

# HINO

Global Brand for all Customers

*Cares*



## ***Special: Eco Driving***

We at Hino recommend Eco Driving as part of our Total Support initiative. Customers who practice Eco Driving are already reaping the benefits on a daily basis. So why not begin to reduce costs, enhance driving safety and diminish your environmental impact today?

Illustration: Mr. Eutimio Fernández Egurrola of JUMEX, Mexico. Article on page 3.



# 1 Five Eco Driving pointers you can start using today

We believe Hino vehicles are known worldwide for their environmental friendliness and exceptional fuel economy. What may not be as well known is that this fuel economy can be even further enhanced by applying a few surprisingly simple driving techniques.

If all the commercial vehicles in a company's fleet were able to reduce fuel consumption, this would contribute to significant fuel savings and a reduction in costs over the year. This is one of the main reasons why Hino continues to offer instruction on Eco Driving as part of its

Total Support services.

We believe many of our readers have already taken part in at least one of these Eco Driving seminars, and will even now be reaping the benefits in their daily operations. Our running column on Eco Driving techniques in previous issues of HINO Cares has been inspired by our desire to share the significant effects of applying Eco Driving practices with as many customers as possible. In this issue, we would like to introduce a few of these points once more.



**Point 1**  
**Gear Shift 1,500 to 1,800 rpm**

**Take off slowly and accelerate gradually**

When depressing the accelerator pedal, about 80% depression should be sufficient for heavy-duty trucks, and about 50% for medium- and light-duty trucks. Also, when you shift up during acceleration, remember to shift up quickly within a range of about 1,500-1,800rpm, right in the middle of the green zone on your engine's rev counter. This is because the green zone is the range where the engine consumes the least fuel for the equivalent amount of output. Please be sure to shift early, before the rev speed increases excessively.

**Point 2**  
**Economic Range 1,000 to 2,000 rpm**

**Drive at a constant speed as much as possible**

Frequently alternating between acceleration and deceleration is a sure way to impair your vehicle's fuel economy. You can improve fuel economy by 10% simply by making sure you maintain a constant speed and keeping speed fluctuations to within 10km/h where and when traffic conditions allow in terms of safety. The point here is to keep your engine rev speed in the green zone between 1,000 and 2,000rpm.

**Point 3**  
**Maximum Speed 80 to 90 km/h**

**Drive at a moderate speed**

The higher your vehicle's speed the more power it needs, so higher speed will naturally lead to greater fuel consumption. This is because the faster you drive the greater the air drag on your vehicle becomes. It is said that when the speed of your vehicle doubles, the air drag on it quadruples. In other words, driving at a moderate speed is your fast-track to better fuel economy. Just remember you can reduce your fuel consumption by 10% simply by driving 10km/h slower.



**Point 4**  
**Keep idling to a minimum**

A heavy-duty vehicle with an engine displacement of 12.8 liters will burn about 1.3 liters of fuel in an hour simply by idling. A light-duty vehicle with an engine displacement of 4 liters will consume about 0.8 liters in an hour of idling. Let's say for example that you have trucks that operate 25 days out of the month and that these are left idling for a total of 3 hours a day. Over a year, each light-duty truck will consume about 720 liters of fuel just idling, and your heavy-duty trucks will each consume about 1,170 liters. The best way to cut down on wasted fuel costs is to cut down on idling as much as possible.

**Point 5**  
**Use engine braking when decelerating**

When coming to a stop, first determine where you want to stop and choose the right timing to begin letting your vehicle run on inertia while engine braking so you can minimize the use of your foot brake where and when traffic conditions allow in terms of safety. Active use of engine braking may contribute to saving several milliliters of fuel every time you stop.

\* The photos and diagrams shown here are for Mexican model vehicles. The specifications may be different for vehicles in your country.

Also remember that when you use engine braking with your foot off the accelerator pedal, the fuel feed to the engine will stop<sup>1</sup>, but it will resume when the engine speed comes down close to idling speed (the fuel feed will also resume if you disengage the clutch or shift your transmission to neutral). So another point to remember in order to take advantage of the fuel-feed cutting function of direct injection diesel engines is to refrain from depressing the clutch pedal or shifting into neutral before the engine speed comes down close to idling where and when traffic conditions allow in terms of safety<sup>2</sup>.

As you can see, none of these pointers requires any complex skill to implement. You can begin using these techniques to reap the benefits of fuel saving today—while at the same time getting a true feel for the excellent potential of Hino.

<sup>1</sup> Fuel injection may occur under certain conditions for safety reasons.

<sup>2</sup> 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 to place a priority on safe driving over any fuel-efficient driving tips written in this article.

# 2 More and more people are realizing the benefits

November 19, 2014: Hino Motors Sales de México, S.A. de C.V. (HIMEX), a Hino distributor, organized an Eco Driving Seminar on the premises of one of its customers, JUMEX, Mexico's leading manufacture of juices, nectars and soft drink beverages, located near Mexico City.

The number of participants in Eco Driving Seminars has been increasing in Mexico, with more than 5,000 attendees over the past three years. Instead of holding large collective events, dealers and distributors in Mexico are working with customers to hold smaller seminars on customer premises. We had the opportunity to speak about these seminars with

Mr. Suzuki, president and CEO of HIMEX.

