucks -- that is, to carry their load reliably -- HINO consistently aims to build durable trucks with low failure rates. Our fourth principle is that HINO trucks shall offer the "good in loading efficiency." Different cultures have different ways of loading. However, at HINO, we don't build chassis to cover all such loading methods. Instead, we develop chassis aiming that they are specifically suited to our customers' requirements, and this is crucial in contributing to loading efficiency. And our fifth principle is that HINO trucks shall be the "good truck that drivers want to drive." We understand that one of the ways to contribute to driving safety for drivers who often drive long distances is to reduce their fatigue. This is why HINO aims to design spacious cabins and functional instrument panels in order to reduce driver's fatigue and improve conformability, making them want to drive our trucks. Hino also pursues R&D in order to minimize the damage caused by an unlikely event of an accident. We aim to manufacture trucks of higher quality to make our customers feel proud of driving Hino trucks.



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