HINO

A Global Brand for all Customers





President Shimo Articulates A Vision for the Road Ahead

As Hino celebrates its 75th anniversary, President Yoshio Shimo lays out a new blueprint designed to help Hino continue to be the brand that customers need.





Challenging Ourselves to be a Brand that Offers Greater Value

Yoshio Shimo

President & CEO, Member of the Board Hino Motors. Ltd.

Hino marked the 75th anniversary of its founding in 2017. Over three-quarters of a century, the company has grown to operate in 87 countries and regions while domestically enjoying the largest share of the medium and heavy-duty truck market for 44 years running since 1973. "Hino as it exists today is the result of the hard work and passion of our predecessors and other involved in our operations. Looking ahead, what we can do with pride and confidence is carry on the Hino brand, and strive to further enhance its value to pass it on to those who will succeed the next generation."

These are the words of Hino President Yoshio Shimo, who took the helm at Hino in 2017. After joining the company in 1981, Mr. Shimo worked as an engineer in areas including bus design and as a project leader for NAPS (bonnet-type truck) development. As he rose through the ranks, he served in roles including Senior Vice President of Hino Motors Sales U.S.A., General Manager of Overseas Planning Division and General Manager of North America Division, before becoming an Officer in 2011, a Managing Officer in 2012, and Senior Managing Officer in 2015. In the year prior to being appointed President, he worked at Toyota Motor Corporation as Managing Officer In charge of Corporate Strategy. He is also the first "homegrown" president to rise through the ranks of Hino to become President since Hino became a subsidiary of the Toyota group in 2001.

To mark Hino's 75th anniversary and put the company firmly on the road to its centennial, Mr. Shimo has presented a new slogan: Trucks and buses that do more. He sat down with the HINO Cares crew to expand on the meaning and thinking behind it. "Trucks and buses help to support the needs of society at the same time that they must operate in harmony with it. First, it is extremely important for us at Hino to reaffirm this and then for us to make this a reality around the world. As assets that enable productivity, and as efficient and valuable tools, it is imperative that our trucks and buses are realize as close to 100% uptime as possible. As such, we must make vehicles that are both safe and that do not break down. We must harness technologies to make vehicles lighter with greater load capacity. We must heighten vehicle efficiency through enhanced fuel consumption and maximize vehicle uptime through preventive maintenance and speedy repairs. However, that is not all. As Team Hino, it is paramount that we bring a customer's perspective to considering how we can make "Trucks and buses that do more" and then act to do so.

The first order of business, says Mr. Shimo, is to further develop Hino's existing Total Support approach to one of Total Support customized for each vehicle. "Right now there are about 1.6 million Hino products operating worldwide. Each of these vehicles differs in how and where they are used. This means that there should be an optimized, vehicle-specific total-support approach for each of these vehicles. In other words, if there are 1.6 million vehicles in the world, then we need to offer 1.6 million kinds of 'Total Support.' This is what it means to offer the ultimate in total support. By striving to ensure that each vehicle of every customer is maintained in an optimal way, we contribute to our customers' businesses. In doing so, we are indirectly supplying a robust foundation that underpins the transport of people and goods to ultimately enable Hino to contribute broadly and significantly to society. This is why we need to not only build great products and offer Total Support that maximizes vehicle uptime, but also actively challenge ourselves to leverage the increasingly connected world to find new field to better serve our customers and the world."

Having said that, Mr. Shimo offered a few points to bear in mind when pioneering new ways to support customers and society.