"Simply providing trucks, parts and services is not enough to fully contribute to our customers' businesses. Rather, it's crucial that they recognize us as their business partner. It was precisely for this reason that we began discussing ways to provide our Mexican customers with more opportunities for participating in Eco Driving Seminars, which Hino continues to offer in many countries around the world.

"While Hino trucks already have a reputation for good fuel efficiency, only by helping our customers take full advantage of Hino's performance through Eco Driving practices can we say that we are truly able to contribute to their businesses.

"There are about 30,000 vehicles in the Mexican commercial vehicles market, so it is quite impossible for us to offer seminars to all of our customers with the limited staff and resources at HIMEX. Instead, we provide training to salespeople at our dealerships so that all of them are able to run these seminars on their own. We thought it was important that the seminars could be delivered by the salespeople themselves, as they are the people who have won customer confidence by visiting them on a regular basis.

"Three years have passed since we began taking this approach, and we have now developed to the point where we can even offer this service to customers who own as little as a single Hino vehicle.

"We primarily focus on drivers at these seminars, providing them with tips on how to drive in order to improve gas mileage, and how to inspect their trucks at the beginning of the day to keep their vehicles in the best possible condition. Of course, these programs are offered free of charge, and are designed to be completed in 3-4 hours so as not to interfere with our customers' businesses."



The following are comments voiced by JUMEX employees who attended the Eco Driving Seminar:

**Ms. Rebeca Betancourt, Operator**

"While my vehicle's gas mileage had previously been 6.4km/liter, it improved to 8.2km/liter after participation in the seminar. As I made sure I fully put into practice what I had learned, two days later, I was driving at 9.5km/liter on my usual route. This is all thanks to the Eco Driving Seminar."



**Mr. Eutimio Fernández Egurrola, Director of Logistics and Transport**

"The benefits of Eco Driving are significant: it helps us to reduce the cost of our products, and is also environmentally friendly. We can cut our costs by about 5% by having our drivers practice Eco Driving. Additionally, as a corporation that operates factories, we were conscious of our environmental and social responsibilities in the face of global warming. JUMEX operates 85 distribution centers in Mexico, and although it may be a tall order, we hope to disseminate the skills and understanding of Eco Driving to all these centers across the country."



**Mr. Edgar López del Villar, Divisional Retail Manager**

"We are a juice manufacturer, and we export our products to 40 countries around the world. We currently operate 367 Hino trucks to transport our products. Eco Driving, by definition, is about operating the trucks properly; as a result, this practice not only improves gas mileage but also helps us to reduce our maintenance costs as well. Naturally, this is very important. Furthermore, reducing these costs also translates into environmental friendliness. Since we at JUMEX are committed to contributing to society and running our business in a sustainable manner, the fact that we are able to reduce our environmental impact is a very important advantage."



# 3

## 360° Inspections lead to both safe driving and Eco Driving

Much of Eco Driving relies not only on pragmatic driving techniques, but also on daily inspections and servicing. For example, if your tires are low on air pressure, the lack of pressure will result in increased deformation. This in turn increases rotating resistance, with the ultimate result that your fuel efficiency will suffer. Just a 10% drop in tire air pressure can reduce your fuel efficiency by 4% overall.

Another example would be how your fuel efficiency can suffer by not properly cleaning your air filters or failing to replace your oil on schedule. A clogged air cleaner prevents the engine from taking in enough air. This degrades fuel combustion, which in turn deteriorates your fuel efficiency. According to Hino studies, a clogged air filter will reduce your fuel efficiency by about 3%. Similarly, your engine oil becomes degraded by using it past its service life, which can lead to a 1-2% reduction in fuel efficiency overall. Checking your tire air pressure during your daily inspections, as well as cleaning your

air filter and replacing your oil during servicing, are very simple steps that you can take toward Eco Driving.

Hino encourages users to get in the habit of performing a 360° inspection before beginning each day. These detailed daily inspections can not only help maintain your fuel efficiency, but also help you spot potential causes of breakdowns and take preventive measures so you can reduce the chances of a breakdown on the road. On top of which, the prevention of unexpected breakdowns should also contribute to safe driving. Please refer to illustration below to see the areas you should be checking.

As you can see, fuel economy and driving safety can both be achieved by applying these simple principles on a daily basis. All you have to do to reap the benefits is to keep these points in mind and put them into practice.

### Daily Inspection (In case of Medium Duty)

**PRECAUTION**

- 1) Check and repair any defective parts or malfunction found at the previous operation regardless of this inspection.
- 2) Let the engine idle until the coolant temperature gauge starts to move. When the engine is cold, do not raise it nor leave it at high-speed engine revolution.
- 3) After all inspection is completed, make sure that the load condition is proper.

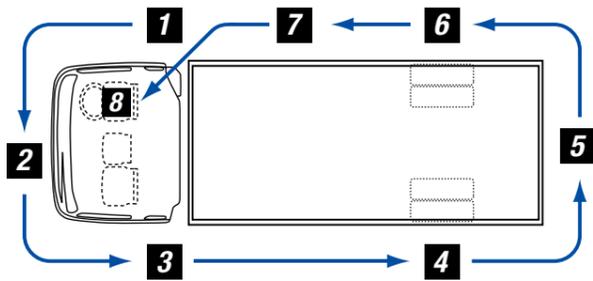
**START**

**FINISH**

- 1 Front right wheel**  
- Check front right tire & wheel nuts condition.

