

HINO Cares

Issue 022

Global Brand for All Customers

Hino stands together with its customers around the world.

Hino trucks have been in operation in Egypt for 30 years. Our aim is to become a brand that is able to win the ongoing confidence of our customers now and into the future. In the first section, we spoke with Yasuhiko Ichihashi, who was appointed Hino Motors' new president in June 2013, on his visions for Hino moving into the future.



We are striving to provide ongoing support for “our customers’ business” to enhance the Hino brand.

Yasuhiko Ichihashi
President and
Board Member,
Hino Motors, Ltd.



Hino president Ichihashi in front of the Hino concept car displayed at the Tokyo Motor Show in November 2013.

“Contribute to making the world a better place to live by helping people and goods get to where they need to go.” This is Hino’s corporate philosophy and it outlines the mission that Hino shall strive to accomplish. Mr. Ichihashi is very fond of this philosophy, which runs through all aspects of Hino’s operations. He says, “Without exception, the building of a society or the growth of a country requires the transport of people and goods. Buses and trucks that people use for such purposes are surely the lifelines of these societies. Just as I am proud to be involved in manufacturing products that form the foundation of people’s lives, I am also convinced that we need to spare no effort to serve all our customers who use Hino products.” Mr. Ichihashi started out as an engineer at Toyota and eventually became Senior Managing Director and Board Member before he became Vice President at Hino Motors in 2012; he was appointed President and Board Member in June 2013.

Mr. Ichihashi cited three challenges that Hino should be taking on moving forward to promote “structural reforms” at Hino. He says, “The most important thing is to provide, in a timely manner, products that our customers find appealing. Truck and bus production is an exceedingly high-mix and low-volume. We are working towards realizing our manufacturing reform through product modularization and establishing a global production system to deliver, at a reasonable lead time, marketable vehicles that will meet the diverse demands of our customers. As part of these efforts, we are currently undertaking a project to build a new factory in Koga, Japan, where we aim to establish new technologies and manufacturing methods that build on all of our resources and expertise to establish this factory as a mother factory for our global operations. This will enable us to provide, in a more timely manner than ever, products that are based on Hino’s strengths, namely, state-of-the-art environmental and safety technologies, and QDR (quality, durability, and reliability).”

The second challenge he cited was to “reinforce our Total Support operations” in order to establish a global Hino brand. “While it is critical that we provide marketable vehicles that meet QDR criteria and customer needs in a reasonable lead time, equally important is that we strengthen our support systems that range from after-sale services, genuine parts supply, and other activities such as services that will help our customers get high fuel economy out of their vehicles. We must strive to provide our customers with products that will not break down easily, and even if they do, we shall strive to fix them right away. We must also strive to provide our customers with services such as periodic inspections that will enable us to take proactive actions in order to reduce the possibility of breakdowns of our customers’ vehicles. We are also striving to help our customers to train their drivers and reduce their running costs by providing seminars on safe driving and fuel-efficient driving. I believe that there will be many more things we may be able to do to help our customers maximize their uptime and minimize their life-cycle costs. Through our Total Support, we are committed to providing ongoing support for our ‘customers’ business’ from the time they purchase our vehicles to when they either resell or scrap them. By contributing to our ‘customers’ business’ and deepening ties with our customers, we aim to become a brand that they will continue to feel is the ‘right choice’ for them overall.”

He goes on to say that it is “people” who actually execute these tasks of ensuring the timely delivery of products that our

customers find appealing and reinforcing our Total Support operations through structural reforms. So as the third challenge, Mr. Ichihashi cites the training of our employees who are able to enhance themselves as they move towards higher and higher goals. “I believe it is very important that each employee has a sense of ownership in what they should do for their work. It is important that we all establish clear corporate policies and goals for our teams, that we always keep our minds tuned to what we can do in our given capacity, and that we have the ability to put these visions into action. And we strive to create a vibrant and enjoyable working environment where everyone is able to work with a positive outlook as we aim to enhance our overall strengths as a team.”