"As we further develop Total Support, we must never forget the importance of country and region-specific activities. In addition to our existing approach of creating "Area qualified market best-fit products", we must further promote 'best-fit Total Support' that adequately takes into account viewpoints of customers in different countries and regions as well as how each vehicle is used. Toward that end, promoting the development of Hino's personnel and its teams will be increasingly important." Mr. Shimo believes that it is the people that are behind Hino that are the wellspring of the Hino brand and that it is crucial to further develop Hino's invaluable human resources. "A crucial question is how to build a solid relationship with customers. Today that question is being tackled not only by commercial vehicle manufacturers but by companies across the board. We need to take care to avoid believing that what we are doing at Hino is the best and only way to do things. We need to bring a humble approach to our work and be receptive to learning from outside the company with the aim of proactively pursuing and adopting what is best for our customers. As such, I want us to work to develop talent that can think outside of existing frameworks, bring an innovative mindset to challenges, and respond nimbly to a rapidly changing world. As a company, I want to see us establish a system that recognizes individuals for pursuing challenges rather than for avoiding failure and maintaining the status quo."

Mr. Shimo is championing a proactive approach that embraces challenges. The reason behind this is simple: he sees this as essential to continuing to be a brand that brings customers and society the value they demand. "The world is and will continue to be increasingly interconnected via networks. This is something that will bring both greater convenience and new challenges. We need to boldly tackle those challenges and bring customers what they really want and need. This may involve areas and solutions that go beyond merely manufacturing great products. This may mandate that we work in ways that require different ways of thinking than in the past. But one thing that will never change is our stance of looking after our customers and aiming to be the best business partner possible by supporting their Hino vehicles and their businesses while contributing to a better world." Mr. Shimo's new vision for Hino left an indelible impression that it is clearly and firmly rooted in being a brand that puts the customer first—and putting into sharper focus the road that Hino will blaze into the future.

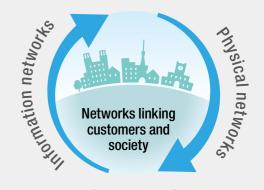
Hino see the path we should take.

New slogan

"Trucks and buses that do more"







Conventional areas of focus centering on vehicles

New field







































Calinog Bus Line (CBL) /

Mr. Quirino Celeste Jr., Chairman of the board Ms. Maria Rose Celeste, President



We are Hooked on Hino Buses' Excellent Performance.

Calinog Bus Line (CBL) is a bus company offering public transport service between Iloilo City and Calinog Town on Panay Island. "My parents started the company in 1968 with only one bus. I assumed ownership of the business in 1978 and now we operate 32 vehicles including our Hino buses," said Mr. Celeste. Today he runs the company with his wife, who serves as president. "I became involved in the business when we got married in 1984," said Ms. Celeste, explaining that the company's buses run every 15 minutes, making four round trips with each running more than 300 kilometers per day, "Some of the roads we travel are rough and unpaved. This means that for us bus performance is key because maintenance costs can affect our business revenue," said Ms. Celeste, stressing the need for buses that can service long-distance routes without breaking down.

"We started our relationship with Hino in 1979 with the purchase of a Hino KM bus. Subsequently, in 1996 we bought three FC buses. Their good fuel efficiency and durability have made us very confident in the products and this performance has really hooked us on Hino. Since 2012, we have purchased even more Hino buses and now own and operate 26 of them," Ms. Celeste explained. As a provider of public transport, CBL places a premium on passenger safety and getting people to their destinations on schedule. Ms. Celeste smiles when she says that the performance of Hino's buses have been key to enabling CBL consistently to run buses at 15-minute intervals

"Apart from that, maintenance needed for Hino vehicles is minimal and it is easy to get the parts that we need, which is a big help. That's why we believe that operating Hino buses is a way for us to boost our business revenue going forward," Ms. Celeste added. "In this way we can further expand the business and acquire additional Hino bus units. That way, we can help more people, which is really our dream. Our business helps children commute to school and being able to do that means that we have helped many to graduate. This is something that makes what we do at CBL immensely fulfilling," said Ms. Celeste.

Hino Owners' Voice..... Republic of the Philippines



Inland Corporation /

Ms. Maria Teresa R. Antonio, President

Extremely Happy with Hino.