- 2 Front of vehicle**  
- Check coolant level.  
- Check clutch fluid level.  
- Check amount of window washer solution.  
- Check light function. (stain, damage, lighting, blinking)

- 3 Left side of Vehicle**  
- Check engine oil level.  
- Check water separator.  
- Check front left tire & wheel nuts condition.



- 8 Inside of cab**  
- Check indicator and warning light condition.  
- Check engine starting condition.  
- Check function of parking break.  
- Check windshield damage and stain.  
- Check the condition of windshield washer and wiper condition.  
- Check reflecting condition of rear-view mirrors.  
- Check lighting & flashing beam function.  
- Check steering and horn function.  
- Check the fuel level.

- 7 Right side of vehicle**  
- Drain water in the air tank. (Full air break and air over break only)  
- Check break fluid level. (Hydraulic break and air over break only)

- 6 Rear right wheel**  
- Check rear right tire & wheel nuts condition.

- 5 Rear end**  
- Check light operating condition. (stain, damage, lighting, blinking)

- 4 Rear left wheel**  
- Check rear left tire & wheel nuts condition.



“Hino is a premium brand,” says **Mr. José de Jesús Saiz Acosta of Semillas El Ranchito**, one of 11 companies whose employees attended an Eco Driving Seminar in Culiacán, Mexico, on November 20, 2014. “The thing that most impressed me at today’s seminar was the 360° walk-around inspection. I learned what was needed to keep a vehicle running in optimum operating condition. I know savings in operational management are good for the company—and ultimately, how well the company does reflects on my pay, too, so I think these things are very important.”



**Mr. Abel López Gaxiola, general manager at Hino dealership Camiones Premier de Noroeste, the seminar organizer**, outlined the purpose of the event. “What we at Premier promise customers who take part in Eco Driving Seminars is that they will learn everything we know about these vehicles, as well as the five Eco Driving techniques. By learning how to drive Hino trucks properly, customers will be able to improve their gas mileage and reduce costs, as well as preventing damage to their trucks in the long run. These ultimately translate into lower overall costs, and help our customers deliver their goods without unnecessary problems.



“I know other truck brands quite well, but after we began selling Hino trucks, I’ve had to change the quality standards by which I gauge trucks. The quality of Hino products is just wonderful. This is why we are committed to offering these Eco Driving Seminars as part of a package to help our customers maximize their potential.

“We believe that after-sale customer care is crucial. We value the trust-based relationships we build with our customers above anything else.”

“I visit about 50 companies per week,” says **Mr. Luis Gonzaga Arista Franco, the top salesperson at Premier and an Eco Driving Seminar instructor**. “You can’t really get a feel for what’s on the customers’ minds if you’re just working in the office. Other companies seem to think deals are concluded once a sale is made, but this is absolutely not true. I see many customers having a hard time with the lifetime costs and operational management costs of their vehicles.



“Hino products don’t break down easily, and they offer good gas mileage. These are things customers will discover shortly after they start using Hino vehicles. Having said that, I’m also committed to being a trusted salesperson of a trusted brand who’s able to address the various issues our customers have.

“These Eco Driving Seminars are a great opportunity for building trust-based relationships, including not only the business owners who will be making the purchasing decisions but also the drivers and all the other staff members. Ninety percent of my customers are repeat customers.”

Better gas mileage allows operators to cut costs, ultimately translating into lower CO<sub>2</sub> emissions—so it is also environmentally friendly. Furthermore, by practicing daily inspections, users will be able to prevent accidents before they occur and improve their driving safety. By actively promoting its Eco Driving Seminars, the Hino brand continues to strengthen ties with its customers worldwide.

## Eco Driving Seminars help us build trust-based relationships with our customers

# 4



## “Our mission and duty is to continuously provide drive train units that customers around the world find useful”

The drive train refers to the series of units ranging from clutch and transmission to propeller shafts, differential gears, and drive shafts. The drive train is not only responsible for the vehicle's basic actions such as driving, turning and stopping, but is also a bridge that efficiently transmits the rotational energy produced by the engine to the vehicle's tires, all the while adapting to the various driving conditions that arise from driving fast or slow, as well as climbing or descending hills.

Did you know that few commercial vehicle manufacturers develop their own drive train and engine units in-house? Hino, of course, is one manufacturer that develops its own drive train units. “One of Hino's strengths is our ability to draw from our thorough knowledge of our vehicles to develop drive train units in-house that meet a variety of operating conditions,” explains Toshiki Nakagawa, General Manager of the Drive Train Engineering Division, the division that designs all the drive train units developed by Hino. “This capability ultimately enables us to respond to our customers' needs in a timely manner, as we are able to offer optimum units for vehicles with different specifications and meet a variety of applications and operating conditions.”



**Toshiki Nakagawa**  
General Manager  
Drive Train Engineering Division

Based on the theme of “Best-Fit Products,” Hino delivers vehicles that match the demands of different market destinations as well as applications. With this development policy as the backdrop, in 2010, Hino introduced a 9-speed transmission (M009) as a global unit for heavy-duty and medium-duty heavy vehicles. With its wide range and multiple-speed design—nine speeds in all—M009 was designed as a match to the small-displacement A-type engine, and delivers good fuel economy and driving performance. Additionally, this transmission system is equipped with a large-capacity carbon synchronizer, which is a world first.