Product appeal, total support, and human resources—none of these should be missing in order to be chosen as a strong brand by our customers. These challenges raised by Mr. Ichihashi are propositions that Hino is striving to constantly pursue.

“For example, we should become a brand where the customers who have used our products for, say, ten years, can be overheard saying something like, ‘I’m glad that we continued using Hino vehicles.’ We should become a brand where our customers can see for themselves over time the benefits of owning a Hino, based on fuel consumption, safety, vehicle uptime, quick supply of parts, and service quality, as well as resale value. To this end, we shall strive to constantly listen to what our customers want in our products, and always strive to achieve the best. We must never forget that it is our customers who will bring Hino to new heights.”

Hino sees the path we should take.





Report from Australia: AT & AMT Offer Outstanding Driving Ease.

Two-pedal driving system realizes easy driving that requires no clutch operations or gear shifting.

"We believe that 2-pedal transmissions such as the automatic transmission (AT) and automated manual transmission (AMT) offer distinctive solutions for our fleet customers," says Daniel Petrovski of Hino Motor Sales Australia. "AT and AMT allow inexperienced drivers to operate closer to the level of a good driver, and further contribute to reduced fuel consumption over entire fleets. If we consider the 500 Series, for example, we recommend our AMT vehicles for short, medium to long distance transit routes such as pick-up and delivery or line haul operations, while AT is recommended for short distance pickup and delivery, mining, construction material transport, or tippers (dump trucks)." Lack of experienced drivers and rising fuel costs are likely to be two points of concern for many transport companies. By purchasing a Hino truck with a 2-pedal transmission, fleet operators can hire drivers with less experience and know that the driver will be able to perform the operation from day one, while knowing that the potential risk of driveline damage that inexperienced drivers can cause to clutch systems and other driveline components is greatly reduced, which gives fleet managers peace of mind in a job where they are constantly seeking ways to reduce vehicle running costs. AT and AMT vehicles present a solution to these problems.

"Over the last five years, Australia has seen a sharp increase in demand for AT & AMT vehicles," notes Mr. Petrovski. "An AMT has an automated clutch and gear selection through electronic control. The system is designed to automatically shift to the optimum gear within the RPM range that provides good fuel economy, thus helping to reduce fluctuations in fuel consumption. It is designed as an easy-drive system with only two pedals – the accelerator and brake – it allows inexperienced drivers to achieve fuel efficiencies rivaling those of experienced drivers from day one. The system contributes to reducing damage to the drive train, which gives operators the added benefit of being able to enhance the durability of the clutch, transmission and other parts to levels previously only achievable by experienced drivers."

"That said, fuel and savings in running costs are not the only possible benefits of AT and AMT," adds Mr. Petrovski. "The most important benefits are comfort and safety. A driver driving an AT or AMT vehicle can keep both of his or her hands on the steering wheel. There is no need to let go of the wheel to shift gears, nor is there any need to be concerned with what gear the transmission is in. This is one of the most significant benefits of AT and AMT vehicles. The health and safety of the driver are one of the most important criteria for making fleet purchase decisions in Australia." Vehicles that drivers can operate safely – and moreover, comfortably – contribute to reducing driver fatigue and, consequently, contribute to enhancing the quality of transport operations overall.



Test drives of AT/AMT vehicles were held in Brisbane, Australia.



ProShift transmissions equipped on Hino vehicles automatically shift gears to the optimum range for fuel economy.

We had the opportunity to speak with a number of Australian fleet customers who operate either automatic or AMT vehicles. The following are some of their comments.

Mr. Mark Witteman

TNT Express

"Hino's AMT vehicles shift smoothly and quickly. Our business involves delivering items to loading docks and then backing out after delivery. This mode of operation can be hard on clutch systems but this is not a concern with AMT vehicles. The cost for replacing clutches is one cost item that we are eager to reduce, but the most important point for us is ease of operation. AMT makes the trucks easier to drive. We operate trucks mainly for deliveries in urban and residential areas and AMT trucks are ideal for these tasks."



