

# Social Activities

## Quality Assurance

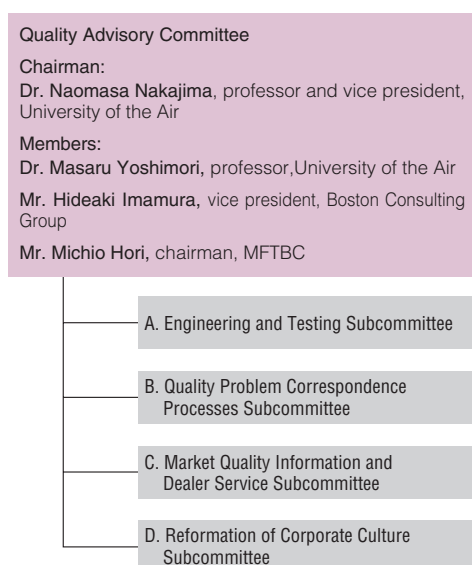
### ● Efforts to improve quality

MFTBC is working in eight areas, including social responsibility, quality consciousness, advanced technologies and human resource development, that are recognized as key elements in its principles and vision<sup>※1</sup>. A quality assurance system<sup>※2</sup> must, of course, support a manufacturing system that creates products meeting customers' needs, and that consistently verifies that the system itself is functioning properly. Unfortunately, in the spring of 2004 it became clear that accidents had occurred as a result of defects in our products causing serious trouble for our customers and in society.

We are currently working hard to rebuild our quality assurance system based on the following three measures,<sup>※3</sup> in order to recover the trust of our customers.

#### (1) Establishment of an independent Quality Advisory Committee

With Professor Naomasa Nakajima, vice president of the University of the Air, as its chairman, the advisory committee consists of outside specialists and MFTBC officials. It has also established four subcommittees to address concrete measures to improve the quality assurance system and corporate culture. Upon receipt of reports from the subcommittees as well as other fair, transparent evaluations and advice from external sources, the advisory committee promotes reformation of the system.



#### (2) Establishment of a Corporate Culture Reformation Committee

Consisting of 12 members from different areas of the company, the committee addresses problems in the existing corporate culture and the nature of organization at MFTBC, and makes proposals toward an ideal corporate culture for the company.

#### Notes

※1 Company principles and vision: See P. 4 of this report.

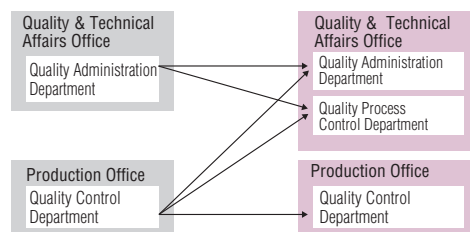
※2 The Production Office obtained ISO 9002:1994 certification, an international QMS (Quality Management System) standard, in 1998, and ISO 9001:2000 certification in 2001.

※3 Please see MFTBC's website for more details: <http://www.mitsubishi-fuso.com/en/igip/index.html>

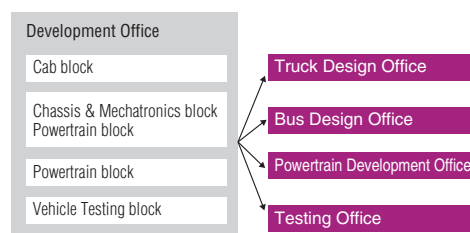
(Subcommittee on Corporate Culture Reformation of the Quality Advisory Committee)

#### (3) Thorough reform of quality management and the R&D organization

The quality assurance sector has improved its systems for accurately gathering quality information in the market, analyzing it and reflecting measures for improvement in the development and creation of products. The development sector has established a testing unit (the Testing Office) independent from the design unit in order to rigidly and thoroughly evaluate products.



Reformation of quality assurance organization (reinforcement of quality assurance system)



Reformation of development organization (independence of the testing unit)

Everyone at MFTBC – top management as well as every employee – understands the seriousness of recent incidents and is determined to carry out prompt, thorough reform without compromising quality. It is the intention of each of them that the MFTBC products they create allow customers to feel safer than ever.