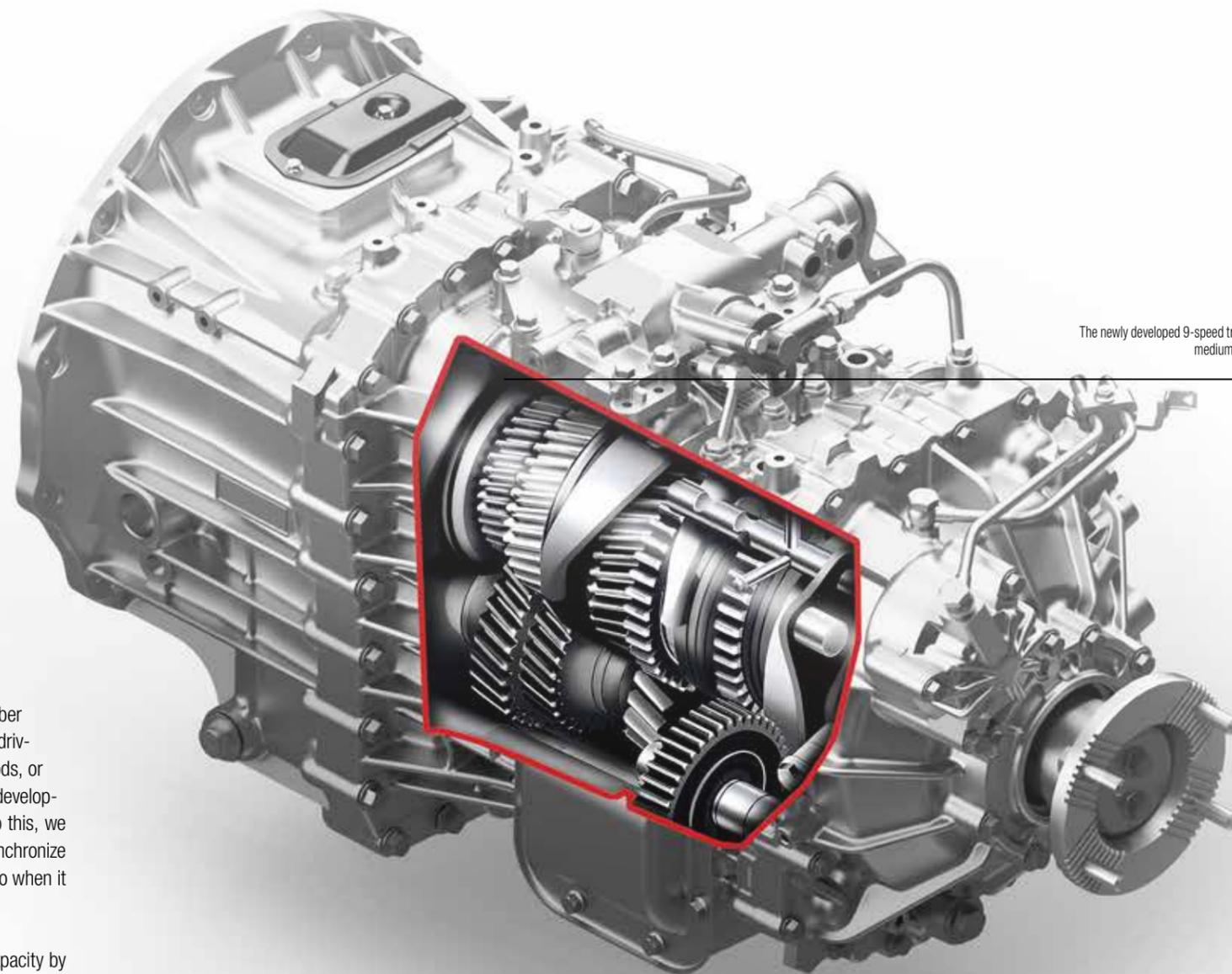
We asked Mr. Nakagawa about this new technology:

“Based on our research, we found that there were a large number of customers who frequently used quick shifting under harsh driving conditions, such as when they were transporting heavy goods, or climbing hills for long distances. So, one of the focuses of our development of M009 was to shorten the shifting time. In order to do this, we needed to enhance the synchronizer's capacity (its ability to synchronize the difference in rev speed between when the shift is initiated to when it is completed within a short amount of time).

“Typically, designers are able to increase the synchronizer's capacity by making it larger, but since Hino had already developed one of the largest synchronizers in the world—a result of our quest for performance and durability—we began studying ways to enhance the capacity of the synchronizer through the use of different materials on the synchronizer's friction surfaces.

“Molybdenum is the most widely used material on these friction surfaces. However, as we had been carrying out research on carbon materials as the next-generation solution and were very close to their commercialization, we concluded that this would meet the criteria of the improvements that we were seeking to make—and proceeded in the development of the world's first carbon synchronizer. With this development, I am proud to say that we have been able to achieve one of the fastest shift times in the world.”