Mr. Grant Sutcliffe

Australia Post

"Our fleet operates 24 hours a day and multiple drivers drive the same truck over several shifts. Due to the nature of our operations, our drivers are also required to drive trucks of different sizes at times. In urban areas such as Sydney, the trucks are operated in stop-and-go traffic, and their overall driving distances are short. Mail deliveries usually take 20-30 minutes at a time, so it's best to have a transmission that is easy to drive in town. We currently use automatics in addition to manual shift trucks, but we are considering using AMT trucks. If they are easier to drive and provide better fuel economy, we will definitely consider using them moving forward."



Mr. John Jenkins

ACT Emergency Service

"Our operations involve fighting fires in forests and wooded areas. It is commonly said that manual transmissions would be better for our needs as our fire trucks have to be driven on rough terrain with extreme ups and downs. We have since become convinced that automatic and AMT trucks are capable of delivering the same performance, and we currently own two automatic and two AMT trucks. I feel that the future lies with AMTs. I expect that different truck makers will come up with various types of AMTs and the technology will also improve. Having many options to choose from is always important for us. I think features such as hill start assist systems equipped on AMT vehicles make life much easier for drivers."



Mr. Leon Smith

Tasmania Fire Service

"We currently own 500 fire trucks, of which 90 are Hino trucks. Fire trucks are larger than typical trucks, and our volunteers might apprehend that the gear shift in the driver's cockpit makes the truck difficult to drive (We have about 250 volunteers who work with us). For this reason, we need automatic vehicles. We are very happy to know that Hino offers Allison automatics as an option on their trucks."



* The description in this article is not always applicable under all circumstances, and the benefits of AMT may change depending on the driving conditions, loading conditions, road conditions and so forth.

“We think Hino trucks are the best.”

Egypt
Holding Company for Water & Waste Water

Mr. Ahmed El Hussieny
General Manager of Fleet



“Our company provides water and sewerage services in Egypt, and our branch here in Alexandria primarily offers two types of services. The first is our sewage disposal service, in which we transport sewage to our processing plant where it is purified to an environmentally safe state and then disposed of in the desert. Our second service involves purifying water and then supplying this water to Alexandria’s water system. We operate over 400 vehicles in Alexandria branch alone to support these major operations. We currently operate 22 Hino vehicles, the model year of 20 of which is 1983 and are still operating at the forefront of our services. Having operated these trucks since 1983, we became confident that these trucks are very durable and reliable, especially that our business has a very tough nature that not any truck can bear.

One of the main points we like about Hino vehicles is the support of their distributor in Egypt ‘ALJICO Misr’, they are always keen to exceed the expectations of their customers, where we just had a case of repair due to misuse but they repaired the vehicle at their own charge as a form of customer satisfaction, as they consider

us one of their important customers.

Another main point is that their spare parts are very reliable. In some cases, some parts made in Egypt are readily available, but may not be very reliable. In contrast to this, we have had no problems with Hino parts as there are no fakes, and all of them are 100% genuine.

We operate a broad range of vehicles including vacuum and tank trucks, buses for transporting personnel, and pickup trucks for inspection and maintenance services. As such, we operate our own service center and are constantly looking for ways to reduce down-times and maintenance costs. It is precisely for this reason that we are particularly conscious of the quality and cost of our spare parts. Hino’s genuine parts are priced reasonably, available when we need them, and are very tough and durable. Having said that, Hino trucks themselves are very durable to begin with, so these parts can go without replacement for long periods of time and this helps us reduce our maintenance costs. We think Hino trucks are the best.”



This 1983 Hino truck is still going strong today.



Holding Company For Water & Waste Water provides water and sewage services in Egypt.



The company operates at least 400 vehicles at any given time.

We choose Hino as our long term partner.

