

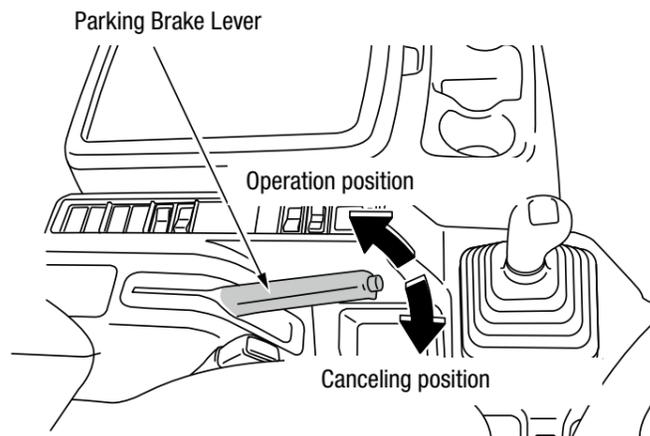
Inspection of Parking Brake for the HINO500 Series, production code FC, FD, GD, FG, GH, SG, FL, FM, FT and GT.

The parking brake is used every time you park your vehicle. Inspection of the parking brake in accordance with the OWNER'S MANUAL is one of the essential factors for safe operation of your vehicle. In this section, we would like to explain how you can inspect your parking brake of HINO500 Series. Make sure to go over the points of inspection in your daily inspections and maintenance and be sure to read your OWNER'S MANUAL thoroughly and entirely for details.

CAUTION
Perform the inspection on a level surface while depressing the brake pedal.

Inspecting parking brake lever

This inspection is for checking whether the lever pulling allowance is too large or too small when you fully pull the parking brake. First place the parking brake lever in released state, then slowly pull it with a constant force until it locks, and check the lever stroke by listening to the number of clicks while pulling the parking brake lever (the clicking sound made by the ratchet when it engages) is within the standard value of 7-10 notches.



Item	Standard value	Repair limit
Lever pulling allowance	7 to 10 notches	—

If the lever stroke is not within the standard value, have it adjusted by your authorized HINO dealer.

[Preview of next issue]

Look forward to our report from Dakar Rally 2013 in HINO Cares vol. 20!

HINO TEAM SUGAWARA is ready to take on their 21st challenge!

Again this year, HINO TEAM SUGAWARA has entered in the Trucks category of the Dakar Rally 2013, scheduled to kick off in Lima, Peru on January 5, 2013. Car 1 will be piloted by—no surprise here—Yoshimasa Sugawara who holds the Guinness Book record for 30 consecutive entries in the Dakar Rally. Car 2, which received a number of performance upgrades including enhanced rear body rigidity, will be driven by Teruhito Sugawara. This race will be the 21st consecutive entry for Hino and the company will be entering a racing truck (Car 1) fitted with a new power train which includes an electronically controlled (common rail) engine—a first in Hino's history in this race. The Dakar Rally is sure to create heated drama again this year. Please look forward to our report of this race in our next issue!