In addition to the carbon synchronizer, a variety of new mechanisms and designs are incorporated in M009. All of its primary components underwent extensive testing in the early stages of development to minimize



The newly developed 9-speed transmission for medium-duty vehicles.

any problems. Hino also rigorously pursued dependability by subjecting M009 to severe evaluations throughout its development. Additionally, in the last stages of development, the unit was mounted on actual vehicles and underwent field tests under harsh operating conditions to verify its compatibility with real-world applications. The many points that required improvement found during these tests were then fed back to the design. As a result, Hino has been able to release M009 as a superior technology that is sure to satisfy our customers. Needless to say, all of the advanced technologies that are incorporated in Hino products—not only the drive train—are founded on such thorough and repeated evaluations

and verifications. Mr. Nakagawa explains, “As the development team, we must have an accurate understanding of all our products' various destination markets in order to offer vehicles that are optimized for different regions in the world in a timely manner. But we feel that there are still many things that we are not aware of. We will be setting our sights abroad, in order to get a true feel for ongoing changes in the world, and what our customers are truly looking for. We will also be working with our customers to develop vehicles that will make everyone in the world happy.” Mr. Nakagawa's message to our customers around the world truly embodies Hino's untiring passion for the development of its products.

## Toscano's Cargo Express, Peru

Mr. Marco Toscano / Chairman of the Board

Mr. Gerardo Toscano / General Manager

"To us, Hino symbolizes growth."

"Our father was involved in the overland transport business, and he would visit a number of locations across the country to supervise his drivers. He often took me along for these trips. If I got bad grades at school, my punishment would be to repair trucks.

"Perhaps it was my father's influence, but I determined that I wanted to run a transport business, and studied at the IPAE School of Business. I started my own company by hiring five drivers and purchasing second-hand trucks. And in 2006, we were finally able to purchase a Hino truck.

"The Hino trucks have been revolutionary for us. The extra space at the back of the cabin is really very practical, and it also allows drivers to recline their seats to take a break. This kind of well-thought-out function is what makes these trucks so easy to use.

"To us, Hino symbolizes growth: Hino gave our business its first opportunity for dramatic growth."



Right: Mr. Marco Toscano, Chairman of the Board / Left: Mr. Gerardo Toscano, General Manager



"As a company that operates a land transport and logistics business, we deliver corporate and consumer products from Lima to every corner of Peru.

"Our company was founded 14 years ago, and we currently own fifty-five 500 Series and three 300 Series trucks, for a total of 58 Hino trucks. In 2006, we were offered a strategic alliance by our Mitsui dealer, and we purchased the first Hino truck sold in Peru. This truck is still going strong today with its original engine and 750,000 kilometers on the odometer. "We are very happy with Hino trucks' solid gas mileage, as this allows us to reduce our costs. These are very efficient machines.

"We also receive great service from our Mitsui dealer. The staff always interact with us as an important customer, and their parts and services are always on time.

"Mitsui always gives us efficient and quick service because they understand how important customer service is in our business. At times, they complete in a matter of hours tasks that might take several days at other dealers."

## Roton Service, Chile

Mr. Roberto Vieira / President



Operating under the same conditions, Hino trucks clearly break down less often than trucks from other makers we've used.

Our company transports frozen food, with bread making up a majority of deliveries. We cover major supermarkets, restaurants and hotels in a 200 kilometer radius of Santiago, Chile. Of the 170 employees who work at our company, 78 are drivers.

We currently own 72 trucks, and 25 of them are Hino—the first of which we purchased a year and a half ago. Until then, we had been using trucks from other makers. We first purchased six Hino trucks, then nine the following year, and with subsequent additional purchases we now own 25.

The reason we continue to add Hino trucks to our fleet comes down to their quality. While trucks from other makers would break down on average once every 100 thousand to 120 thousand kilometers, Hino trucks continue to run beyond this mileage without breaking down—and of course, they're operated under the same conditions as our other trucks.

Our chairman once mentioned that he previously owned Hino vehicles, and that they broke down less frequently. So that was one of the reasons we decided to purchase Hino trucks.

At our company, we use a system for individually monitoring each of our trucks for oil change dates, vehicle inspections, maintenance costs and fuel consumption. This system allows us to use GPS to determine the location of every truck and track its travel distances throughout the day, how long it was stopped and where it stopped. It also comes with an alarm that sounds when a truck enters an area that requires a permit to enter, and notifies us instantly of any speed limit violations. So we have data for every one of our trucks dating back to the time it was purchased. A comparison of this data alone clearly tells us that Hino trucks provide good quality and strong fuel economy.



## La Criolla, Pastas & Panificados, Paraguay

Mr. Nelson Medina Cantero / Managing Director



I intend to recommend Hino to people at other companies I know—but not to our competitors!

Our history goes back to when we opened a small fast-food restaurant 24 years ago. Thanks to our customers, our business has grown, and we now operate a bakery business as well.

A critical element of the bakery business is product logistics. This is because we can only say we provide great-tasting products by delivering those products on time. And reliable trucks are indispensable to logistics.

Over the years, we've had problems with trucks breaking down during deliveries. This was because we were using secondhand trucks. One day, we received an offer to purchase Hino trucks at a favorable price, but they were still more expensive than trucks from other makers. However, since we were on the lookout for good-performing trucks even if they were more expensive, we decided to purchase one and see how it worked out.