Hong Kong
Crown Fine Art

Ms. Sherry Liu
General Manager, Crown Renovation



With a commitment to providing consistent high quality service throughout its global network of 265 offices, Crown Worldwide, the world’s largest privately held group of international relocation and logistics services has been using Hino products for more than two decades in Hong Kong. Hino’s vehicles and services help fulfil the company’s core values of delighting their customers and positively impacting local communities with sustainable business practices.

Ms. Sherry Liu, General Manager, Crown Relocations said, “HINO300 Series trucks with Euro V emissions standard are environmentally friendly, and helping to improve air quality in Hong Kong is very important to us. In addition they are durable vehicles that are cost effective and safe. Safety and security are both very crucial to us, especially to our Fine Art business.”

Crown Fine Art is one of the company’s core businesses in Hong Kong. It provides dedicated services to museums, galleries, auction houses and collectors. It offers expert assistance and the care and commitment required to handle the world’s most precious objects.

“The body of trucks for Crown Fine Art has to be custom made.

In a dynamic high rise city like Hong Kong, we have to ensure the height of the trucks is compatible to car parks in the Central area or residences on the Peak, where the company has to go often for delivery. The air suspension on our Hino trucks also allows us to transport art pieces from the airport to the client in a safe way. Attention to detail is critical when we deliver our client’s priceless art.” Ms. Liu added.

Commenting on the daily operations of the company, Mr. Michael Wan, Deputy General Manager, Crown Renovation said, “We always demand quick responses from Hino. We wanted to have a short turnaround time after deciding to purchase a Hino vehicle.”

Being efficient is essential when working with Crown Worldwide. They believe working with a quality product and service provider gives them the means to provide better service to their customers. Caring for customers has always been one of the company’s core values. “The costs saved by using Hino vehicles allow us to transfer the benefits to our customers. We are able to provide them with better service but also at a lower cost.” Ms. Sherry Liu, added. “That is one of the reasons why we have chosen Hino as our long term partner.”



The handling of artwork requires the utmost attention.





Borneo Motors Singapore Hosts Training Events.

In June 2013, Borneo Motors Singapore held its Defensive Driving Course and Hino300 Series Mechanical Training events. The purpose of these events is to contribute to enabling customers to drive and maintain their vehicles properly in order to reduce the possibility of unexpected damage to their vehicles. One driver per Hino vehicle purchased was invited along with the customers' mechanics.

Mechanical Training

The venue for this training event, ITE College West, is located in Choa Chu Kang in the West Region of Singapore. The expansive 9.54 hectare campus is home to the School of Business and Services, School of Hospitality, School of Engineering, and School of Info-Comm Technology. The Mechanical Training event was held at the Automotive Technology Department, which is equipped with facilities that are used for learning car and truck maintenance. The lecturer for the training event was Mr. Safaruan Bin Hashim, an ITE College West lecturer. He previously worked at Borneo Motors and is therefore very knowledgeable about Hino products. In his lecture, he gave an overview of the characteristics of HINO LDTs in a classroom setting where he also showed actual parts for clarification. His lecture covered an extensive range of topics including the engine, fuel system, emission control, intake, engine mechanics, exhaust, cooling system, lubrication, turbo charger, ABS, brake, clutch, differential gear, and propeller shaft, giving the participants a thorough overview of HINO LDTs. On the same day, a program where participants were able to verify these characteristics on an actual vehicle was also held. The event was hugely popular among participants who commented that they were able to refresh their understanding of the high quality of Hino

trucks. While the training event was conducted within a tight time schedule that started at 8:30am and continued through 5:00pm, it seems the satisfaction expressed by the participants after the training spoke of how meaningful this event had been for them.



Automotive Technology houses facilities for learning how to service passenger cars and trucks.



The lecture covered a comprehensive range of topics and ran from 8:30 am to 5:00 pm.



Lecturer, Mr. Safaruan Bin Hashim.



Participants eagerly absorbed the delivered information.



Participants check each part on an actual Hino vehicle.



Staff members of companies who purchased Hino vehicles were invited free of charge.

