

Inspecting your tires.

Today we would like to describe the daily inspection of your tires. Tires are the only parts that actually touch the road, so they are continuously being subjected to large loads. Improper inflation pressure, for example, can cause your tires to wear prematurely or unevenly, and can even make your tires more susceptible to damage. In addition to these safety implications, low inflation pressure increases driving resistance and consequently, has a negative impact on fuel efficiency. We believe the inspection procedures we describe here are all very easy to perform. Start applying these practices today for your safety and to enhance fuel efficiency in your day to day operations.

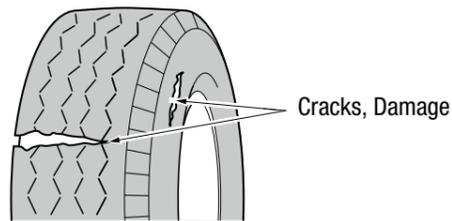
Inspecting tire inflation pressure

In your daily inspections, make sure to visually check your tires for signs of warping. At least once a month, use an air pressure gauge to check the inflation pressure of all tires, including spares. If the inflation pressure is low, inflate it to the designated level. In addition to performing these inspections and measurements, make sure to inflate your tires when they are cool (inflation pressure will be high due to heat immediately after the vehicle has been driven but never let air out in this state). After inspection of the inflation pressure and inflating your tires to the designated level, make sure to reinstall the valve caps. Please refer to the designated inflation pressure described in the DRIVER'S/OWNER'S MANUAL.



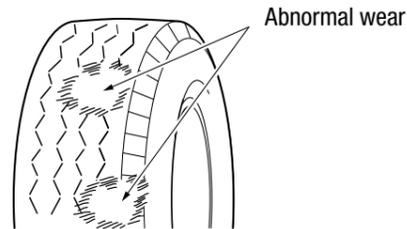
Inspecting cracks and other damage to tires

Check to see that your tire treads and sidewalls are free of cracks and damage. Inspect the tires over their entire circumference to confirm that no nails, stones, or other foreign materials are on the surface of the treads or the side of tires. If there is any damage that goes as deep as the cords or if the cords are exposed, it means that your tire has lost its fundamental strength and could break.



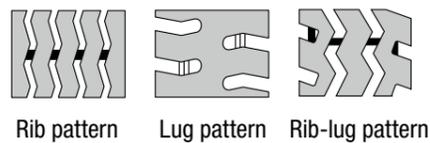
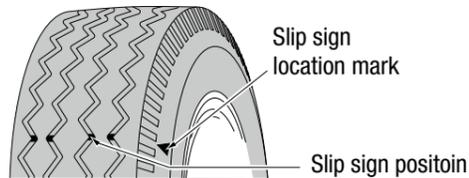
Inspecting tire wear

Check to see that there is no abnormal wear on your treads. If you find any, take your vehicle to your nearest Hino service shop for inspection and maintenance.



Inspecting tire groove depths

Check to see that the grooves on your tires still have sufficient depth. If you see the slip sign at the location marked by a triangle, make sure to replace your tire with a new one. Driving your vehicle after the slip sign has appeared can be extremely dangerous as your tires will be more susceptible to slipping. Especially when driving on an expressway, check your groove depth and if it reaches the minimum groove depth described in the OWNER'S MANUAL, stop driving your vehicle as it is very dangerous to do so under such conditions.



	Daily inspection (before driving)	1,000 km	5,000 km	Every month	Every 3 months	Every 12 months
Servicing interval:						
Tire inspection	○	—	—	○	○	○



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Global Site: <http://www.hino-global.com>

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HINO Cares

Issue 020

Global Brand for all Customers



This issue comes with 2013 HINO Dakar vehicle paper craft!

Celebrating the 20th issue of HINO Cares - with thanks.

HINO Cares, founded in 2007, has reached its 20th issue thanks to the continued warm support of our valued customers. We are also delighted to report the news that Hino has completed its 22nd successive race at the Dakar Rally since its debut in 1991. We ask for your continued support of Hino.



HINO TEAM SUGAWARA Wins 4th Straight Championship in the Under 10-litre Class. Achieves 22nd Straight Finish in the Dakar Rally 2013 Trucks Category.



Teruhito Sugawara arrives at the bivouac in Calama.



The team's trucks complete the mountain stages near Cordoba in good form.



