

# For Customers

“Everything we do is for our customers”, the Bedrock of Our Spirit

## POINT

- (1) In 2006, the Customer Relations Department dealt with approximately 59,000 requests for assistance from our customers.
- (2) Subaru ranked number one in the 2006 Japan Mini-Car Customer Service Index (CSI) Study on customer satisfaction conducted by J.D. Power Asia Pacific, Inc.
- (3) We established the “Customer-First” Promotion Department to improve customer satisfaction even further.

## Customer Relations Department

Activities of Customer Relations Department

### Prompt Feedback of Customer's Opinions to Relevant Fields

FHI has established the Subaru Customer Center (operated by the Customer Relations Department) as a point of contact for customer inquiries, requests for assistance, demands and suggestions. Since communication is exchanged mainly by means of telephone and e-mail, we ensure quick, on-target responses to inquiries and requests for assistance from our customers based on our action policy of promptness, sincerity and attentive listening.

In fiscal 2006, we dealt with approximately 59,000 (100.0% compared to the previous year) requests for assistance from customers. We feed the invaluable opinions, demands and suggestions from customers back to the relevant departments/divisions to increase customer satisfaction by improving quality, developing products and improving sales and services.

We believe that customers' voices represent their expectations of FHI. Therefore, we would like to continue to serve and give satisfaction to our customers through good communication with each and every one of them.

## The CS Promotion Section

Functions of the CS Promotion Section

### Activities to Support and Promote Improved Customer Satisfaction

We are conducting activities to support and promote improved customer satisfaction throughout the entire Subaru team, which includes Subaru dealers and all the divisions and departments within the company. Using our customers opinions obtained from Subaru questionnaires and from these Subaru dealers, to reflect on our products, the quality, the sales, and all the post-sale services, etc, we also want to ensure that our customers are looked after at our dealers by the highest standards, and are carrying out inspections and supervision at each location.

Achievements during Fiscal 2006

### Subaru Ranked Number One in the Japan Mini-Car Customer Service Index (Mini-Car CSI) Study on Customer Satisfaction

In the Japan Sales Satisfaction Index (SSI) Study\*<sup>1</sup> conducted by J.D. Power Asia Pacific, Inc., a third-party research agency, Subaru was in last place for two successive years, 2004 and 2005. By taking these results to heart, we had the Customer Service Quality Improvement Project Team, consisting of 35 manager-class employees, work on improvement by once again visiting 550 outlets selling new cars across Japan in fiscal 2006 based on the customer's perspective, as we did in the previous year. In addition, we promoted: 1) the welcoming of customers by all employees at each sales outlet, and 2) improved knowledge on products by holding a class once a week, as part of the newly launched Focused Activities for CS Revolution. As a result, we were able to avoid last place in the 2006 Japan Sales Satisfaction Index (SSI) Study\*<sup>1</sup> conducted by J.D. Power Asia Pacific, Inc., and were ranked number one (in a tie) in the 2006 Japan Mini-Car Customer Service Index (Mini-Car CSI) Study\*<sup>2</sup> conducted by the same agency.

Activities in Fiscal 2007

### Established the “Customer-First” Promotion Department to Improve CS Even Further

We established the “Customer-First” Promotion Department at the Subaru Customer Center in April 2007. We will strengthen this organization in order to deliver products and services that will bring our customers even more satisfaction. Specifically, in addition to the conventional CS improvement activities, we will constantly work in all processes, from employee education to information sharing and work restructuring, so that our departments in charge of development, manufacturing, marketing and after-sales services can each always work in the spirit of “customers come first”. In addition, to further improve the quality of customer service at Subaru dealers, we will organize an exclusive on-site support team, and proceed with improvement activities by joining forces with our dealers.

\*1 Source: The Japan Sales Satisfaction Index (SSI) Study<sup>SM</sup> conducted by J.D. Power Asia Pacific, Inc. from 2004 to 2006. The 2006 study is based on a questionnaire answered by 5,996 users who purchased new passenger cars (excluding mini cars) regarding the service quality of dealers during the purchasing process.