Defensive Driving

The Defensive Driving Course was geared towards drivers and held at Borneo Motors the day after the Mechanical Training event. The curriculum for the day was designed to contribute to participants being able to learn "how to be a safe, competent, and socially responsible driver." Mr. Norman Lim, a professional driving instructor at the ComfortDelGro Driving Center, was invited as the lecturer for the day. He began with a series of slides and videos to communicate the need for safe driving and the points for putting this into practice. After he lectured on common driving mistakes and violations, as well as on daily items to check, basic maintenance, and how to control Hino vehicles, each participant was given the opportunity to receive driving instructions while they actually drove a Hino light-duty truck that was fitted with a VigilVanguard Driver Training System. With its sensors, the VigilVanguard Driver Training System gathers information on headway distance, acceleration, deceleration, turning, steering action, line of sight, and head movement to analyze parameters such as the driver's ability to control the vehicle, awareness of road and traffic conditions, and attention given to other traffic. Each driver was then given specific information and detailed advice on how they may enhance their driving based on data from the analysis and video recordings of their driving. Participants had a variety of things to say about the course, generally very positive: "It was a very refreshing experience for me to look at my driving objectively on the VigilVanguard Driver Training System. I was surprised to learn that I have the habit of touching my nose every time I change gear!" and "I have a renewed recognition of the importance of safe driving. I now know that I should pay more attention to my surroundings when I drive. I am very happy that

I took this course." Learning safe driving skills could be effective not only for drivers but everyone who uses the roads as these skills may contribute to reducing traffic accidents. This training course held by Borneo Motors Singapore embodies their hopes of bringing this awareness to all drivers.

In Borneo Motors Singapore, these Customer Service Activities are called "Customer Journeys" and positioned as one of the most important activities at the company. The main goal of these activities is to provide their customers who use Hino vehicles with a deeper understanding of and a sense of confidence in Hino through effective programs tailored to different positions such as purchaser, driver, or mechanic. By carrying out these down-to-earth activities on an ongoing basis, we at Hino are striving to deepen the relationship of trust with our customers.



The lecture began with a slide show and video explaining safe driving points.

Mr. Norman Lim is a professional driving instructor.

VigilVanguard Driver Training System enables participants to objectively review their driving.



Participants actually drove on public roads, and were given instructions from their trainer.



Everyone is all smiles at the conclusion of the training program.



We encourage fuel-efficient driving Lesson 3 : Tips on Deceleration

The purpose of this "Fuel-Efficient Driving" column is to communicate to as many customers as possible the effectiveness of the fuel-efficient driving practices that we encourage at Hino. In this third installment of this column, we would like to introduce you to a few tips on deceleration. We hope that you will realize the high potential of fuel-efficient Hino vehicles as you embark on this path of fuel saving through simple techniques that you can start using today.

First, we would like to discuss the relationship between deceleration and fuel consumption. There are four ways to brake your vehicle. The first is using the regular foot brake. Next is using the engine brake, and then using the exhaust brake, which applies resistance to the exhaust to increase the efficacy of the engine brake. And the last is using the retarder, a brake that would contribute to helping you reduce the number of times you use the foot brake on long downhill sections for example, and could be an effective way to reduce the possibility of vapor locks and other problems. Of these, the engine brake, which can be applied simply by lifting your foot off the accelerator pedal, consumes almost no fuel and is the most energy-efficient way to decelerate because in diesel engines the fuel injection is cut off¹ until the engine speed drops to near idling speed. In contrast, the foot brake and retarder have much more braking power and they therefore tend to be used further down the path towards your intended stopping point, which means the vehicle will have traveled this extra distance on fuel. Please see Fig. 1.