Car 1 arrives at the podium.

We're sure that many of our readers are excited to see the heated competition in the Dakar Rally every January. Hino raced in the Dakar Rally for the first time in 1991. In 1997, the company entered three trucks and became the first company in the rally's history to achieve a 1-2-3 finish in the category. Subsequently, Hino has won the championship in twelve out of thirteen applicable years in the Under 10-litre class since it was launched in 1996, and is recognized as a true powerhouse among its rivals in the Trucks category.

The 2013 rally, the 22nd entry for the company, saw the contestants race from Peru to Argentina and on to Chile, starting on January 5th and finishing on January 20th 2013. The competition at this year's Dakar Rally—known as the most grueling race in the world—was as intense as ever. This was an extreme race which took the teams across a major desert right from the start, twice across the Andes Mountains in the middle of the race, and through the Atacama Desert—said to be the driest point on the planet—right before the finish line. A total of 449 contestants entered this year's race, including motorbikes, cars, quads, and 75 trucks. This year again, Hino joined forces with Team Sugawara led by the father-and-son driving team, Yoshimasa and Teruhito Sugawara, as HINO TEAM SUGAWARA and entered two HINO500 Series trucks in the race.

Yoshimasa Sugawara is a Guinness Book record holder for "Most entries in Dakar Rally history"¹ and broke his own record this year by making his 33rd consecutive entry in the race. The four mechanics on the team were selected from Hino dealerships in Japan for their high technical skills and enthusiasm. A local dealership also set up an onsite servicing base, making this a true team effort by all members of the Hino company group.

Hino's Dakar Rally trucks were given new modifications² for this race. Car 1, piloted by Yoshimasa Sugawara, was equipped with an electronically controlled (common-rail) engine "J08C" (7.961L)—a first for Hino in its Dakar Rally history. The team's aim was to enhance the engines torque performance in the low to mid-ranges which is crucial in traversing sand dunes and other rough terrain. Its suspension was fitted with an axle equipped with a hub reduction mechanism (a mechanism whereby reduction gears are incorporated in the wheel hubs to increase ground clearance—an essential feature for driving over rough terrain). This axle was then fitted with disk brakes and aluminum wheels to enhance handling performance and weight reduction. The rear bodies, shared by both trucks, were directly mounted on to the chassis frame, doing away with the sub-frame structure and shedding weight. Additionally, the frame joints were designed to be movable so that they would be able to absorb more of the shock impact from the road. As last year, the body was made of carbon panels and canvas top.



Yoshimasa (left) and Teruhito Sugawara (right) shake hands with Hino chairman Kazuo Okamoto (center), who was present to congratulate the team.



Car 2 is awarded the championship in the Under 10-litre Class.



Car 1's rear body is repaired.



Work continues late into the night at the Hino team's bivouac.



Mechanics get together for a tactical meeting.

Team drivers take extra care driving the Peru stages.



Once again, this year HINO TEAM SUGAWARA has utilized all of its technological capabilities and passion to take on the challenges that this Rally poses. The two HINO500 Series trucks that raced under these extreme conditions were able to achieve their 22nd straight finish since the company first entered the race³. Car 2, piloted by Teruhito Sugawara, came in 19th overall out of 75 trucks, many of which were powered by engines with almost twice the displacement, and won the championship in the Under 10-litre class. This was the fourth straight championship in the class for the team, a truly amazing achievement. Car 1 took fourth place in the Under 10-litre class and came 31st overall. Overtaking 16 vehicles in the sand dune segment in stage 4, the truck gave us a glimpse of the possibilities that the modified engine holds for next year's race. Please visit the Hino-Global site to view all the details of this extreme race.

¹: Yoshimasa Sugawara was registered to race in the 2008 race which was canceled due to political instability, and is therefore recognized by the organizers as having entered that year.

²: This is the special modification only for the race vehicles, and not available for mass production vehicles.

³: This was the company's 22nd entry in race since 1991, except for 2008 when the race was canceled.

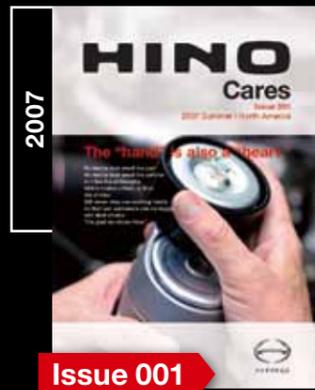


The best and brightest of Hino mechanics.