## Social Activities

### ● Efforts to Promote Business Ethics

Having reflected on problems of the past, MFTBC is endeavoring as follows to reenforce business ethics and rebuild trust:

#### (1) Systems to Promote Business Ethics

##### ① Business Ethics Committee

In April 2003, MFTBC established its "Business Ethics Committee" to demonstrate its commitment to being fair, reasonable and open to society, and to clarify guidelines in company activities and employees' behavior. The committee addresses prevention of problems under laws, ordinances and moral considerations. It also investigates why specific problems arise and determines countermeasures.

##### ② Subcommittee on Ethics

Issues specific policies and action plans.

##### ③ Subcommittees for Investigations

Established ad hoc as problems occur, investigates them and develops countermeasures.

##### ④ "Code Leaders"

Instill ethical values in each section/unit.

#### (2) Issuance of Behavioral Guidelines

MFTBC issues "Mitsubishi Fuso Behavioral Guidelines" (referred to here as "Behavioral Guidelines") which serves as basic standards for officers and employees in the performance daily business activities.

The Behavioral Guidelines, in the form of a distributed booklet and available at any time via the company's Intranet, comprise six key items, including observance of laws and ordinances, corporate regulations and social rules.

Officers and employees are asked to question themselves as to whether their words and deeds are in accordance with, or contravene, the guidelines.

#### Six key items in the Behavioral Guidelines

- (1) Observance of laws and ordinances, corporate regulations and social rules
- (2) Creation of workplaces where everyone can work with strong motivation and exert themselves to the best of their abilities
- (3) Good communications with customers and society
- (4) Protection of company assets and corporate information
- (5) Fair, impartial, transparent business activities
- (6) Co-prosperity with society

#### (3) Employee Counseling Office

MFTBC has established an internal employee counseling office to consult with employees over matters in the workplace related, for example, to violations of laws and ordinances, sexual harassment or human rights. It has also retained an outside law firm to serve as an external employee counseling office. In these ways, MFTBC provides multiple systems enabling employees to get help or advice whenever they perceive problems.

## Employee-Related Activities

### ● Health and Safety

#### (1) Occupational safety

In order to realize a workplace "safe and friendly to workers," MFTBC strives constantly to prevent occupational accidents in line with the basic principle that safety and the health of employees come above all else. On the three pillars of ①doing even more to eradicate unsafe acts, ②continuing to make facilities themselves fundamentally safe, and ③preventing any accident from happening a second time, the company strives to eliminate mishaps of all kinds, including minor ones, with or without injuries, with or without lost time. Our ultimate aim is to completely eliminate accidents.

#### (2) Road safety

In order to prevent traffic accidents involving employees, safe-driving courses and traffic-safety guidance for drivers, cyclists and pedestrians, focusing on situations during commuting hours, are offered. Hazard awareness tests are also given to new employees, to make sure they start off on a sound, safe footing.

#### (3) Pleasant workplace

We endeavor systematically to improve the general, overall work environment by, for example, establishing a special committee, so that employees are able to work pleasantly and easily.

#### (4) Positive health

Based on the principle that individuals should take responsibility for their own health, doctors, hygienists and dieticians at the workplace make it easier for employees to positively manage their health and fitness. Services include medical check-ups and, based on the results, guidance on lifestyle-related diseases and improving physical strength.

#### (5) Mental health

Employees have ready access to advice on mental health matters from psychiatrists and counselors. The company also provides employees with education on mental health.

### ● Personnel System

MFTBC is reforming its personnel structure in order to continue to grow as a global participant in the highly competitive commercial vehicle industry. Specifically, traditional approaches to rewards and advancement, based largely on age and seniority, have been replaced by an emphasis on current performance (duties and results) and personnel evaluations. The new performance-based personnel system was introduced for management from April 2002, and was expanded to cover all ordinary employees (non-managerial) in April 2003.