Inland Corporation got its start in 1976 as a customs brokerage. When established by Ms. Antonio's father, the company began operating with a few Hino trucks that were secondhand units purchased from Japan. At that time, Ms. Antonio was still in school, but would come in and help out at the company. From there, she says she started learning about all facets of the logistics business from the ground up. Over time, the firm has evolved into a total logistics company that offers everything from transport and warehousing to cold storage while expanding its operations nationwide with branches in places including Manila, Cebu, and Laguna.

"We tried other brands, but as the competition was gradually intensifying, we were looking for brand-new and more reliable products, vehicles that would rarely break down and run with a minimum of maintenance. That was when we rediscovered Hino. We wanted the reliability and excellent performance of Japanese products, but also a company that will grow with us

and be willing to think about how they can help us with other modes of transportation that we can provide to our clients. Hino was able to do that," Ms. Antonio said.

Today Inland Corporation has about 30 Hino vehicles and is planning gradually to increase its fleet further with regular purchases of additional Hino vehicles including refrigerated trucks, freezer trucks, and light-duty trucks to support e-business needs. "Within three years we plan to have our entire fleet be Hino. In our day-to-day operations the most important thing is basically being able to have peace of mind. Hino makes that possible. Our Hino trucks travel an average of 150 kilometers each day without trouble, and they also have good fuel economy. We've been extremely happy with the performance of our Hino vehicles," Ms. Antonio said.

The company is using its success to give back to the community. It has built a school to cater to the needs of children living in a poor and struggling part of the Tondo district of Manila, where the company is located. Ms. Antonio eagerly explained the company's social responsibility activities.

"We offer meals to 500 to 600 children on Saturday and we fully support the nutritional, medical, and education needs of a few children. In the future, hopefully we will be able to expand this and maybe make a college."

Omnico Consortium, Inc. /

Mr. Joseph L. Chua, President

20 Years of Hino and We're Still Very Satisfied.



Established in 1997, Omnico Consortium, Inc. is a manufacturer of ready-mix concrete. After two years as the exclusive supplier of the Metro Manila Skyway, a highway in Manila, the firm undertook additional major projects including supplying most of the concrete for major infrastructure projects such as terminals two and three of the Manila Ninoy Aquino International Airport, the construction

of key highways, and for high-rise buildings in downtown and surrounding Manila.

"When I started the company, 15 of the 70 trucks in our fleet were used Hino units purchased in Taiwan. Since then we have continued to buy two or three used Hino trucks each year from Taiwan. In 2017, we bought new Hino trucks for the first time, purchasing 60 brand-new FS mixer trucks at once," Mr. Chua explained.

"When you make four trips a day delivering concrete to destinations within a 25-kilometer radius, then it is very important to have vehicles that are reliable, fuel efficient, and durable. In 2000, we worked on a water treatment plant project. The construction site was in a very isolated area with no proper road to it. This was a very tough site. Most of the other companies' trucks broke down and couldn't deliver the concrete, but I was able to supply that project until it was finished because of the durability and power of my Hino trucks."

These characteristics and other attributes have made Mr. Chua a fan of Hino vehicles. "Today 160 of our trucks, or 80 percent of our fleet are Hino vehicles. Hino products are incredibly durable, their engines are powerful, and they are extremely reliable. Those are the reasons that I want to rely only on one brand and gradually make my entire fleet Hino. I chose the brand that I want to go with very carefully. I've gotten to know Hino trucks and choosing only one brand will make everything simpler to manage such as when it comes to handling any technical issues that arise as well as stocking and managing parts," Mr. Chua said.

"Overall we're very satisfied with Hino. Mind you, the older units we've got have been with us for 20 years. By introducing new Hino trucks we know that we'll be able to focus our energies more on our operations and concentrate more attention on developing new business, getting new customers, and delivering quality products," Mr. Chua added.















El Coral is a company that operates a chain of 420 hamburger shops as well as 11 different kinds of eating and drinking establishments in Columbia including other restaurants and beer stations that require daily deliveries of fresh food. "In the national capital of Bogota alone these shops sell nearly 10,200 hamburgers daily," said Mr. Carlos Arturo Betancourth.