\*2 Source: The Japan Mini-Car Customer Service Index (CSI) Study<sup>SM</sup> conducted by J.D. Power Asia Pacific, Inc. in 2006. The study is based on a questionnaire answered by 2,402 users who purchased new mini cars regarding the quality of dealers' after-sales services.

## Our First Priority Is to Create Automobiles That Ensures Safety for All Customers

### POINT

- (1) By adopting the new ring-shaped reinforcement structure, a safety-oriented chassis unique to Subaru, we try to ensure safety during collisions from any direction.
- (2) To prevent accidents, we have been fostering the evolution of the automobile's basic functions by focusing on Symmetrical AWD.
- (3) We are conducting research and development into cars that don't crash to bring about a society free from traffic accidents.

### Efforts to Create Safe Automobiles

#### Basic Philosophy for "Creating Safe Automobiles"

##### Developing Safety Technologies Aiming to Create a Society Free from Traffic Accidents

Subaru has been making advances in developing a high-performance AWD that provides drivers with a safe, comfortable and pleasurable drive on any road. It's true that cars are convenient and pleasurable vehicles, but there is a negative side associated with them too, for example the damage they cause to the global environment as well as traffic accidents. To minimize such negative aspects, we at Subaru are working to develop products that combine Subaru's uniquely pleasurable driving performance with environmental friendliness on a global scale, based on our safety principle: "our first priority is to develop vehicles that ensure our customers' safety".

In order to ensure traffic safety, we have been focusing on developing sophisticated active safety technologies to prevent accidents as well as passive safety technologies to ensure safety in the event of an accident. We will continue to develop safe technologies for vehicles in order to create a society free from traffic accidents.

#### Efforts for Passive Safety

##### We Improve Safety during Collisions through Our New Ring-Shaped Reinforcement Structure

We have succeeded in ensuring the cabin (survival space) is safer against collisions from any direction by adopting the new ring-shaped reinforcement structure to create an original lightweight, high-strength, safe chassis for our vehicles. In an effort to promote passive safety, we are expanding our use of seatbelts equipped with pretensioners and load limiters, and a seat structure which reduces whiplash injuries, under the safety principle of "compatibility" (or mutual safety), which simultaneously balances the safety for our cars with reducing damage to other cars and injury to pedestrians involved in an accident.



##### Compatibility Body

The new ring-shaped reinforcement structure of the Subaru R1 and the Stella, Subaru's mini cars, has a frame structure with the same height as a passenger car, to achieve a high degree of safety in a collision with such vehicles.

##### Body to Protect Pedestrians

In order to reduce the impact of crash applied to a pedestrian in head or legs, a shock-absorbing structure is adopted to such items as a fender, hood, hood hinge, windshield wiper and bumper.

#### Efforts for Active Safety

##### Refining Automobile's Basic Functions Prevents Accidents

As part of our efforts to promote active safety, we are improving vehicles' basic functions, or in other words the driving, cornering and stopping functions. Furthermore, we are expanding use of VDC (Vehicle Dynamics Control) and braking assist, and conducting research and development on state-of-the-art safe vehicles that protect drivers by recognizing in advance the various risk factors that can lead to accidents.

#### Driving Assist System

##### Our Efforts to Develop Collision-Free Cars

Subaru succeeded in commercializing the driving assist system "ADA" (Active Driving Assist) for the first of its kind in the world. Furthermore, in 2003, we developed a system whereby a wide variety of traffic conditions in front of the driver can be optimally recognized regardless of weather conditions by using "sensor fusion" between stereo camera, one of Subaru's core technologies, and millimeter-wave radar; the system also provides a wide range of information and alarms to assist drivers in ensuring safe driving. It is in such ways that Subaru is conducting research and development into collision-free cars, in order to create a society free from traffic accidents.

### Subaru's Vehicles for the Disabled The TransCare Series

Subaru has been manufacturing and selling vehicles in a series called TransCare, vehicles for the disabled, since 1982.