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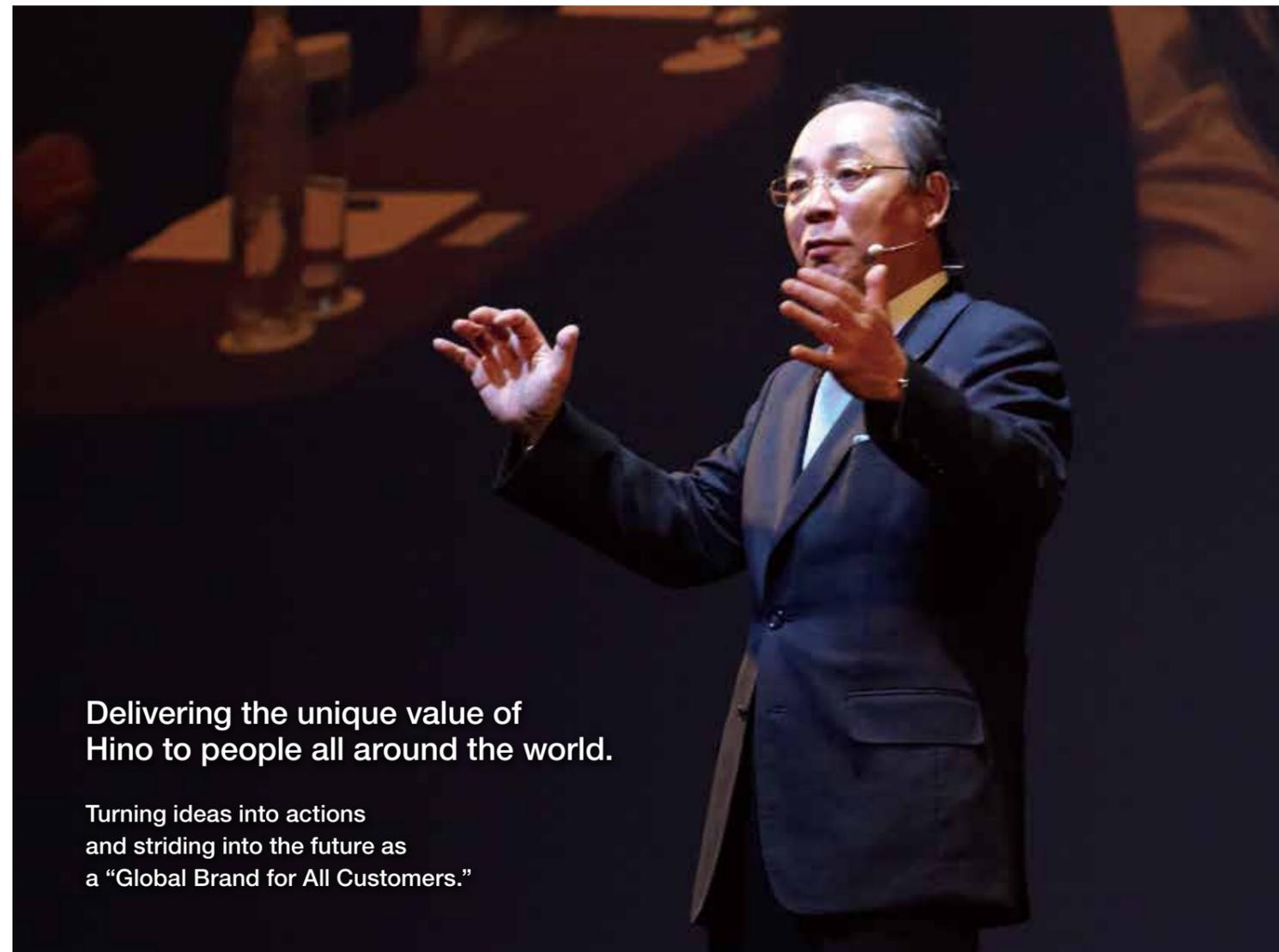
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HINO Cares

Issue 019

Hino Always Puts the Customer First



Delivering the unique value of Hino to people all around the world.

Turning ideas into actions and striding into the future as a "Global Brand for All Customers."



“TEAM HINO, United Moving Ahead.” Hino’s “circle of people” and “circle of trust” further empower its capabilities.



Mr. Shirai, President of Hino Motors, passionately describes his vision.

In October of 2012, the 70th anniversary of Hino’s establishment, the Hino World Conference 2012 was held at the Grand Hyatt Hotel in Roppongi, Tokyo. This conference was a major event that was held for the first time in four years with participation from distributors and dealers from around the world with the purpose of sharing Hino’s visions and strategies. This was the fourth World Conference held to date and saw participation from over 200 representatives from 62 countries worldwide. At this conference, presentations on Hino’s specific visions and strategies were given by Mr. Shirai, Hino President, and Senior Managing Directors Messrs. Ojima, Maeda, and Kokaji, in addition to other presentations regarding the efforts being made and results being achieved at distributors around the world, all of which are based on Hino’s “Customer first philosophy.”

At the beginning of his presentation, Mr. Shirai reflected on the four years since the last Conference and noted, “The world has gone through multiple crises that were unprecedented in their scale and speed including the collapse of Lehman Brothers in 2008, the European financial crisis and many natural disasters, and in Japan, a super-strong yen and natural disasters of incredible scale. Additionally, the commercial vehicles market is seeing the emergence of new competitors who are making forays into countries near Japan. Even under this extremely challenging business environment, Hino has steadily strengthened its operations and continued to grow. In particular, our growth outside of Japan has been dramatic, and this fiscal year we are forecasting the achievement of a new milestone: overseas sales of more than 100,000 vehicles. In Japan, we continue to lead the market, marking the 39th consecutive year as of last year of having the largest market share in the domestic heavy and medium duty truck market. We see this success as the result of everyone – our dealers, manufacturers and business partners – doing their parts, steadily and consistently executing as they should. Here, again, I want to express our heartfelt gratitude to everyone for their immense efforts.” The audience applauded enthusiastically in response to this.