El Coral began introducing light-duty Hino trucks to its fleet around 2016.

"What started introducing Hino vehicles to our fleet is because their specs including the rear single-tire configuration enabled increased payload and was the best match for our business. After we actually started using Hino, we discovered additional new merits. For instance, fuel economy improved by nearly 30% on one delivery route compared with a different brand of truck. In addition, the riding comfort and easy handling of the Hino vehicles have won over all of our drivers, who now only want to drive Hino products in the future. We have had zero service issues and are extremely satisfied with Hino," said Mr. Betancourth.

Asked about El Coral's business outlook, Mr. Betancourth said with a smile, "We are planning to double our business scale from 2020 to 2022, including expanding our restaurant network abroad. And the plan is to increase our fleet of Hino vehicles as well."



Established more than 65 years ago, Prodcutos Ramo is one of Columbia's largest makers of bread, snacks and cakes. In particular their Chocoramo chocolate-covered snack has found immense popularity with people around the nation since the company first started producing 40 years ago. "We lease 550 light-duty trucks to deliver our products directly to nearly 280,000 shops in Columbia.

At first, we used a different brand of truck, but that changed after we tried Hino in 2014. As soon as we tried Hino, we realized that

vehicle performance including riding comfort was superior to what we had been using," said Mr. Pablo Andrés Benavides, adding, "We became and remain convinced that Hino is an excellent brand, and are looking to increase the number of Hino trucks that we operate."

"We plan to open a new plant to boost our production capacity and are planning to launch a new product this year," said Mr. Benavides. All signs show that further growth of Productos Ramo will increase the opportunities to use Hino trucks.



Alianza started operating in 1958 with a fleet of 35 buses. Today the company boasts a total of 160 intercity buses. The longest route the firm operates runs between Monteria and Bucaramanga—a one-way trip of 700 kilometers. The company uses Hino buses to cover the route. General Manager Rodrigo Pinzón told Hino why.

"In 2003, we did an across-the-board performance comparison of buses made in Japan, Europe and Brazil. The results showed that Hino had the top driving performance. We transport people with our buses so riding comfort is important, and Hino also receives high marks in this area". However, Mr. Pinzón is impressed with more than Hino's performance, saying, "Hino is number one when it comes to maintenance service as well. If repair work is required, then Hino's turnaround is shorter than the competition. Hino truly minimizes vehicle downtime."

In concluding the interview, we asked Mr. Pinzón about his dreams for the future of his company. "We are a family-run operation, so I hope that one day my son will take the reins. And, I hope that we can expand our operations to take our bus service to other countries as well," he said.

Hino's Technology

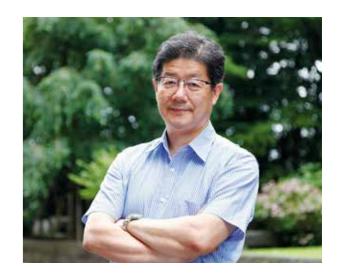
Export of Heavy-duty, Low-floor Bus Chassis Started with Taiwan

The words "low-floor bus" may be enough to conjure an image of such a vehicle for most people. At the risk of stating the obvious, low-floor bus refers to a bus with an ultra-low floor structure that makes transport on bus routes more accessible, particularly for elderly and disabled passengers. Hino expects such buses increasingly to find greater traction and spread to markets across the world as societies look to meet the needs of greying populations and respond to other social and environmental issues such as reducing traffic.

In 2015, Hino began exporting the heavy-duty, ultra-low-floor HS bus chassis to Taiwan. "Taiwan's government had been proactively advocating the introduction of low-floor buses from the perspective of promoting more accessible, barrier-free buses. Against that backdrop, a growing chorus arose from customers. They knew of Hino's reputation for fuel economy, durability, and general excellence

including parts supply, and wanted us to supply a low-floor bus. To meet these needs, Hino decided in 2013 to develop an ultra-low-floor bus HS model chassis for the Taiwan market. And, after two years of development, we were able to bring the chassis to market," explained Product Planning Division Manager Toru Kazama.