Thanks to our customers' continued support, this issue marks the 20th issue of HINO Cares. We would like to take this opportunity to look back on the last six years.

Thanks to your patronage, this issue marks the 20th issue of HINO Cares. We launched our commemorative first issue in 2007 and in the six-year period since then we have published a total of 19 issues for our customers around the world. What is Hino's vision? What are the insights that go into Hino's world-class technologies? How are Hino's services evolving; services that originate from our all-encompassing "Customer First" philosophy? Who are the customers who patronize Hino vehicles? These are some of the areas that we have explored throughout our journey with the gracious support of many people. While this 20th issue is only a modest milestone, we believe that the history of HINO Cares is one of the strong ties that connects Hino with our customers. Thank you for your continued support of HINO Cares.



Issue 001

A special on the North American market, featuring interviews with local Hino distributors and customers. On the Hino Technology page, we included the story of a Hino truck that had clocked 2.73 million km to demonstrate the level of precision that goes into Hino trucks.



Issue 002

In line with Hino's vision of expanding sales in Latin American markets, we reported the launch of a light-duty truck in Mexico and the first Eco Drive Seminar held in Panama. Hino's hybrid vehicles were also introduced on the PICK UP! HINO PRODUCT page.



Issue 003

The motor show held in Japan was featured, as well as operations carried out by Hino's PR and external affairs department. It also explained the operations at the Overseas Parts and Services Department, the bedrock of Hino's high-quality after-sale services.



Issue 004

In this issue, we focused on Hino's attention to transport quality, as well as the Transport Fair held in Chile and the 25th anniversary of PT. Hino Motors Manufacturing Indonesia and PT. Hino Motors Sales Indonesia.



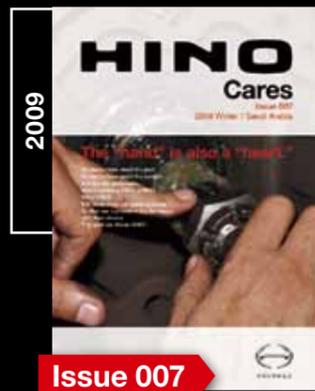
Issue 005

On the Hino Technology page we showcased the styling and design of Hino vehicles that were born from our pursuit of "fuel-saving technologies." This issue contained the first installment of the "Fuel-Efficient Driving" series which ran through subsequent issues.



Issue 006

In 1995, Hino became the first truck maker in the world to introduce an electronically controlled common rail fuel injection system onto a medium-duty truck engine (J-Series engines). We documented the ongoing innovations at Hino to develop high-performance engines.



Issue 007

The HINO300 Series - the apple of Hino's eye - was featured in this issue. On the Hino Technology page, we showcased the spirit of Hino designers who pore over intricate measurements to achieve optimum loading efficiencies.



Issue 008

Dakar Rally special. In 2009, Hino achieved its 18th straight finish at the Dakar Rally. In this issue, we looked at the reasons for Hino's continued involvement in the Dakar, as well as details of the racing trucks for the Dakar Rally.



Issue 009

A new column, "Hino's View", was introduced. We interviewed Hino president Mr. Yoshio Shirai about the challenges that Hino faces in upholding the company's commitment to its motto "Hino, The Global Brand For All Customers!"



Issue 010

This issue, headlined "Hino continues to take on new challenges" looked at how Hino is embracing the field of new technologies relating to environmental compliance and safety, as well as the roles of Hino's technological research and H.Q.S (Hino Quality Service).



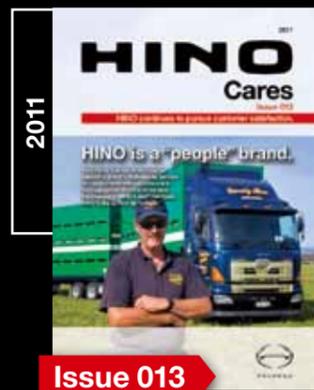
Issue 011

A special issue centered around Hino's continued dedication to reliability, featuring articles on Customer Care, the essence of Hino's business, and the role that quality parts play in maximizing the potential of Hino products.