# Social Activities

## Welfare Activities (Barrier-Free Products)

### ● Non-Step Bus

Demand for low-floor city buses accessible to all has grown rapidly since passage of the Barrier-Free Traffic Law. Starting with the launch of Japan's first large, low-floor, so-called "non-step bus" in 1997, MFTBC has sought to encourage the adoption of low-floor buses.

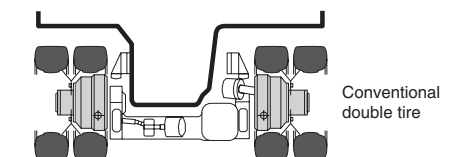
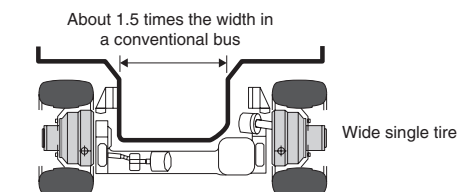
The "Aero Non-Step HEV" launched in February 2004 is designed to allow users to get on and off easily, with a step from the ground of only 300mm. This was made possible through the use of a non-step body structure eliminating gaps from the front to the middle doors, combined with an electronically controlled "kneeling" system (the left side of the body can be lowered by 70mm). In compliance with the Barrier-Free Traffic Law, a ramp is available for wheelchair users. The combination of ultra-low-aspect single tires and compact high-power motor makes the aisle between the rear tires about 50% wider than in a conventional bus without changing the basic structure of the rear axle or suspension.



Non-step bus



"Kneeling" system (the left side of the body can be lowered by 70mm)



Effect of wide single tire

## Sports

### ● Sponsorship of Sports Events

MFTBC has been a special sponsor of the Miura International Citizens Marathon since 1989, and is a supplier of vehicles for the long-distance relay race "Hakone Ekiden."

Also, in February 2004, MFTBC became a "uniform sponsor" of the J-league soccer team the "Urawa Red Diamonds." Well rooted in and a favorite of the local community, the team shares the company's attitude of placing priority on its supporters.



Miura International Citizens Marathon

### ● Baseball

MFTBC's baseball club has a distinguished record in its non-professional company league; it has participated in the Intercity Baseball Tournament 16 times and won that championship twice, in 2000 and 2003. It has yielded players who have represented Japan in Olympic Games or moved to the professional ranks.



Intercity Baseball Tournament

## Living Together with the Local Community Contributing to the Local Community

### ● Living and working with local residents and community groups

MFTBC's plants strive to maintain close, harmonious ties with local residents through, among other things, the activities described below.

#### Factory tours

- Tours open to local residents, elementary schools, groups, families of employees, etc.  
Total participants: 2,319 (FY2003)

#### Cooperation with schools

- Baseball camps staged at elementary schools
- News and stories with photographs sent to local elementary schools

#### Opening company facilities to the public

- Gyms, sports grounds, etc., opened to community
- Cultural fairs and "thank you" events

#### Participation in local neighborhood associations

- Sponsorship of festivals and other events

#### Participation in and donations to environmental and other groups

### ● Community Cleanups and Greenery Plantings

MFTBC's plants organize their own cleanup activities for their neighborhoods, earning the appreciation of local residents and inspiring and raising the consciousness of employees. The Kawasaki Plant, in addition, participates in flower-plantings and floral campaigns run by the city of Kawasaki – part of Kawasaki's on-going "City of Flowers and Greenery" campaign.



Cleaning up around a plant

### ● Environmental activities in the local community

By participating in environmental events around the country in FY2003, MFTBC was able to spread awareness of its environmentally friendly products and highlight the environmental preservation measures in place at its plants.

Events	Organizers	Date	Venues
Motosumiyoshi Bremen Avenue October Festa	Local Shopping Mall	10/5	Motosumiyoshi West Exit, Nakahara-ku, Kawasaki City
Kawasaki Environmental Forum	Kawasaki City	2/15	Underground Shopping Mall "Azalea," Kawasaki Station East Exit



Motosumiyoshi Bremen Avenue: Parade celebrating a baseball championship



Motosumiyoshi Bremen Avenue: Introducing environmental activities



Kawasaki Environmental Forum: MFTBC's booth