This was followed by presentations on directions for Hino moving forward. “Hino has been driving its operations forward based on its ‘four pillars’ — (1) Offering competitive products, (2) Expanding our overseas operations, (3) Boosting productivity and supply capability, and (4) Training trustworthy



All in the room felt they were part of a cohesive team.

personnel. Moving forward, however, we must further accelerate efforts to implement these ‘four pillars’ in what we expect will be an increasingly harsh market environment.” Next, the podium was handed over to the three directors who explained the issues and actions taken in their respective areas of responsibility. With regard to overseas expansion, Senior Managing Director Mr. Ojima spoke on the overseas sales function in the context of Hino’s corporate philosophy of being a “Global Brand for All Customers.” In the area of Hino’s vision for attaining world-leading product development capabilities, Senior Managing Director Mr. Maeda described Hino’s development functions. And Senior Managing Director Mr. Kokaji,

who is in charge of production functions, spoke on actions that are being taken to boost manufacturing efficiency to expand Hino’s supply capacity. By the time Hino President Mr. Shirai took the podium with his message on the fourth pillar, “Training trustworthy personnel,” the enthusiasm in the room was palpable to all present. “Hino’s mission is to be of service to people’s lives and the world as a provider of trucks and buses. We will continue to make products for people and for tomorrow, because neither of these knows any boundaries. We view everyone, everywhere as a Hino customer. Today, I believe Hino trucks are essential to the lives of people worldwide, transporting all manner of things. Likewise, I believe



Mr. Ojima, Senior Managing Director



Mr. Maeda, Senior Managing Director



Mr. Kokaji, Senior Managing Director

Hino buses play a crucial role for many getting people where they need to be – whether this is transporting children to school, workers to the office, or bringing people home. The road we have taken and that we are on, links us with people around the world. In this, we take pride, and find great joy. It is a challenge that we enjoy and tackle with unwavering determination. In this way, driven by this passion, we will continue to blaze our own trail, to bring to people everywhere the unique value and values of Hino Motors as a “Global Brand for All Customers.” As Mr. Shirai closed this series of presentations, the words “Team HINO, United Moving Ahead” — the theme for the Hino World Conference 2012 — were boldly projected onto the screen behind him.



Over 200 participants came together from 62 countries around the world.

We aim to boost our customers' businesses even further through commercial vehicles.



Mr. Ojima, Senior Managing Director, explains Hino's visions for its overseas businesses.

Hino now operates in over 80 countries worldwide, and expects to sell 100,000 vehicles annually. How must Hino proceed to achieve even further growth moving forward? In this section, we would like to introduce you to Hino's visions for overseas growth, based on an excerpt of a presentation given by Mr. Ojima, Hino Senior Managing Director, at the Hino World Conference 2012.

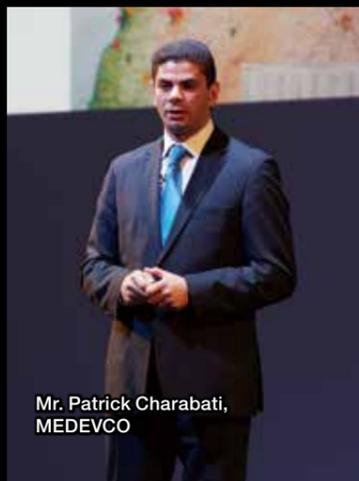
"I believe that the key element to ensure Hino's ongoing growth is to further differentiate our brand from the competition." Mr. Ojima also stated that the three keys to differentiation were "Bringing truly best-fit products to the market," "Offering our total support," and, to achieve these objectives, "Establishing a trustworthy relationship between Hino & Distributors."