Issue 012

This issue explored Hino's devotion to its "Customer First" philosophy and how this philosophy is reflected in the evolution of the HINO700 Series. It also included articles on Customer Support Activities and one of the world's largest service centers (at that time) that opened in Oman.



Issue 013

This issue carried reports of the "regionally optimized vehicle" vision to provide the optimum truck for each market country, as well as the Customer Technical Center that offers opportunities to test drive vehicles fitted with the latest Hino technology.



Issue 014

The focus was on Hino's constant dedication to quality and how Hino continues to answer its customers' needs by providing high quality products. Reports on a variety of activities Hino carries out to enhance its after-sale services and total support were also included.



Issue 015

This was the second Dakar Rally special. Since Hino first began racing in this rally in 1991, it has completed all 20 of the races it has entered. We looked back at the 20 races, and examined what the Dakar Rally means for Hino.



Issue 016

This was a special issue that spotlighted Hino's "New HINO300 Series." The issue provided a thorough report of the new HINO300 Series truck, a vehicle packed with Hino's passion and latest technologies.



Issue 017

Hino's Customer Support Activities were featured, as well as articles on the various activities that Hino, underpinned by its "Customer First" philosophy, has been carrying out worldwide to strengthen the relationship of trust with its customers.



Issue 018

HINO Cares underwent a makeover in this issue. This was the first issue to feature an extended version of the popular "Hino Owners Voice" page.



Issue 019

This was a special issue that focused on the Hino World Conference 2012. The issue contained reports of the conference, held in October 2012, and how it helped share Hino's visions and strategies.

To commemorate our 20th issue, we would like to introduce you to the editorial staff of HINO Cares.



HINO Cares editorial staff in a meeting.

At HINO Cares we aim to create a magazine that connects our customers with Hino.

Hino's focus is on establishing a system to provide comprehensive support (Total Support) to our customers. In other words, the Hino brand's strength lies in enhancing the efficiency of our customers' businesses through commercial vehicles. HINO Cares is one of the expressions of this Total Support principle. Our aim is to create a two-way magazine that will help us connect with our customers.

Masashi Imaoka / Hino Overseas Planning Division

One of the things that strikes me when I visit service centers and Hino's customers around the world is that everyone—customers and Hino staff alike—is enjoying their business. Our customers come up with certain requests, and Hino service staff respond to these requests through specific support actions. On many occasions I have been convinced that these ongoing interactions are crucial in strengthening the trust between Hino's customers and Hino. We hope to feature many of these strong relationships in our future issues.

Mariko Niwa / producer of HINO Cares

Since the launch of the first issue, HINO Cares is now being translated into five different languages. My hope is to communicate to as many customers as possible the level of Hino's technology and services, as well as our customer first philosophy. My greatest joy is to see this magazine serve as a bridge to strengthen the relationship between Hino and customer, including fans of Hino and those around the world who may not be as familiar with Hino trucks and buses.

Wakako Matsuo / Hino Overseas Planning Division

I have been writing articles for HINO Cares since its first issue, and through the processes of information gathering and writing I have come to understand that all actions Hino takes are based on the "Customer First philosophy." This applies to both the technologies that are incorporated into Hino product development and to each individual service task. I believe the information we present in HINO Cares is living proof of Hino's "Customer First philosophy."

Tatsuro Kono / writer of HINO Cares

Hong Kong

Yue Lee Supply Chain Limited

We trust Hino trucks to transport valuable high technology products and racehorses.



Mr. Law Wai Luen

Mr. Law Wai Luen / Managing Director

Yue Lee Supply Chain Limited provides supply chain and logistic arrangement between Hong Kong and Mainland China. Its key clients include many sizeable Japanese corporations as their designated transportation service providers for high technology products in Hong Kong. To meet the stringent standard of delivering high technology products, Yue Lee is required to upgrade its fleet constantly. Early this year, it purchased 2 units of all-new HINO700 Series Euro5 tractors, further enhancing its services to cater the need of its customers.

Mr. Law Wai Luen, Managing Director of Yue Lee Supply Chain Limited said, "Our confidence in Hino products comes from the stupendous experiences in using Hino products in our business. Thanks to the durability of Hino trucks, it helps us to maintain a significantly low maintenance and operational costs." Mr. Law continued, "Over 80-90% of our customers are Japanese companies, and they have strict requirements on the fleet standard. Hino, as a well-known brand with exceptional quality, can fulfill their needs. It explains why they also request us to use Hino truck."