Subaru offers a wide selection of TransCare automobiles, from mini-car Stella and wagon Sambar, to the Legacy, a standard-sized car. In response to the increasing demand for wheelchair accessible vehicles, our Sambar mini car offers an electrically operated wheelchair lifter\*4 that allows for loading and unloading of passengers in wheelchairs, including TransCare Wing Seat\*3 series, which help to load and unload smoothly. We also offer a type equipped with a stretcher\*5, which allows for loading and unloading of passengers who are lying down.



Forester with Wing Seat

\*3 Wing seats: Rotating front and left rear seats to allow for easy loading and unloading of passengers.

\*4 This is the only mini car to adopt the Side-lifting System. This lifter is electrically operated, providing passenger security and safety by loading and unloading from the side of the car, instead of from the roadway.

\*5 The car is equipped with a stretcher with wheels to carry patients in a laid position.

# with Employee

## Each Individual Employee's Growth Is Connected to the Company's Growth

### POINT

- (1) We have established a Subaru Technical Expert Program as part of our efforts to improve and pass on our skills.
- (2) We are promoting activities to achieve a work-life balance that satisfies both career and family life.
- (3) We aim to create a workplace with zero disasters and zero accidents based on our fundamental philosophy: "Health and Safety take priority in any business".

### Human Resource Development, Benefits Packages and Employment

#### Subaru Technical Expert Program

##### Creating a New Program to Enhance and Pass On Our Skills

As one of our measures intended to improve our technical expertise, in 2006 we established the Subaru Technical Expert Program, described as follows:

- (1) **Enhancing Basic Skills:** Specific standards have been prepared for the knowledge and skills necessary for employees to do their jobs, and employees can receive multiple lectures and skill training sessions at the Subaru Technical School, a "dojo" for skill training that focuses on the basics and fundamentals as defined by the standards. Skill improvements are confirmed through evaluations.
- (2) **Passing on Skills:** A system has been made to continuously hand down special skills, including the technical intuition and knacks of our highly skilled, experienced technicians. Two courses, "Passing On Special Skills" and "Passing On Know-How", are available.

#### Supporting Both Employees' Careers and their Family Lives

##### Promoting Work-Life Balance

We believe that it is important to support both our employees' careers and their families, and also to provide a comfortable working environment, in order for them to be able to fully demonstrate their abilities. In 2005, we prepared an Action Plan in accordance with the Next Generation Education and Support Promotion Act, and are proceeding with activities to reinforce our Parenting Support Program. In April 2006, we extended the maximum allowable period of maternity leave, whereby employees are allowed, if they wish, to take maternity leave until the end of the April immediately after the child's second birthday, which is even longer than the period mandated by law. At the same time, we introduced a Program for Working Shorter Hours, whereby regular working hours are reduced upon request for those taking care of children or family members. As we continue to prepare several measures such as the second Action Plan, we will make an effort to create a balance between work and private life as well as a more comfortable work environment for our employees.

**Our Efforts: The First Action Plan, Responding to the Next Generation Education and Support Promotion Act**

- (1) **Improve the work system to meet the needs of employees raising children:** Extending the period of maternity leave to the end of the April after the child's second birthday. Allowing shorter working hours (by a maximum of 2 hours less per day) for parents until their child enters elementary school.
- (2) **Implement policy to reduce the practice of working over-time:** Introducing the "No Over-time Day"
- (3) **Ensure that the excellent Parenting Support Program is made known throughout the company:** Handing out pamphlets.



Mark of Certification for the Next Generation Education and Support Promotion Act

#### Special Leave

Days off to take care of sick children (5 days per year)

#### Financial Support

We have set up a special menu to support parents in the cafeteria-style welfare benefits program, and also offer a more favorable points system for users.

#### Supporting the Acquisition of Official Certifications

##### Enhancing Support for Self-Development in Addition to OJT and In-House Training

In addition to on-the-job and in-house training to educate employees through their actual job assignments, we are proactively supporting our employees' self-development as well. For example, starting in 2007 we are subsidizing expenses such as exam fees and tuition for seminars incurred while acquiring certain official certifications designated by the company as part of our cafeteria-style welfare benefits program, called "My Vision". We will continue to expand our support efforts by providing a constructive welfare benefits program that meets the needs of our employees so that all our employees can achieve their dreams.