"What exactly are the best-fit products? Namely, those that meet the precise needs of the customer in each market. While I believe that Hino has provided the best-fit products for different markets, there remains room for enhancement. What we must do, accordingly, is listen to the market. Meanwhile, differentiating our products alone is insufficient to counter the prices of our competitors. We also consider it crucial to achieve differentiation that is not price-dependent; namely, to enhance our competitiveness in areas other than price. According to customer satisfaction surveys, items topping the list of things that create satisfaction for our customers include service, sales rep relations, and product, while only 13% cite purchase price as key. In other words, we must provide customer-oriented activities to proactively establish a system offering total customer support. Namely, we must go one step further and work with our customers so that they are able to 'enhance their business efficiencies through commercial vehicles.' In other words, we must provide business 'solutions' for commercial vehicles. In addition to our existing competition, we expect rapid market entries by our competitors from China and South Korea; moving forward and creating an increasingly competitive business environment. Hino will inevitably be required to respond swiftly and promptly to such intensifying competition. Key when doing so will be our coherence as a team. This is the crucial factor in achieving our objectives, and what we mean when we cite the aim 'Establishing a trustworthy relationship between Hino & Distributors.' A great team will yield great results. Hino wants to collaborate to move forward and enjoy a prosperous future with you. Hino wants to be an excellent partner for our customers as team Hino."

Examples were presented by dealers who are achieving notable results by offering thorough total support.
 - Mr. Javier Diaz, Ricardo Perez, Panama, Central America
 - Mr. Patrick Charabati, MEDEVCO, Lebanon, Middle East



Mr. Javier Diaz, Ricardo Perez



Mr. Patrick Charabati, MEDEVCO

Comments made by Conference participants.
 The Hino World Conference 2012 saw participation from 68 companies from 62 countries worldwide. We asked some of the participants for comments after the presentation while there was still plenty of excitement in the air.



"I got a sense of being part of a team by participating in this Conference, and it was well worth the long trip from Saudi Arabia. Now with the Conference behind us, I already have a few ideas. I plan to put these ideas into practice once I'm back home. Our market still has potential to grow, and indeed, I think it is my mission to play a part in driving that growth."

Jamjoom Vehicles & Equipment, SAUDI ARABIA
MR. MANSOOR ALI KHWAJA /
General Manager, Sales & Marketing



"I am very grateful to have been invited to this Conference. Having taken part in the Conference, I feel now more than ever how important it is for all Hino associates in over 80 countries around the world to get together and share information."

Maquinarias y Vehículos S.A., ECUADOR
MR. KLÉBER VACA / President



"Our future is very exciting as Hino has a great product lineup. After listening to the presentations, we renewed our commitment to providing even more total support. By offering total support to our customers, we can differentiate ourselves from the competitors. We would like to draw on the two excellent examples of dealer activities introduced in the presentations today."

Crown Motors Ltd., HONG KONG
MR. ERNEST SAI KIT WONG / General Manager
MR. CEDRIC HIN WING SO / Managing Director



"While I have worked with Hino for over 30 years in my home country, this is the first time for me to take part in this Conference. Listening to the presentations given today, I got the feeling that Hino is on its way to solid growth. Hino is a very good brand, and the high quality that the brand represents is well known among customers in my country. And we hope Hino will continue to grow."

Hino Chile S.A., CHILE
MR. PATRICIO GRUNWALD /
Commercial Manager



**Hino Motors Manufacturing U.S.A. Inc.,
Parts operation for Latin American market
MR. ERICH NOVOA / Manager**

"Hino products are very highly respected in our market (Latin American and Caribbean area). In addition to their high quality and durability, they are also popular for the fact that they are made in Japan. That being said, there is still room for enhancement on the market. For example, as was described in today's presentation, the markets of Peru and Chile are very important for us and for Hino, and we are currently carrying out programs to develop products that are more suitable for these markets. The high standards set by Hino are an inspiration for us as well as a great source of motivation. We will continue our efforts so that our parts department and the market of Latin America can become a shining example in the Hino group."

"This was a wonderful Conference. Hino's total support concept is brilliant. Hino's concept is based on a broad global perspective, and I was very excited to hear how the company plans to further enhance the care packages that we provide to our customers by enhancing efficiency in the manufacturing process. The fact that the efficiency in the manufacturing will be enhanced moving forward means that we will be able to receive the products sooner than we do now, which in turn means we can deliver these products that much sooner to our customers. Additionally, if the company is able to reduce manufacturing costs through modularization and allocating the production of different components to centers in Japan and overseas, we will be able to lower the price of the products. Presentations on these new developments were very exciting to hear. I would like to convey this information to our customers and share the excitement."