That was two years ago. After using the truck for a little while, we realized the quality of Hino trucks was head and shoulders above other makers. We were very surprised. The trucks are reliable even on rough road surfaces, and are also very easy to drive in the city. They even offer better gas mileage than other brands.

We wasted no time in replacing four other trucks in our fleet with Hino vehicles. We currently own five Hino 511s and have plans to purchase our sixth. Moving forward, we hope to replace our entire fleet with Hino trucks.



We also receive outstanding and friendly after-sale service from Toyotoshi S.A. These trucks are made to last, so we haven't had to pay any extra maintenance costs. But if needed, we can rest assured that our maintenance schedule will be met thanks to their maintenance reservation system.

I intend to recommend Hino to people at other companies I know—but not to our competitors! (laughs)



File2:

*Kabuki*

歌舞伎



**Shibaraku**

While there is no shortage of popular kabuki pieces, today we would like to introduce you to one particular piece called Shibaraku.

This piece is based on the story of powerful northern samurai Kiyohara no Takehira, who ordered his servants to kill those who would not obey him. He was confronted by Kamakura Gongoro, who stayed him with the word, “Shibaraku” (“Just a moment”), which created an opening that allowed him to save the people’s lives.

It’s said that kabuki actors around the 1700s entered one-year contracts with playhouses. Plays presented in the month of November, the first month of the contract term, were called “kao mise” (acquaintance) shows, and were the most important performances throughout the year, where the public could get to know the actors in the troupe. For these kao mise performances—in which all of the notable actors performed—it was customary to include a version of the famous Shibaraku scene, with an iconic hero chiding the villain with the word “Shibaraku” before saving the lives of various people in jeopardy. This scene, which was performed many times in various pieces, was gradually refined over the years, and its form of presentation eventually perfected. Since the Meiji period (1868-1912), the Shibaraku scene came to be presented as a stand-alone piece, and the tradition continues to this day. Given the scene’s extensive history, it is enjoyed primarily for its formative delivery rather than for its narrative content.

Wherever you are from, your own home country surely boasts numerous forms of traditional performing arts that have been passed down through the ages. Hino’s birthplace, Japan, also has a variety of performing arts—such as noh and bunraku—with long histories and traditions. In this issue, we would like to introduce you to one of these traditions, kabuki.

Kabuki is said to have originated in 1603 in Kyoto. It’s told that it sprang from dances performed by a woman called Okuni, who dressed in outrageous clothing and sported outlandish hairstyles. The act of wearing such outrageous clothing was referred to as “kabuku” in the popular vernacular of the day, thus forming the basis of the name “kabuki.”

From that time, kabuki continued to actively incorporate the trends and modes of contemporary performing arts, growing until it became established as a composite art form mixing elements of dance, music and scripted drama.

Kabuki pieces can be largely grouped into “jidai mono” (period plays) and “sewa mono” (Edo-period contemporary plays). Jidai mono often feature stories of battles fought during Japan’s Warring States period (roughly 1467-1603), and may also draw inspiration from a variety of legends found throughout the country. Sewa mono performances, on the other hand, depict the lives of common people in the Edo period (1603-1868), and feature dramatized versions of notable events such as murders, double suicides, robberies and other occurrences that captured the imagination of the day.

**Kumadori and Mie**

A wide range of methods of performance and presentation have been used to express kabuki's diverse repertoire in ways that most effectively impact its audiences.

One of these is the unique stage makeup called "kumadori." This makeup is mostly used to depict people appearing in jidai mono period plays, and is said to have originally been used to exaggerate the veins and muscles on the actors' faces.



Even using the broadest categorizations, there are over 50 versions of kumadori, with specified colors reserved for each character archetype. For example, red is used for characters with courage, strength and a sense of justice; indigo is used for formidable antagonists; and brown is used for ghoulish non-human characters such as demons and specters. The audience is able to get an idea of the personal qualities of these different characters from the color and pattern of their kumadori.

Another unique characteristic of kabuki is the "mie." At critical scenes in the narrative—or when a character's emotion has reached its peak—the character can be seen momentarily stopping his movement and taking a stylized pose. This pose is the mie.

Typically, the actor will open his eyes wide and stop all movement, with the aim of making a strong impression and arresting the audience's attention. The effect of the mie is, in many ways, similar to that of close-ups in contemporary film and television, which are also used to highlight characters' facial expressions.

隈取り

見栄

**Centuries of Tradition**

In 2005, kabuki—a traditional performing art with a tradition spanning more than 400 years—was declared a masterpiece in UNESCO's Proclamation of Masterpieces of the Oral and Intangible Heritage of Humanity.

In September 2009, it was registered as a piece of UNESCO Intangible Cultural Heritage as a masterpiece of humanity.

There are many reasons why people continue to hold dear those things that have been passed down over the years. At Hino, we too are committed to an ongoing and unwavering effort, with the hope that we may continue to be a masterpiece that is cherished by people around the world.