##### Items in My Vision, the cafeteria-style welfare benefits program

Category	The Company Provides:
Self-Development	Selectable in-house group training and correspondence courses, lectures on the official certifications designated by the company and assistance to acquire such certifications, various types of "schools" and so forth
Livelihood Support	Access to nursing care and parenting (nursery schools, baby sitters) facilities, children's education, etc.
Life Planning	Seminars and consulting services on life planning
Refreshing Activities	Access to gyms, lodging facilities, package tours, cultural appreciation, sport-game watching, leisure facilities, etc.
FHI Products	The chance to purchase FHI products (excluding cars), and access to vehicle inspections and repairs at affiliated dealers

#### Promoting the Rehiring of Employees Who Retired at the Age of 60

##### The Senior Partner Program to Train Younger Employees and Pass On Technologies and Techniques

In 2003, we introduced the Senior Partner Program to promote the re-hiring of retired employees. Subsequently, we revised part of this program to allow people to get re-employed and continue working until 65. In fiscal 2006, we revised this program once again to activate the use of human resources of retired employees. We will continue to promote the rehiring of employees who retired at the age of 60, so that the experience and abilities of such experienced employees can be utilized as training tools and passed down to younger employees.

#### Promoting the Employment of People with Disabilities

##### We Have Achieved the Legally Mandated 1.8% Rate of Employment of People with Disabilities and Are Continuing to Promote Their Employment

The percentage of FHI employees with disabilities was approximately 1.9% as of March 2007, exceeding the legally mandated rate of 1.8%. We are making an active effort to employ people with disabilities in order to create an affluent society that allows everyone to lead a satisfactory life. Approximately 150 people with disabilities work at FHI at present. In the future, we will continue our efforts to hire and employ people with disabilities.

## Creating Health and Safety

FHI has established a Basic Philosophy of Health and Safety and a Basic Policy, and is conducting health and safety activities through the efforts of such organizations as the Central Health & Safety Committee.

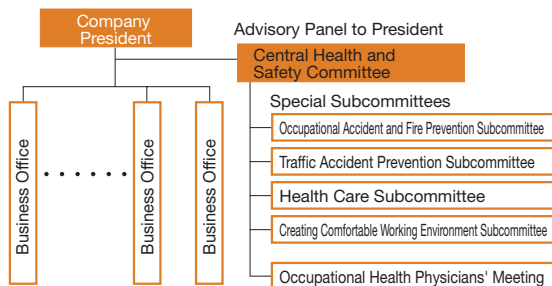
### Basic Philosophy of Health and Safety

Health and Safety take priority in any business

### Basic Policy of Health and Safety

Aiming for no disasters regarding occupational accidents, traffic accidents, diseases, and fire disasters; all employees recognize the importance of health and safety; improve the equipment, environment, and working methods; and improve management and awareness in order to create safe and comfortable workplaces.

### The Organization Promoting Health & Safety



### Occupational Safety

#### Working on Eliminating Risks with Both Awareness and Management

FHI has been conducting activities to help raise safety awareness, improve management of the workplace, and eliminate risks. To raise awareness, KYT<sup>\*1</sup> and the Hiyari Hatto<sup>\*2</sup> Activity were implemented. To improve management of the workplace, a self-management activity called TSZ<sup>\*3</sup> was introduced at an early stage in each workplace. In addition, in 2000, FHI introduced a small-group risk assessment system to improve safety and to eliminate risks. FHI also makes efforts to further improve occupational health and safety levels and prevent on-the-job injuries. Towards these ends, we introduced a new risk assessment system to the offices where the Occupational Health and Safety Management System<sup>\*4</sup> had already been implemented, and are constantly working on improving the Management System by internal auditing.