In other words, to save fuel during deceleration, you should first determine where you want to stop, and then use engine braking to allow your vehicle to move on inertia towards that point, and finally apply only the minimum amount of foot brake necessary where and when traffic conditions allow in terms of safety. By making it a habit to use engine braking in such a way when decelerating, it may contribute to saving a few milliliters of fuel each time you stop the vehicle. By reducing the amount of fuel consumed by a few

milliliters every time you brake, you will be driving in a state where no fuel is being injected¹ into the engine for 20-25% of your journey, which theoretically means that you will be able to reduce your fuel consumption by up to around 20%.²

Next, we would like to introduce you to another tip for using engine braking that may contribute to reducing fuel consumption. During engine braking, fuel injection stops¹ once you lift your foot off the accelerator pedal, but it resumes once the engine speed drops to close to idling speed. (Fuel injection also resumes when the clutch is disengaged or the transmission is shifted into neutral position.) You may be able to take advantage of this fuel-injection-cutting feature of direct injection diesel engines by not stepping on the clutch pedal or shifting into neutral until the engine speed approaches idling speed where and when traffic conditions allow in terms of safety. This is another very simple technique for saving fuel, so please keep this in mind.

We have also found in our in-house studies that leaving the exhaust or retarder brake switches on promotes yo-yo running, which in turn may cause excessive fuel consumption. So please keep in mind that you may save even more fuel by making effective use of these auxiliary brakes by switching them on only for long downhill sections, for example. We believe that you may achieve a real sense of reduced fuel consumption by putting these simple steps into practice during deceleration where and when traffic conditions allow in terms and safety. Figures 2 and 3 summarize the points discussed in this column. They may contribute to reducing your environmental footprint and enhancing your economic efficiency.

^{*1} Fuel injection may occur under certain conditions for safety reasons.

^{*2} According to Hino Motors studies. Figures may vary depending on driving conditions, road conditions, or loading conditions.

Fig. 1 ▶ Deceleration

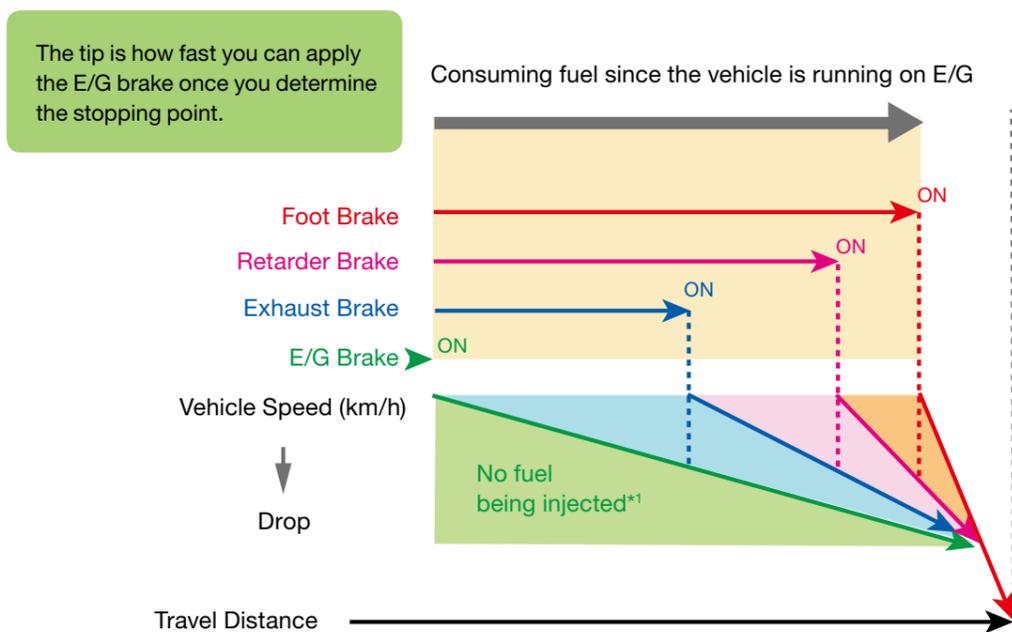
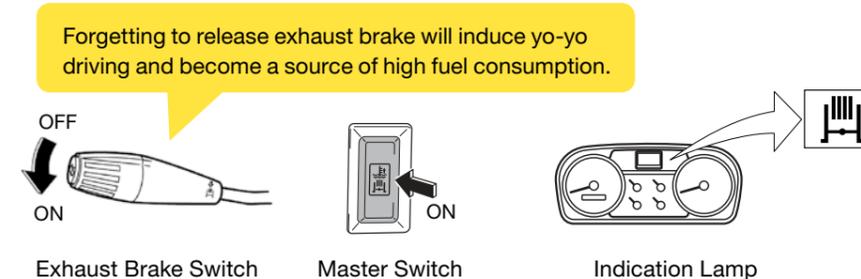


