



SUBARU

CSR Report

Corporate Social Responsibility Report

2009

[Full-Fledged Report]

Balancing human activity with protecting the environment is what we seek.



What SUBARU Wants to Be
We will Move Forward to Turn Our Vision to be:
“A Compelling Company with Strong Market Presence”



Feature Article1 "Round-table Talk at Fuji Heavy Industries Ltd."

Where CSR Activities Oriented to the Local Community is and Where It is Going

We have had a Round-table Talk inviting the people responsible for CSR promotion from each Manufacturing Divisions/ Offices to talk their aspiration in future CSR activities.



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Feature Article2 "Dealerships in Action"

CSR in FUJI SUBARU Inc.

Focusing the CSR activities of FUJI SUBARU, we tried to search the secret of keeping on winning the prize, "SUBARU Diamond", for 34years.



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Feature Article3 SUBARU's "Approaches to Prevention of Global Warming"

Efforts in Product Development

Introduce SUBARU's approaches to "prevention of the Global Warming" which is the one of world common issue.



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Feature Article4 "Pleasant and Dependable, it's New SUBARU's driving."

What SUBARU's 7 seater, "EXIGA", has aimed at

SUBARU has made efforts for developing new car fitted the customers' needs and finally succeed the development of SUBARU-like multi-passenger car, EXIGA.



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Feature Article5 "Toward the World and Local communication"

The Relation between Industrial Products Company and Society

Introduce the global contributions with "Robin"-brand products of Industrial Products Company and its local contributions as a corporate based in Saitama Prefecture.



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The CSR Report 2009 is issued by Pamphlet version (Digest) [Japanese only] and Website version (Full-Fledged). As for our thought on the Media to Report, please see P.3-4.

Editorial Policy

This Report, which introduces the outcome of efforts by Fuji Heavy Industries Ltd. with its domestic and overseas affiliates in CSR (Corporate Social Responsibilities), has been released to promote communication with stakeholders such as customers, shareholders, business associates, local communities and employees for stepping up our involvement to a new height.

The Report is available in two versions, a digest in pamphlet form and a full-fledged report on our Web site. The former has the gist of activities at our plants and facilities of our affiliated firms, while the latter offers details of these activities for on-line access. Unique undertakings to which we would like to invite our stakeholders' attention are taken up as feature articles.

(Refer P.4 about the pamphlet form and the web site form)

[Address of our website introducing our Environmental and CSR activities:
<http://www.fhi.co.jp/english/envi/report/index.html> [In English]

To ensure the quality of the Report content, we asked Ms. Mizue Unno, a CSR consultant and Managing Director of So-Tech Consulting Inc. for three consecutive years since 2007 for a third-party assessment. This is because we think it vital to keep receiving feedback of opinions and evaluations which will be helpful in pushing forward what it takes to be a corporate fulfilling its social responsibilities. Her assessment is found in P.83 of this Report.

Range of the Report

Companies Covered in the Report

Fuji Heavy Industries Ltd.,(Main manufacturing facilities)

- SUBARU Automotive Business
 [Gunma Manufacturing Division(Ota City, Gunma Prefecture) ,Tokyo Office (Mitaka City, Tokyo)]
- Industrial Products Company [Saitama Manufacturing Division (Kitamoto City, Saitama Prefecture)]
- Aerospace Company [Utsunomiya Manufacturing Division (Utsunomiya City, Tochigi Prefecture)]
- Eco Technologies Company [Utsunomiya Manufacturing Division (Utsunomiya City, Tochigi Prefecture)]

Domestic Affiliated Companies(Members of Domestic Affiliated Company Subcommittee)

- Yusoki Kogyo K.K.(Handa City, Aichi Prefecture)
- Fuji Machinery Co.,Ltd.(Maebashi City, Gunma Prefecture)
- Ichitan Co.,Ltd.(Ota City, Gunma Prefecture)
- Kiryu Industrial Co., Ltd.(Kiryu City, Gunma Prefecture)
- SUBARU Logistics Co., Ltd. (Ota City, Gunma Prefecture)

Overseas Affiliated companies(Members of North American Environmental Committee)

- SIA:SUBARU of Indiana Automotive,Inc.(Lafayette, Indiana)
- SOA:SUBARU of America,Inc(Cherry Hill, New Jersey)
- SCI:SUBARU Canada,Inc(Mississauga, Ontario)
- SRD:SUBARU Research & Development,Inc(Ann Arbor, Michigan)
- RMI:Robin Manufacturing U.S.A.,Inc(Hudson, Wisconsin)

We introduce some activities of other affiliate companies in addition to those of the above companies in this report.

Period Covered

Part of activities of affiliates other than those listed above is also introduced. They includes their approaches during the FY2008 (April, 2008 through March, 2009) and some taken before the period as well as others up to the release of this Report.

※As for the overseas affiliates, their performance during January through December, 2008 is covered.