#### Trends in Occupational Accident Occurrence

	2000	2001	2002	2003	2004	2005	2006
The number of occupational accidents occurred	80	77	64	48	45	34	37
Frequency Rate (FHI Automotive Business Unit)	1.17	0.77	0.81	0.59	0.37	0.55	0.32
Frequency Rate (Average in the Manufacturing Industry)	1.02	0.97	0.98	0.98	0.99	1.01	1.02

### Health Care

#### Added Extra Items to the List of Legally Mandatory Diagnostic Items for Health Maintenance

To revitalize our business activities, it is important that employees are always in good physical and mental condition and can use their skills and abilities to the full. To help reduce the amount of employee sick leave, we have been working on the

early detection and treatment of disease by adding extra items to the list of legally mandatory diagnostic items. In addition, we take measures to care for employees' mental health according to the four items advised by the government. The Mental Health Counseling Consultation Services have been established at all our business sites, where employees can consult clinical psychotherapists in person.

### Traffic Safety

#### Education and Training to Ensure Safe Driving

FHI is making various efforts to prevent traffic accidents that might occur in the course of business activities, commuting, or private time.

The Tokyo Office held classes on Safe Motorcycle Driving in cooperation with the Metropolitan Police Department's team of motorcycle policemen in order to provide our employees with basic lectures and driving lessons. In addition, we are implementing education and training that utilize a safe driving simulator to further enhance safe driving.

The Gunma Manufacturing Division has implemented education that includes real-life experiences of safe driving as part of their voluntary traffic safety promotion activities. This education is designed, in addition to providing instruction in driving techniques, to teach drivers about different perspectives on driving, for example the way drivers' actions can be dangerous to pedestrians and how to make a right turn in a safe, timely manner.



Class on Safe Motorcycle Driving (Tokyo)



Real-life experience education of safe driving (Gunma)

### Creation of a Comfortable Working Environment

#### Conducting Improvement Activities to Create a Comfortable Workplace

In order to implement the government guidelines for a comfortable workplace, FHI has been systematically working to improve every item addressed by the guidelines, including working environment, working methods, and environmental equipment. Also, in order to create a more comfortable workplace for employees, we have been working on improving lounges, restrooms, smoking areas and dining halls and adopting universal-access designs in our facilities.

#### Lecture entitled "A New Common Sense for Driving in the 21st Century"

Mr. Kiyoshi Komoda, an automotive journalist, gave a lecture on how to satisfy economic, ecological and safety benchmarks in driving, which was entitled "A New Common Sense for Driving in the 21st Century", at the 31st company-wide Health & Safety Congress. The congress turned out to be an opportunity for all the participants to verify the principle of disseminating safe, comfortable driving and our philosophy of traffic safety, and to make a commitment as a team.



Mr. Kiyoshi Komoda, giving a lecture.

\*1 KYT: Training for predicting dangers; K: Kiken (Danger); Y: Yochi (Prediction); T: Training

\*2 Hiyari Hatto: Activity to collect cases of near-miss incidents.

\*3 TSZ: Total Section Zero (related departments and sections make combined efforts to attain zero disasters).

\*4 A system to promote the organized, stable management of health and safety, aiming at creating a workplace with zero disasters and zero danger through a clear set of processes: "planning, implementation, evaluation and improvement."



# Social Contribution

## Social Involvement: Social Contribution Activities as Part of Our CSR Activities

### POINT

- (1) We participated in the *Safe Driving Support Project that Analyses Information on Slippery Road Conditions* by making use of our IT technologies.
- (2) We established a system that grants awards to those employees conducting volunteer activities in their private time.
- (3) We are contributing to the promotion of motor sports culture by participating in the World Rally Championship.

### Social Contribution Activities

#### Social Contribution Policy

FHI has established a Social Contribution Policy as one of the CSR activity areas and is actively promoting social contribution activities.

#### Social Contribution Policy

- (1) We will contribute to the development of science and technology and automobile culture and to the diffusion of road safety.
- (2) We will contribute to the fostering of human resources who understand the pleasure, importance and preciousness of creative manufacturing.
- (3) We will contribute to the development of the communities we operate in.
- (4) We will support each other in contributing to society as good citizens.