**Toyota Zambia Ltd.
MR. JOHN CONNELL /
Chief Executive Officer**



**Toyota Tsusho Africa (PTY) Ltd., SOUTH AFRICA
MR. ANDRÉ VENTER /
General Manager, Hino**

"The information shared at this Conference was very exciting for us. What we have discovered is that Hino is taking steps to change. Hino's way of thinking and its efforts to listen to customers is very admirable. What are our customers looking for? And in what sort of timeframe? By communicating properly with Hino, they will provide us with products that meet our requirements, and that within a shorter timeframe. This is very exciting. I very much admire Hino's position of providing products that aim to satisfy our customers' needs."

"That was an excellent presentation. The topics that interested me the most in terms of Hino's various visions and directions moving forward were the three keys of bringing truly best-fit products to the market, offering our total support, and establishing a trustworthy relationship between Hino & distributors. The most important of these topics, I believe, is the thorough implementation of total support. And of course, we are committed to establishing a trustworthy relationship between Hino & distributors. The presentations today were very motivating. I believe we will be able to increase the sales of Hino products by continuing our efforts to provide complete satisfaction to our customers along with offering total support. As a member of team Hino, we aim to become the top company in our home country."

**PILIPINAS HINO Inc., PHILIPPINES
MR. FELIPE SIMEON BARROGA /
Vice President and Treasurer**



Canada

Christie's Dairy



Mr. Chuck Knight / Management

"Hino trucks are truly reliable. We can't consider using any others."

**Mr. Chuck Knight /
Management**

"We are a distributor of dairy products such as milk, yogurt, butter, and juices, and have been in this business for 67 years. We currently operate a total of 10 Hino trucks, including the HINO700 Series. We purchased our first Hino in 1988 because we needed larger trucks than those in service up to that time. We consider Hino trucks to be the best on the market in terms of reliability, durability, and ease of driving. Are there any areas in which we would like to see improvement? None whatsoever. Although it would be nice if the trucks had three batteries. Our dealer, Cal's, is also very helpful as they provide excellent service. Hino trucks are truly reliable. We can't consider using any others."



Canada

G.B. Friesen Transport Ltd.

"We have a great relationship with our dealer."

**Mr. Gary Friesen /
President**

"As a transport company we frequently transport flooring material between Edmonton and Lloydminster. Our trucks probably run about 95,000km per year. Our first Hino was a Hino 308TA that we purchased in around 2007, based on a recommendation made by an associate using Hino. We started up our business 5 years ago, so we have been using Hino trucks ever since our inception and currently own two Hino trucks. Their reliability, comfort, great fuel efficiency, and moreover, the excellent service we get from Hino Central, our dealer, means we like everything about Hino products. Above all, we have a great relationship with our dealer, whom we consider an important business partner."



Mr. Gary Friesen / President





Indonesia

P.O. Kramat djati

“The reason we continue to purchase Hino products is because, above all else, they are reliable.”



Mr. Agus Budiman, the company's owner

Mr. Agus Budiman / Owner

“Our company operates large buses on regular bus routes, and also provides tourist bus and bus charter services. On the regular bus routes, we provide services between our own bus terminals on Java, Bali, and Sumatra. We currently own 780 buses of which 256 are Hino buses. We also own 18 Hino trucks. In the past, as there were few bus and truck dealers in Indonesia, we would purchase whatever vehicles that were available at the time regardless of their make. When Hino opened their doors in Indonesia in 1982, we purchased three RK buses. This provided the catalyst for us to purchase 10 more Hino vehicles in 2000. After a year-long test of these vehicles, we found that Hino vehicles were superior to products from other makes in areas such as reliability, fuel efficiency, and spare part availability. Ever since, almost all of our new vehicle purchases have been from Hino.



Scheduled bus operations are the core business of P.O. Kramat Djati.



Mr. Priyatna Sadeli, C.O. Officer (left)



One of their longest routes takes up to 31 hours.



The bus terminal is always bustling with customers.



Hino buses are very popular among passengers for their comfort.



The long chassis of Hino buses allows for two extra seats to be installed.



The company operates its own servicing shop.



Mr. Edi Atmadja, one of the company's drivers, has been driving for 25 years.



The company still operates a Hino bus purchased in 1992.