和牛  
File3: Wagyu

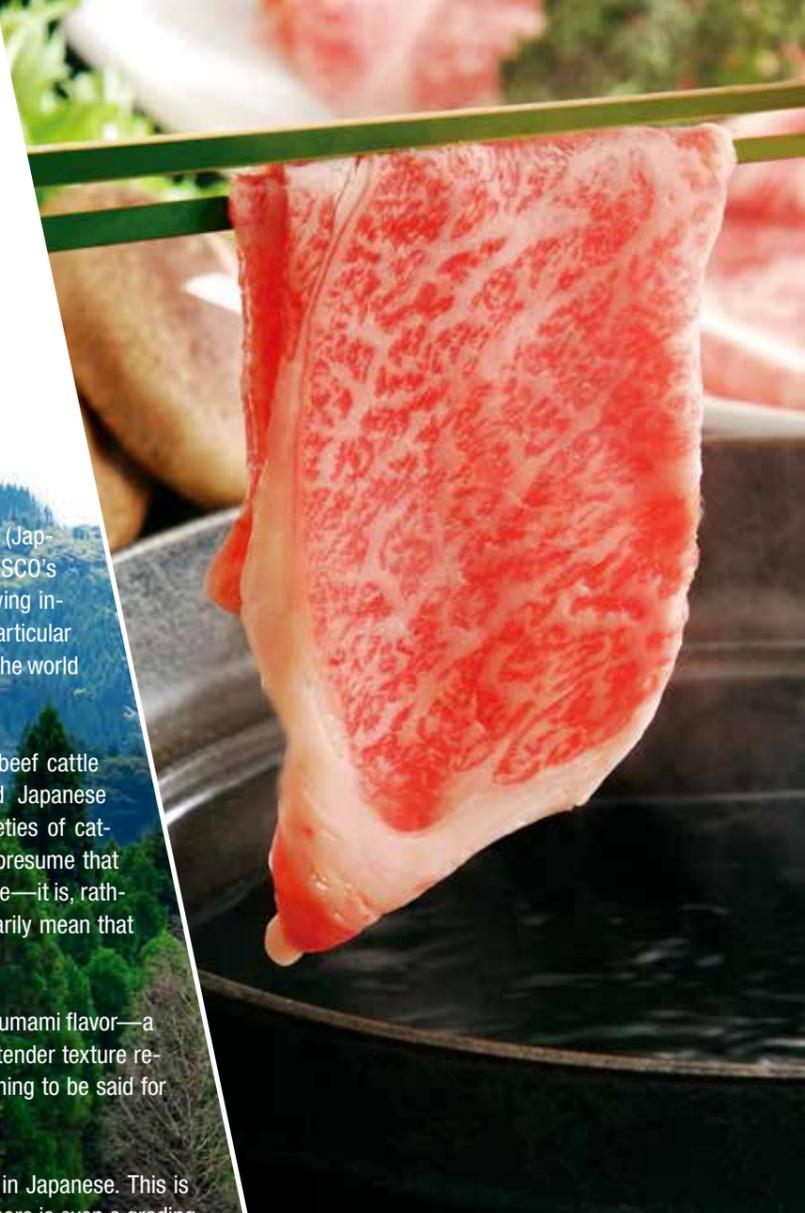
As mentioned in our previous issue, a global boom in washoku (Japanese cuisine) has coincided with washoku being added to UNESCO's list of intangible cultural heritage. In addition, there is also growing interest in the ingredients used in Japanese cooking. And one particular ingredient that is gaining attention from prominent chefs around the world is "wagyu."

"Wagyu" (wa = Japanese, gyu = beef) refers to four types of beef cattle (Japanese Black, Japanese Brown, Japanese Shorthorn and Japanese Polled) that were developed from crossbreeding different varieties of cattle that were indigenous to Japan. From the name, one might presume that wagyu beef cattle must be raised in Japan, but this is not the case—it is, rather, a term that refers to specified breeds, and does not necessarily mean that the cattle was raised in Japan.

The characteristics of the delicious taste of wagyu are its savory umami flavor—a result of its high content of high-quality amino acids—and the tender texture resulting from its unsaturated fatty acids. And there's also something to be said for the pure flavor developed through years of tradition.

The texture of the meat is determined by its fat, called "sashi" in Japanese. This is considered to be the key to the beef's taste—so much so that there is even a grading system based on how the fat in the meat is marbled. This fat is not greasy, however, and gives the meat an exquisite taste that melts in your mouth. With wagyu cattle being carefully selected at a young age and raised in relaxed, natural surroundings rich in pure water, air and foliage, the sashi could be called wagyu's medal of honor.

So please try wagyu if you happen to come across it in your local shopping center or restaurant. We are sure you will appreciate the discerning attention Japanese people put into choosing every aspect of their food.



## P.O. BUS Eka-Mira, Indonesia

Mr. Eka Hermawan / Owner



The main reason we chose Hino was that their vehicles were easy to service and parts were readily available.

"We started out with just two buses in 1971 as a fixed-route bus company. Our fleet has now grown to about 230 vehicles.

"I think the key to our success came in 1993, when we started providing two tiers of service—economy and executive classes—to take advantage of the economic growth in our country, as an increasing number

of passengers seek to travel in comfort even if that means paying a little extra.

ing the parts that will be needed during that period. This means we don't have to worry about price fluctuations, and are able to receive consistent monthly deliveries of the parts we need right when we need them.