Yue Lee provides professional transportation services for high technology product.

Yue Lee Supply Chain Limited has been engaged in professional transportation services for high technology products, including electronic parts, precision glasses and medical equipment. Further, it has also been appointed by Hong Kong Jockey Club to deliver one of the most money making animals, race horses, between Hong Kong and Mainland China. As such, the requirement to fleet equipment is much more rigorous than any other. In order to maintain its competitiveness in transporting valuable products, Mr. Law purchased new HINO700 Series Euro5 tractors, which are well equipped with air suspension system and automated manual transmission. The driving stability of a tractor provided by its shock absorbers is extremely crucial for transporting valuable products such as high technology products and race horses. The new model of Hino can satisfy the needs of both.

An experienced driver Mr. Man from Yue Lee Supply Chain Limited believes that reliability is the fundamental value of Hino trucks. With all-new automated manual transmission of HINO700, he can now drive in ease. He remarks, "I can now concentrate on the road condition to ensure safety while I still feel energized after driving for all day long."

The case of Yue Lee Supply Chain Limited is a solid demonstration that Hino is a people-oriented company, providing a lot of outstanding values such as safety, comfort and reliability all in one to its customers.



The new Euro 5 model delivers quality performance to the customers.



From the left: Mr. Roy Chiu / Operation Manager, Mr. Law Wai Luen / Managing Director, Mr. Man / Driver



Indonesia

PT Bintang Baru Raya

“Hino trucks are a great help in our efforts to take on these challenges.”



Mr. Tata Djuarsa

**Mr. Tata Djuarsa /
Director of Business Development
& Strategic Planning**

Our company was founded in September 2005 with its core business being in the FMCG (Fast Moving Consumer Goods) area. Everyday, we transport huge volumes of items that consumers use on a daily basis, such as dairy products, toiletries, sugar, and coffee. The number of orders we receive monthly is around 3,500, and sometimes up to 3,700, reaching a total of over 42,000 orders per year.



At the operation center, the trucks' transit statuses are monitored 24 hours a day, and orders for loads to carry on the return leg are planned before the trucks arrive at their destination.



Of the 250 trucks that the company currently owns, 95% are HINO500 Series FL trucks.



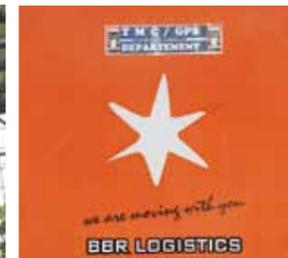
PT Bintang Baru Raya receives 3500-3700 orders monthly.



Mr. Andre Sulistian (left), Board of Commissioners.



The company is committed to providing sincere and professional services.



All drivers perform maintenance on a daily basis and treat their trucks with care.

We currently operate around 250 trucks and about 95% of them are HINO500 Series FL. We used to operate trucks from other manufacturers as well, but we decided to purchase Hino trucks for their greater availability. The Indonesian transport industry is currently growing very rapidly. Based on this kind of market expansion and our business plans, we occasionally find ourselves in the position of needing to purchase 100 trucks within a single year. In this respect, we have full confidence in Hino because the company delivers the trucks according to our schedule. Another big reason we continue to operate Hino trucks is because they are easy to maintain. Having a large fleet of Hino trucks will make things more manageable for our mechanics, and we can also consolidate our stock of spare parts for greater efficiency. Of course, these aren't the only reasons we continue to operate Hino trucks. The HINO500 Series FL's chassis is long so it gives us greater loading capacity. The more payload we are able to carry efficiently, the more we can keep our unit costs down. These cost savings are a very important part of our client services. And because transport costs are ultimately reflected in the price of the product, this will also benefit the end users that our clients serve. Our challenge is to respond to our clients' needs in as sincere a way as possible through cost effectiveness and better service levels. Hino trucks are a great help in our efforts to take on these challenges.



The company has grown at a rate of 50% annually since it began using GPS and TMS.

These technicians represent their dealerships in (left to right) Algeria, Bahrain, Egypt, Lebanon, Oman, Saudi Arabia, UAE, and Yemen.



Hino Motors' First Regional Skill Contest 2012 Middle East and North Africa Regional Skill Contest held.