Above all else, Hino products are reliable. The three RKs that we purchased in 1982 are still in operation and can be seen in fine form on the streets of Jakarta. When we think of our customers, riding comfort is a critical factor in our choice of vehicles as we operate regular long-distance bus routes with travel hours extending up to 31 hours. In this respect, the Rear Engine Bus Series offer excellent riding comfort and are popular among our customers. Also, because Hino vehicles have a longer chassis, we are able

to equip the buses with two extra seats compared to buses from other makes, and this is another crucial factor that contributes to our profitability. The engines on Hino vehicles are also very robust, requiring less manpower for maintenance, which in turn leads to reduced operation costs and down times. Hino dealers provide support through maintenance programs, and also give us assistance with gathering marketing information. They have also invited us to seminars held in Japan, which we recall fondly as being very meaningful experiences.”



The company owns 256 Hino buses.



Fuel-Efficient Driving

We encourage fuel-efficient driving

Lesson 1 : Takeoff and acceleration

We believe that many of our customers are already implementing the fuel-efficient driving practices that we encourage and are experiencing real benefits on a day-to-day basis. Hino fuel-efficient driving seminars, held at our training centers in Japan, UAE and Panama, attract a large number of our customers from many regions of the world, and Hino's local distributors in over 20 countries around the world also hold similar seminars. The photos on this page were taken at the fuel-efficient driving seminar held recently in Panama. It appeared that all participants were quite surprised at the benefits of fuel-efficient driving. It is unfortunate, however, that these popular seminars are not available in all countries. We would therefore like to share some of the techniques that any user can apply to save fuel in some issues of this magazine.

The benefits of fuel-efficient driving are many. Not only can customers reduce their fuel costs, but they can also contribute toward reducing CO² emissions. To ensure fuel-efficient driving, the drivers also need to perform inspection of the tires of the truck and other daily inspections. Therefore, this leads to reduce causes of breakdowns before they occur, resulting in dramatic reduction in downtime, and provides other benefits. The following table shows an example of the benefits experienced by one of our customers.

RELATION BETWEEN ECO-DRIVING AND SAFE DRIVING — A Customer's Case —

— Implementation of fuel-efficient driving and the number of accidents —

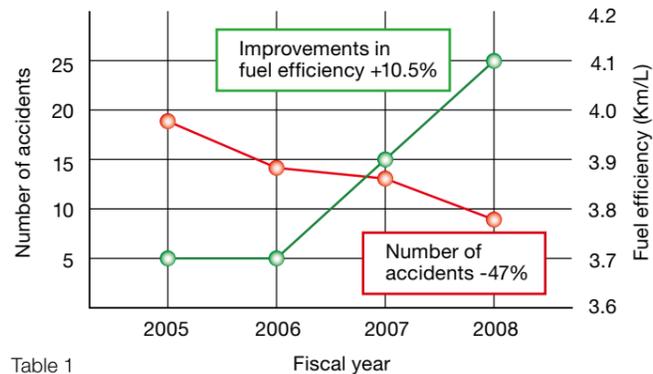


Table 1

By implementing fuel-efficient driving throughout this customer's organization, this customer was able not only to improve fuel efficiency but also to reduce the number of accidents.

This is because fuel-efficient driving itself constitutes "careful driving" in that it requires drivers to avoid sudden operations such as sudden takeoff, sudden acceleration and deceleration, as well as sudden operations of steering wheel. These many benefits are the reason Hino encourages fuel-efficient driving.



Daily inspections are also a crucial factor in achieving fuel-efficient driving.



Fuel-efficient driving is in and of itself "safe driving."

What specific points should customers keep in mind? There are many areas in which we can implement fuel-saving techniques including when the truck is not in motion ("idling stop"), during takeoff, acceleration, cruising, and deceleration, as well as in daily inspections. In this issue, we will be describing points to keep in mind with regard to idling, acceleration, and deceleration. We would like to begin with idling. Table 2 shows the fuel consumption of engines during the idling.

FUEL CONSUMPTION DURING IDLING

Fuel consumption varies depending on engine displacement

- <Heavy-duty> Engine with 12.8L displacement >> Approx. 1.3L/h
- <Light-duty> Engine with 4L displacement >> Approx. 0.8L/h