"In choosing our buses, we also carefully listened to what our drivers had to say—drivers who drive about 750 kilometers a day. It seems all of them like Hino buses. They tell us that they steer well and have good engine power.

"Most of the 230 buses we own are Hino buses. We've tried buses from many makers in the past, and upon comparing them, we eventually settled on Hino.

"The main reason we chose Hino was that their vehicles were easy to service and parts were readily available. All of our servicing is done in-house by our mechanics, so the fact that we have a contract for part services with a Hino dealer gives us great peace of mind.

"Based on data such as the number of vehicles in our fleet and their respective odometer readings, we write up a contract with a six-month schedule outlin-



## Derhim Industrial Company Ltd., Yemen

Mr. Ali Abdul Latif Nasher / Finance Manager

They have speed and power, yet they're fuel efficient. Their good looks are a plus as well.

"We're the largest beverage manufacturer in Yemen, manufacturing carbonated beverages and fruit juices among other products. We transport our products ourselves, and operate trucks from a range of brands, including Hino.



Mr. Ali Abdul Latif Nasher

We currently own 11 HINO500 Series trucks. We own vehicles of other manufacturers as well, but we're in the process of adding more Hino trucks. Hino is very popular in Yemen, and we've been using their vehicles since 2010.

Hino trucks are simply the best: They perform wonderfully on the road. They have speed and

Mr. Mohammad Ahmad / Driver

power, yet they're fuel efficient. Their good looks are a plus as well. We've never had overheating problems even on mountain roads—one of the reasons we have a great deal of confidence in them.

Their loading capacity is more than sufficient. This is just my personal impression, but I get the feeling they perform better under heavy loads than when loaded lightly. These trucks don't break down, and they're a powerful part of our workforce. We have a great relationship with our Hino dealership, and we're very happy with their services. We intend to increase the number of Hino trucks in our fleet moving forward. We'd like to order a HINO700 Series truck as well. They're a bit pricey, but I'm sure we'll get what we pay for."

## YONG GROUP, Thailand

Mr. Sunpetch Slisatakorn / Managing Director

Hino vehicles are sturdy and robust, so overall maintenance costs are lower than with other makers.

"In addition to running four home hardware centers, we also manufacture and sell precast concrete products. Our home hardware centers offer everything having to do with people's homes, from building materials and facilities to appliances. Customers can find everything they need to build their homes here—you can actually construct an entire building with all the products we make at our factories.

"In order to run this type of business, we need a large number of vehicles to transport materials and merchandise. We own a total of more than 100 vehicles, including dump trucks—which make up the largest category—and heavy-, medium- and light-duty trucks, as well as trailers.



"Ninety-nine percent of our medium-duty trucks are Hino trucks. They are truly very reliable as they are both sturdy and robust. Hino trucks are also easy to service, and their genuine parts last a long time. As a result, overall maintenance costs are lower than with other makers.

"When our drivers deliver materials to our customers' sites and interact with them, they must be able to do so in the proper way. They are not simply drivers but fill the role of sales reps as well, so we put an emphasis on raising the awareness of each and every employee. We also make sure the drivers have a sense of ownership of the trucks they drive—for example, by keeping them clean and washed at all times so that they are presentable to our customers.

"Our drivers have taken part in the Hino Smart Driver (TPRO) training program organized by Hino Motors Sales (Thailand) Ltd. It goes without saying that it would be difficult to have all of our drivers take part in the program, so we occasionally invite lecturers from Hino Motors Sales (Thailand) Ltd. to hold training sessions on our premises. At our company, drivers who hit their monthly fuel consumption targets are paid bonuses or given promotions. Drivers who go without an accident for a year also receive a bonus."



Mr. Mohammad Ahmad

"I've been driving trucks for 31 years now. My route takes me to several cities over a period of several days, so you could call it a 'tour' in a way.

I go on about three tours a week, or roughly 120 tours in a year. I'm very fond of the Hino trucks that I use on these tours. They're beautiful to look at and work very well. I haven't had any major problems to date.

My tours frequently take me over mountain routes where I have to brake often, so the brakes wear relatively quickly. We replace the clutch about twice a year, so you can see that I drive a lot. The clutch is expensive, but I believe the trucks' performance is worth it. And when something needs repairing, we have the peace of mind knowing that our Hino dealership will take care of the repairs."





Our photo contest continues. There is still time to submit your entry.

The theme is **"My Favorite Road."** Along with your photo submission, please tell us why you like that particular road. Winners will be presented with a small gift.

The photo contest results would be announced in our issue #26 to come out in mid-late 2015.

**Deadline: May 31, 2015 (Japan time)**

# *Reader Contributions Wanted!*



Please submit your photo files to [marketing@hino.co.jp](mailto:marketing@hino.co.jp)

\* Files must be no larger than 10MB.

For postal mail, please send your photo to the following address:

**HINO Cares Photo Contest**  
Marketing Group, Overseas Planning Div. Hino Motors, Ltd.  
3-1-1 Hino-dai, Hino-shi, Tokyo 191-8660, Japan

Along with your submission, please include your full name, address, phone number, email address, and a brief comment about your truck.

*We look forward to hearing from you!*



Hino Motors, Ltd.  
3-1-1 Hinodai, Hino-shi, Tokyo, 191-8660, Japan



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Printed in Japan