The ultra-low-floor bus HS chassis for the Taiwan market was developed based on Hino's "area qualified market best-fit products" philosophy to be able to respond flexibly to the specifications demanded by each customer and destination. "We strive to develop each Hino bus in pursuit of Hino's signature reliability, durability, and ease of maintenance in addition to coupling these with excellent power, drivability, braking safety, and riding comfort. The chassis was equipped with the J08E-VD engine, which boasts a successful track record of use in RK/RN buses in Taiwan to create a base that was outfitted with a modified intercooler



Toru Kazama Manager

Manager Product Planning Div.





The photo above shows the inside of an HS bus owned by SinDian Bus.



In this section, we introduce the experiences of a Hino vehicle owner in Taiwan who operates the Hino HS buses that feature the technology profiled in the Hino's Technology article in the previous pages.

Hino is dedicated to fulfilling customer needs.

Taipei Bus was established in 1954 as part of the Capital Bus Group. Its service area includes 89 routes in the Taipei metropolitan area and four highway express routes. It currently has 958 vehicles in operation. In 2012, Taipei Bus became the first public bus operator in Taiwan to receive ISO 9001 certification. The company has also been recognized with 20 consecutive awards from the Taipei city government for its service excellence.

The company's chairman reflected on the company's history with Hino. "By 2009 Taipei Bus had already purchased more than 3,000 Hino buses, owing to the vehicles' build quality and outstanding fuel efficiency. However, when the Taiwanese government's policy called for barrier-free public transportation in 2009, we had no other choice but to use buses from Chinese or Korean manufacturers because Hino did not make low-floor buses at that time."

He spoke with pride on his relationship with Hino. "When Hino finally unveiled its low-floor buses in 2016, Taiwan became the first country to adopt them. We decided to purchase the HS low-floor bus considering our positive experience with Hino vehicles in the past. At this moment 82 HS buses are in service, and another 61 units are due in the second half of this year. We plan to expand our low-floor bus coverage to more routes in the future."

When asked to evaluate HS buses and the Hino brand, He replied, "Hino gave special attention to the chassis design. The HS bus is capable of maximum non-step floor area, providing added comfort for passengers. In terms of engine performance, HS bus is the only SCR-free low-floor bus available in Taiwan. These features have significantly reduced our operating costs. I'm convinced that Hino does more than just produce high-quality products — they are also dedicated to fulfilling customer needs. Hino dealers are also Taipei Bus's most trusted partners for the top-quality service they provide. These actions demonstrate Hino's good faith in its devotion to long-term partnerships with customers, and these partnerships are built upon trust. I look forward to developing these partnerships in the form of better public transport convenience for all passengers."

Taipei Bus Company, Ltd. / Mr. Po-wen Lee, Chairman





"I am confident we made the right decision in choosing Hino vehicles."





Mr. Chun-Hsiung Chang

Mr. Te-Wei Chou

SinDian Bus began purchasing Hino brand vehicles and providing public transport services in Taipei back in 1980. "We are currently operating 304 buses serving 12 routes in the Greater Taipei area, of which 37 buses are Hino HS low-floor buses, with an additional 62 due this year.

"Our bus fleet is comprised of 100% Hino vehicles," Mr. Chang said with pride. He told us why he made Hino his choice.

"More than 20 years ago, we chose Hino to be the only bus brand for our fleet because of its superior quality. I have a special admiration for Japanese corporate management, especially Japanese vehicle manufactures' end-to-end quality control. So I believe Hino vehicles have proved their durability and reliability through years of extensive use. I believe good vehicles deserve good drivers. We have an independent committee in charge of recruitment that ensures our drivers share common values. The hiring process is particularly competitive. We usually receive 50 applications per vacancy despite a general shortage of drivers in the industry. Thanks to the quality of our employees and Hino vehicles, we have reduced operating costs through minimized maintenance work with minimum staff, and yet we maintain an exceptionally high vehicle availability rate."