Fig. 2 ▶ Applying Exhaust Brake

- A system to increase braking power by closing the valve on the exhaust system.
- It reduces excess stress on the foot brake and provides steady speed reduction on downhill slopes and in high-speed driving. However, it may sometime reduce the speed too much.



< Confirmation Method >

1. Switch on the exhaust brake without stepping on the accelerator and clutch pedal.
2. Press the exhaust brake master switch and confirm that the indicator lamp is lit/will light and the E/G sound has changed.
3. Step on the accelerator pedal or clutch pedal to confirm the E/G sound will change back to normal.
4. Turn off the exhaust brake switch and master switch.

Fig. 3 ▶ Deceleration

Different methods to decelerate

- Normal Foot Brake
- Exhaust Brake
- Retarder Brake

! E/G is running by the rotation power of the tire. E/G does not consume fuel while the E/G brake is applied.

- With a good working brake, the braking point will be early. It will consume fuel because the vehicle is still running on the E/G.
- It is ideal to decelerate using the E/G brake from very early when driving ecologically.
- The retarder brake has strong braking force, and it is easy for the driver to forget to switch it off after use. Applying it will kill more than the necessary vehicle speed and induces inconstant driving (yo-yo), leading to more fuel consumption.

Note: Tips for fuel-efficient driving written in this article are not always applicable depending upon driving conditions, loading conditions, road conditions, and so on, and please keep in mind that priority should be placed on safe driving over fuel-efficient driving written in this article.



Seminars held in countries where environmental awareness is high. Scenes from seminars held in Vietnam (left) and Costa Rica (right).



A prominent launch event marks the beginning of the new stage for Hino in Saudi Arabia.

Jamjoom Vehicles & Equipment (JVE) launched the new generation of light duty trucks, HINO300 Series in a grand manner at Al Hayat Hotel in Jizan city, Saudi Arabia in February 2013.

Amongst the cheerful gathering of dignitaries and customers, Mr. Jun Kimura, Team Leader and Mr. Yo Saito, Project Manager of Toyota Tsusho Corporation, and Mr. Masami Maeda, Service Advisor of Hino Motors Ltd. Japan were in attendance, together with Mr. Marwan Ahmed, President and Mr. Mansoor Ali Khwaja, General Manager (Sales & Marketing) of JVE who has introduced the new product line up from Hino together with many competitive advantages.

JVE has held similar LDT product launch events earlier in Jeddah, Riyadh and Abha to promote Hino brand awareness throughout the country.

“Hino’s product lineup is the strongest it has ever been,” says Mr. Marwan Ahmed Jamjoom. “We challenge to compare this new generation of light-duty trucks against the current segment leaders and we’re confident that the HINO300 Series will come out on top.” Furthermore he added that it was a good time for a new generation to be launched as the market demand of the Kingdom of Saudi Arabia is growing every year. “The HINO300 Series is available in several variants. The customers have a choice of a single cabin or crew cab, manual or automatic transmission. And the best of all, we now offer the highest number of chassis length variations to suit any body requirements.”

“Hino trucks are the true business partner and that will take us far into the future.” That is how Mr. Mansoor Ali Khwaja summarizes the characteristics of the new HINO300 Series.

Despite facing strong competition from other Japanese brands, we believe Hino is establishing a solid presence in this market in light duty truck segment and is bound to earn its due market share.



Mr. Marwan giving presentation.



90 customers attended the ceremony.



Award plaque of appreciation was handed to customer.



MT/AT shift knob on the HINO300 Series.



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