Time of Issue

Last Issue : July,2008
 This Issue : August,2009
 Next Issue schedule : July,2010

Guidelines Referenced

"Environmental Report Guidelines (2007)" by the Ministry of the Environment

Inquiries about This Report

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Our Response to the Third Party Evaluation of the 2008 Social Environmental Report

We have been dealing with the last year's third-party assessment as follows:

[Overview of CSR Activities]

- Continuous involvements of all employees of Fuji Heavy Industries, to say nothing of those in direct charge of CSR programs, to be aware of their roles
- ◆CSR promotion requires not only a top-down approach on an organizational level as a corporate, but also a bottom-up approach on an individual level.

We have hoisted three pillars (environment, traffic safety and contribution to local communities) which are common areas of activities, toward which all the employees would constantly orient themselves on an individual level. All of our manufacturing plants and business units have been and will be systematically forging ahead around these common guideposts.

- Keeping both fundamental (defensive) as well as strategic (offensive) CSR approaches as a manufacturing company with products centered around automobiles

- ◆We have revised our CSR Policies to clarify both the defensive and offensive aspects of CSR as basic requirements for a corporate which offers satisfactory products and services to customers. We will get the revised CSR Policies deployed and infiltrated to the rank and file.

[CSR Policies]

1. We will respect laws and regulations, human rights, international standard of behavior and stakeholders' rights and morale, (As defensive CSR, the corporate code of conduct and items of vital importance have been clearly expressed.)
2. We, as a corporate citizen, will grapple with issues for improvement of issues facing the society today. (As offensive CSR, it has been clarified that we are a corporate citizen which will contribute to the society by addressing to such issues through our business activities.)

- Reports for easy and clear understanding by readers, underlined with unique strategies as an automotive entity

- ◆We have worked to make this report for readers easy to understand how we are addressing to a variety of social problems including issues of global nature such as environmental protection and offering safe and care-free services, Such efforts will be kept pushed forward as an important element for better readability.

[Activities By topic]

- Systematic preparation for establishing CSR procurement guideline

- ◆A revised Green Procurement Guideline was issued in June, 2008 to cope with most recent environmental laws and regulations and social needs. We will systematically press forward to set a new CSR Procurement Guideline for 2011, aligning with CSR-related moves outside including the industrial trend.

- Getting "Customer Comes First Policy" sink deeper inside the group of Fuji Heavy Industries

- ◆It is indispensable to provide products and services to please customers as a manufacturing entity. This Report will present to our readers an overview of activities aimed to further upgrade this "Customer Comes First Policy", and feature articles on dealerships involved in such activities.

By sharing actions taken and views by other sections and departments, the customer-oriented policy will get firmly rooted.

- Thorough deployment of PDCA in CSR

- ◆The cross-organizational CSR and Environmental Committee is promoting management of company-wide CSR activities by PDCA. In 2008, "North American CSR Committee" was incepted with affiliated companies in North America as core members. We will work on sure deployment of globally group-oriented CSR activities and their thorough implementation.

- Sorting out the report Media (pamphlet, Web, etc.) and content in order

- ◆The name of the Report has been changed to "the CSR Report" from this issue, and the pamphlet and Web version have been reviewed and sorted for proper presentation. Such review will be continued for improvement of the Report quality.



[Address of our website introducing our Environmental and CSR activities]

<http://www.fhi.co.jp/english/envi/report/index.html> [In English]

Website version (Full-fledged report) CONTENTS

★ : an item doesn't appear in the pamphlet version
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Together with Shareholders

- ★ · Basic Concept
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- The 4th Voluntary Plan for the Environment

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Top Message

We will Move Forward to Turn Our Vision to be: “A Compelling Company with Strong Market Presence” and “A Company Fulfilling its Social Responsibilities” into Reality.

First of all, we would express our gratitude to readers for your interest in this Report.

In December, 2009, COP15 (the 15th Conference of the Parties) to the UN Framework Convention on Climate Change will be held in Copenhagen, Denmark to decide on the mid-term reduction target against global warming for 2013 and thereafter. In Japan, on June 10, 2009, the target reduction of greenhouse gases for 2020 set at 15 percent less against the level of 2005 (8-percent reduction against 1990).

SUBARU will devote the utmost effort as a member of the industrial sector to contribute to achieving this target in coordination with the automotive industry.

In the midst of crying for endeavor to realize a sustainable society on a global scale, we believe that it is necessary to reinforce and promote our undertakings for solution of all kinds of environmental issues, including prevention of global warming which is becoming increasingly serious.

SUBARU acknowledges the environment as the most serious issue in the CSR activities and has been pressing forward as the whole SUBARU group, taking it our due responsibility as a “corporate citizen” to address these social problems.