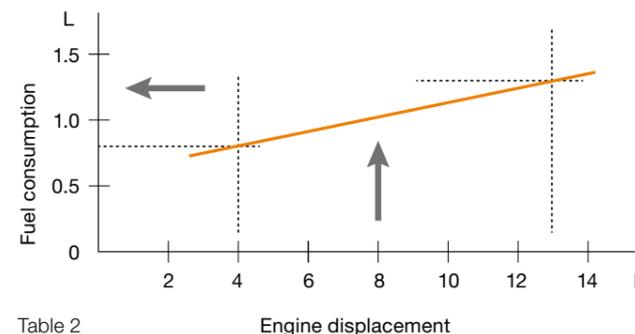


Table 2

As you can see, fuel consumption varies depending on engine displacement. As for heavy-duty trucks (12.8 liters displacement), the engine will consume approximately 1.3 liter of fuel per hour of idling. Light-duty trucks (4 liters displacement), will consume approximately 0.8 liter per hour. If, for example, a truck idles its engine for a total of 3 hours a day, and it is in operation for 25 days every month, a light-duty truck will consume approximately 720 liters and a heavy-duty truck will consume approximately 1,170 liters. As you can see, the potential fuel cost savings in this area alone is not insignificant. Stopping idling as much as possible is the capital way to cut the cost of this wasted fuel. A simple statement indeed, but a valid one.

The next area is takeoff and acceleration. When taking off or accelerating, the accelerator pedal should be pressed down slowly and moderately. Approximately, the pedal should be pressed down within 80% for heavy-duty trucks, and within 50% for medium- and light-duty trucks. In addition, make sure to shift up gears only with the engine tachometer pointer within the middle area of the green zone, where the engine requires less fuel for the same power output (See Tables 3 and 4). Also make sure to shift gears quickly before the engine speed drops significantly.

RESTRAIN THE ENGINE SPEED AND SHIFT GEARS EARLIER!

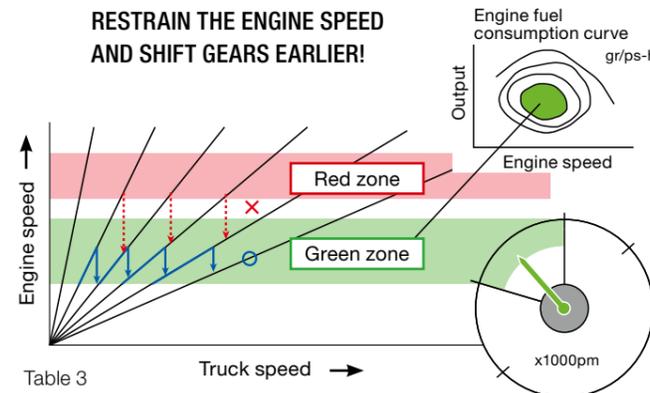


Table 3



A fuel-efficient seminar was held in Panama at the same time as the announcement of the new 300 Series.

SUPPLEMENTARY INFORMATION REGARDING THE GREEN ZONE

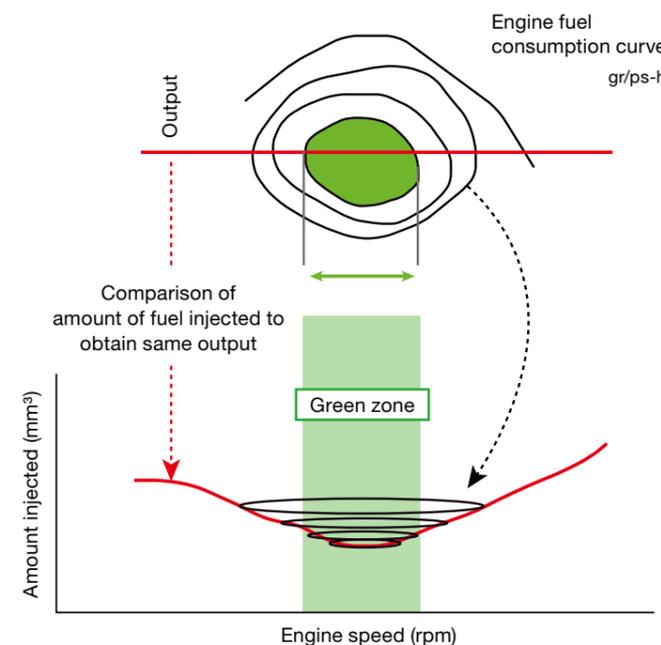


Table 4

As you can see, no special technique is required to implement fuel-efficient driving. In the next issue, we will be describing a number of simple points that you should keep in mind while driving. You can begin fuel-efficient driving today. Try these techniques for yourself to enhance your environmental friendliness, your economic efficiency and driving safety.



Seminar participants gained hands-on experience of the benefits of fuel-efficient driving.