Mr. Chang gave the HS bus high marks. "When the government began promoting the use of low-floor buses in 2009 as part of its social welfare policies, I had faith that Hino would soon provide low-floor buses. Eventually, the world's first production HS bus joined our fleet in 2016. The Hino HS bus makes it much easier for passengers to get on and off the bus. Its chassis is also designed to accommodate a larger non-step area than other brands. This feature helps us fulfill our social responsibility by enhancing accessibility for passengers who are elderly and disabled. For drivers, stability has been enhanced because the HS bus is equipped with an automatic transmission. Drivers are also pleased with the smoothness of the engine's power output, not to mention its quietness."

In closing, Mr. Chang reflected on his history with the Hino Group. "We have established strong trust-based relationships with Hotai Motor and its dealers. This kind of trust takes a long time to build. Hino is very supportive in the vehicle procurement phase, as well as providing efficient, high-quality services after purchase.

I am very confident that we made the right decision in choosing Hino vehicles, and we will continue to use Hino vehicles in the future."







Hino Motors Marks 75 Years

This year Hino Motors marks its 75th anniversary. Since being established on May 1, 1942, Hino has continued to respond to the needs of customers and the needs of the times. Here we select and highlight a few key topics and milestones from these 75 years of history. Hino remains as committed as ever to working unsparingly to continue to bring society and customers the value they want. Please expect great things from Hino.



Hino Heavy Industry Co., Ltd. is established



Heavy-duty trailer truck bus is announced

The History of





Bonnet truck TH10 is released



Technology collaboration with Renault

Hino Motor Sales, Ltd. and Hino Motors, Ltd. are established



Introduces the Briska and Contessa vehicle lines

Enters alliance with Toyota Group

1960s





Becomes top seller of mediumand heavy-duty trucks in



The world's first low-floor, four-axle truck, the KS300 series, is launched



1950s

Releases the ZY and KY models

Establishes business operations in Asian countries including Indonesia, Malaysia, and Pakistan



Launches world's first diesel-electric hybrid bus



Competes in and completes the Dakar Rally for first time



Sweeps the Paris–Dakar Rally with a 1-2-3 finish in the under 10-litre class



Begins domestic sales of the DUTRO (HINO300 Series)

Production and sales arms merge as Hino Motors, Ltd.

1980s



1970s

Overseas unit sales exceed Japanese unit sales for first time

Cumulative unit sales of trucks and buses reach 3 million



Launches NAPS vehicles specifically designed for the North American market



industry

2010-



Cumulative sales of hybrid trucks and buses reach 10,000 units



Wins 8th straight championship in the under 10-litre class, finishing the race for the 26th year in a row



Redesigns medium- and heavy-duty trucks in Japan

2000s

Please share your opinion with us

We would greatly appreciate your feedback to further improve this magazine.

Send in your feedback for a chance to be one of 10 lucky respondents selected to receive a Hino miniature truck or a Hino cap.



Items are subject to change without notice.
The Editorial Department will select the items.

Please respond to the below survey items.

Please check one box for each article.

Article Your opinion	Very good or very interesting	Good or interesting	Neither good nor poor	Poor or uninteresting
Hino's Vision				
Owner's Voice (Philippines)				
Owner's Voice (Colombia)				
Hino's Technology				
Owner's Voice (Taiwan)				
The History of Hino				

- Please scan or snap a picture of your feedback and send it via email to **marketing@hino.co.jp**Before sending, please check to make sure the file is legible.
- Please remember to include the below information in the text of your email:
 - 1. name 2. gender 3. company name 4. title/position 5. country 6. company address 7. company telephone number 8. connection with Hino [please using one of the following options: a) customer b) dealer c) distributor d) other].
- Furthermore, we would highly appreciate it if you could inform us about your most favorite article in this issue with a reason why it is so.

Thank you in advance for your cooperation.

Responses are to be submitted by January 5, 2018.



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

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