On November 28, 2012, a skill contest was held at the Hino Motors Middle East office (with Training Center) with participation from Hino dealerships in the Middle East and North Africa. The Training Center, was established in 2009, aiming to enhance customer service of dealerships in the Middle East and North Africa, and become an important training center for Hino that functions as a base for training highly skilled technicians. In the few years since its establishment, the Training Center has already carried out over 100 training programs, so it comes as no surprise that this contest was a platform for heated competition between highly trained technicians representing each dealership.

Hino has been directing its efforts to enhance the skills and motivation of technicians who work at the front line of its customer service, and holds similar skill contests in many countries around the world to enhance the level of customer service. The Middle East and North Africa contest was the first time that Hino has held a skills contest on a multinational, regional level. The eight technicians who took part in the contest were chosen from dealerships located in eight countries: Algeria, Bahrain, Egypt,

Lebanon, Oman, Saudi Arabia, UAE, and Yemen. In addition to the technicians, the service managers and shop foremen from these dealerships, as well as our customers and Mr. Kayanoki, Managing Officer of Overseas Sales, Marketing, and Parts & Service in Hino, were in attendance. This gave us an indication of the significance of this contest, as well as a glimpse into Hino's multinational efforts to enhance its levels of customer service.

The contest, which started at 9 am, consisted of three practical tasks followed by a written test on basic maintenance knowledge. The first practical task was to replace the front hub oil seal on a HINO300 Series truck. Assessments were based on whether the technicians were able to perform the tasks according to the manual, and whether they were using the torque wrench and other tools properly, among other criteria. The second practical task was to carry out a daily inspection of the HINO700 Series and diagnostics using the diagnostic system "HINO-DX". Assessments for this task were based on how the technicians carried out the diagnostic process, whether they were handling HINO-DX properly, and whether they were able to identify the problem quickly and resolve



The winner is Mr. Ribal Sakr from Lebanon. He was awarded a trip for two to Japan and a set of KTC tools.



Guests also enthusiastically cheer on the technicians.



All technicians are serious during the contest.



This is a test on overall inspections of the HINO700 Series and diagnostics using HINO-DX.



The event provided an opportunity for individuals in service managerial positions in neighboring countries to connect with each other.



The 60-minute written test consisted of 50 questions.

such problem efficiently and safely based on correct knowledge. The third practical task was measurement of parts using a vernier caliper, dial gauge and other instruments. To be a highly skilled technician, technicians must be able to properly determine whether or not repair or replacement of parts is required based on accurate measurements. The objective of this test was to assess the ability of technicians to precisely measure the parts and determine their usability or lack thereof. As they took on these challenges, all of the participating technicians were totally focused and made sure to demonstrate all the skills they have honed over the years. As you can imagine, they were all eagerly cheered on by their service managers and workshop managers. The written test that followed consisted of 50 questions on the basics knowledge of maintaining Hino vehicles. This test was given to assess whether the technicians fully understood the mechanics and functions of Hino vehicles, and whether they had the appropriate knowledge for ensuring that servicing tasks are carried out properly for winning customer confidence.

Based on overall points, the first prize went to Mr. Ribal Sakr from

Middle East Development Co. S.A.L. (Lebanon), the second prize to Mr. Sandeep Manohar Renake from Saud Bahwan Automotive LLC (Oman), and the third prize to Mr. Parvez Mohammed Hanif Nagri from Motorcity (Bahrain). Later the same day, event participants moved to the Hyatt Hotel, where an evening banquet and recognition ceremony were held for a total of 80 guests, including UAE fleet users who were invited to the event. One of the mechanics who missed out on winning a prize was overheard at the banquet saying, "I will definitely aim for a prize next year!" We can safely say that the Middle East and North Africa Regional Skill Contest was a great motivation-boosting opportunity for not only the dealerships who took part, but also for all service staff members who are involved in Total Support activities. Plans are already on the drawing board for the second skill contest to be held in December 2013. Also, the various issues that were identified in this contest will be incorporated into future programs to further improve the contest. These ongoing efforts in the area of technicians training are a definite contributor in our efforts for single-visit repairs and reduce vehicle downtimes, ultimately creating a solid service system that our customers can rely on.



We received a courtesy visit by the top management of the Sharjah Airport International SAIF-Zone where the Hino Middle East Office and Training Center is located.



All participants came together for a group photo at the end of the recognition ceremony.