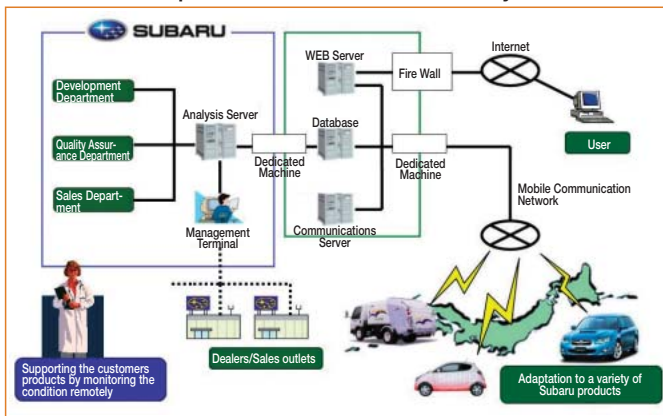
For the Development of Automotive Culture and the Promulgation of Traffic Safety

#### Sharing Information Using Cutting-Edge IT Techniques

ITS technology, used to connect cars with society through networks. In order to realize a safer and more convenient society, Subaru has been developing a system called the Subaru User Communication System, which utilizes this ITS technology to remotely control vehicular information.

Subaru has adapted this technology for use in electric vehicles, and has been making progress in conducting verification testing with an electric power company. Through these efforts, we can get a grasp on the performance of each item of equipment installed in (or on) vehicles while they are actually being used in various operations ranging from driving to recharging the battery. We will continue to press ahead with our development efforts to usher in and spread the use of the en-

#### Concept of Subaru User Communication System



vironmentally-friendly vehicles of the future as soon as possible.

At the same time, we have been making efforts to create safer communities by proactively providing society with the information provided by our cars. For example, technologies that use the *probe information* system, which treats cars as one kind of sensor in communities and will provide society with the information gleaned from those "sensors", will allow us to create new social values. Subaru is also participating in the Safe Driving Support Project that Analyses Information on Slippery Road Conditions (also known as the "Tsuru-Navi", or "Slippery Navigation" Project), which is led by a joint government-academia-industry team, and have been working to develop and provide a societal experimentation system that uses the Subaru User Communication System.

In this societal experiment we collect information, including the frequency of anti-lock brake system use and judgments on how slippery the road surfaces are, from our cars driving in snow-covered terrain; we then analyze that information and publicize it on a website dedicated to this experiment, under the heading of "the Akita Slippery Road Conditions Navigator" so that members of the general public can also utilize this information for safe driving. We conducted this experiment, as a community-based probe societal experiment, in the cities of Akita and Sapporo over a period of four months, from December 2006 to March 2007, using vehicles offered by AKITA Subaru Co., Ltd. and HOKKAIDO Subaru Co., Ltd.\*1

#### Supporting Volunteer Activities

##### The System that Awards Employees to Enhance Awareness of Social Contributions

In order to allow all employees to participate in volunteer activities on a free, casual basis, we have installed boxes for the recovery of used postage stamps, prepaid cards, etc., and are donating the collected items to organizations such as volunteer groups.

In addition, in fiscal 2006 we introduced a system to grant awards to those employees who are making private efforts in volunteer activities, and presented four employees with awards at the 1st Annual Volunteer Activity Award Ceremony in July.



The four employees who received awards as well as Mr. Takagi, Chairman of the CSR Committee and Mr. Sakamoto, the General Manager of the General Administration Department

\*1 For more information about this societal experiment, please visit the Web site dedicated to this project. (Japanese only)  
Click on the "Go to Tsuru Navi" button at <http://tsurunavi.ce.akita-u.ac.jp/> to see a list of locations with slippery road conditions, which are updated daily.

Taking up the Challenge of the WRC (World Rally Championship)

### Contributing to Automotive Culture by Participating in the WRC

Subaru participates in the WRC, the most prominent rally event in the world. Since 2004, WRC events have been held also in Japan. By participating in these events, we are playing a prominent role in the development and promotion of the automotive culture that is "motor sports".

### Contributing to Local Communities

#### Playing a Vital Role in Local Health Care: FHI's Ota General Hospital

To coexist in harmony with local communities, employees at each business site actively participate in local events, and hold special events.

Fuji Heavy Industries Health Insurance Society's Ota General Hospital (in the city of Ota, Gunma Prefecture), which is owned by the Fuji Heavy Industries Health Insurance Society, is open not only to employees of FHI's group companies, but also to members of the general public residing in and around Ota, and is a pillar of community health care. For instance, more than 90% of its patients are members of the general public, and the hospital is able to accept approximately half the patients brought in by ambulance from the city of Ota.

The Activities of FHI's Sports Clubs (The Hardball Baseball and Track & Field Teams)

#### Coexisting with Local Communities: Social Contribution Activities

To coexist in harmony with local communities, our hardball baseball team regularly holds baseball classes, mainly in Gunma Prefecture. We offered the classes three times in fiscal 2007 out of our hope to contribute to the health and sound growth of juveniles in local communities through baseball. Our hardball baseball team was victorious in the 33rd Amateur Baseball Japan Championships in November of 2006.

In March of 2007, FHI's track & field team manager, Mr. Kozasu, gave a lecture on the activities and the future of FHI's sports clubs during the training for our new recruits, which took place in the Tomo region in Gunma Prefecture. Our track & field team has participated in the All Japan Corporate Marathon Relay Race, held in Gunma Prefecture on New Year's Day, for seven years in a row.



FHI's hardball baseball team was victorious in the 33rd Amateur Baseball Japan Championships in November of 2006



The baseball class for elementary and junior high school students hosted by FHI's hardball baseball team

The All Japan Corporate Marathon Relay Race, held on every New Year's Day

### Events and Cleanup Activities to Contribute to Local Communities in Fiscal 2006

#### Gunma Manufacturing Division

##### [Events]

Subaru Appreciation Festival at the Yajima Plant (About 35,000 visitors)/Friendship and Appreciation Festival for locals and employees' families at the Oizumi Plant (About 2,000 visitors)/Plant Tour (82,130 visitors, mainly elementary school children)/Summer Vacation Vehicle Class (About 430 participants of elementary school children and their guardians)/Subaru Environmental Exchange Circle (28 local elementary schools, 2282 participants in total)/Participated in the summer festivals of Ota City, Isesaki City, Oizumi Town, and Ora Town/Hosted Subaru Cup Rubber-Ball Tournament for Children (About 400 participants)/Hosted the baseball class for elementary and junior high school students (About 1,000 participants)/Subaru Friendship Concert hosted by the Subaru Community Exchange Association (4 times a year, 2,000 participants in total)

##### [Cleanup Activities]

Cleanup of Kanayama<sup>\*2</sup> as one of the Subaru Community Exchange Activities (350 participants)/Environment beatification activities (About 200,000 participants in total a year)



Cleanup of Kanayama participated by 350 employees (Gunma Manufacturing Division)



Subaru Appreciation Festival drew 35,000 visitors (Gunma Manufacturing Division)

#### Saitama Manufacturing Division

##### [Events]

Participated in the Kitamoto Festival (About 300 participants)

##### [Cleanup Activities]

Cleaned up around the plants

Pikapika Kitamoto Omakase Program, Kitamoto-city Voluntary Cleanup Program (819 participants in total)

#### Utsunomiya Manufacturing Division

##### [Events]

Friendship Festival (About 10,000 visitors)

Environmental Exchanges (5 local elementary schools, 358 participants)

##### [Cleanup Activities]

Cleanup campaign around the plants (300 participants)

Participated the voluntary cleanup hosted by the Police and Office Association of the Utsunomiya Minami Police Station, which promotes sound nurturing of young people (30 participants)

#### Tokyo Office / Headquarter

##### [Events]

Held summer evening festival

Tokyo office : Office Tour for elementary school students (5 local elementary schools, 410 participants)



Pikapika Kitamoto Omakase Program participated by 819 employees in total (Saitama Manufacturing Division)



Environmental Exchange drew local elementary school students (Utsunomiya Manufacturing Division)

\*2: An association consisting of FHI and its fifty-four suppliers, organized with an aim to 1) enhance interactions with local residents in the city of Ota and its neighboring communities, 2) develop local areas, and thereby 3) contribute to creating comfortable, people-friendly communities. For further details, please visit the following Web site:

<http://www.chiiki-kouryukai.com/index.html>