Specifically, in our efforts toward fulfilling the 4th Voluntary Environmental Conservation Plan which started in FY2007, as a transportation equipment manufacturer with automobiles as core products, we will plow ahead with the spectrum of social issues for realization of a low-carbon society and prevention of global warming with as-proactive-as-ever group approaches throughout the whole business stages from product development, production, logistics, sales and recycling of automobiles.

We put in the market place the “new LEGACY”, a driver’s car with fuel economy and emission performance significantly improved, the electric-car “plug-in STELLA”, and the multi-passenger car “EXIGA” as Green Products. Particularly, the electric car emits no CO₂ while driving and even with the amount of CO₂ in electric generation process taken in account, the

emission level is much lower than an gasoline-powered car, by which we are proposing a new feasible means of mobility with less burden on the environment, utilities and practical cruising distance all in one package.

In the development at SUBARU, “to integrate the pleasure of driving and environmental responsibility” has been pursued. In practice, as an approach to environmental preservation, to say nothing of improvement of existing power trains, electric and hybrid vehicles are positioned as one of important technologies, to which more research and development efforts will be harnessed.

The financial crisis which stemmed from the sub-prime loan issue in the latter half of 2008 affected the real economy, resulting in stagnant demand for automobiles, progressive yen appreciation and falling stock prices, which created very tough economic environment. While we are taking advantage of the collaboration with the Toyota group to expand the product lineup and proceed with setting up cooperative framework in development and production, we will grapple with belt-tightening through structural reforms with streamlining by improving production facilities and their efficiencies, realigning of SUBARU’s domestic sales network and dealing with environmental and cost reduction issues as their main components. All of these are oriented toward realization of “A Compelling Company with Strong Market Presence” and “A Company Fulfilling its Social Responsibilities”.

We would be pleased if we could get the involvement of the SUBARU group in social and environment issues understood better by people through this 2009 CSR Report. Any frank comments and opinions from readers are much appreciated.

Ikuo Mori

President and CEO
Fuji Heavy Industries Ltd.

We have set “Company Fulfilling its Social Responsibilities” as the business vision in the ongoing new medium-term management plan. We as a manufacturer of transport equipment have great social responsibility in environment-related issues. Creating a company which can properly handle the global environmental issues and changing economic conditions in the course of business activities is just the embodiment of this business vision.

In FY2008, we reviewed our CSR Policies for sure realization of “Company Fulfilling its Social Responsibilities”, taking account of the surging interest in CSR at large, our approaches taken so far and keeping pace with moves for group orientation and globalization. As a result, in June, 2009, the CSR Policies was revised to clarify the basic concept of “fundamental and strategic CSR”. Availing ourselves of the opportunity of the revision of the CSR Policies, we changed the name of this report from “the Social & Environmental Report” to “the CSR Report” for release from this fiscal year.

Also, in order to promote and to have the understanding of CSR activities infiltrate, three pillars of CSR activities (environment, traffic safety and contribution to local communities) have been posted, to which activities by each employee are expected to be harnessed.

Furthermore, the North American CSR Committee was formed as part of the CSR Environmental Committee which is a company-side management mechanism in connection with CSR and environmental issues, for promotion of globally group-oriented approaches. We will make headway in CSR activities with due considerations to characteristic local culture and practices, while putting our own initiatives into practice.

With various responsibilities for environment, traffic and safety and contribution to local communities, among others, as a transportation equipment manufacturer with automobiles as core products, firmly in mind, we will squarely face issues collectively as a group from a global perspective, while offering attractive products and services, in the course of business activities.

Let us count on your continued support to SUBARU.

Kazushige Okuhara

Director of the Board, Corporate Executive Vice President
Chairman of the CSR and Environmental Committee



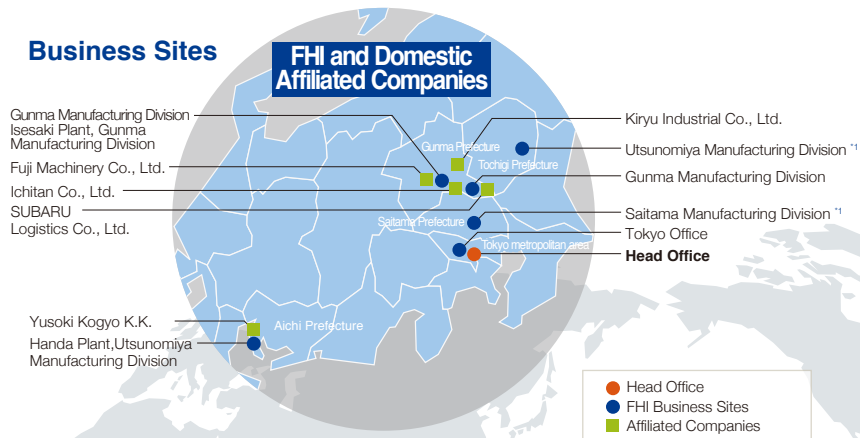
Overview of Fuji Heavy Industries Ltd. Group

Corporate Overview

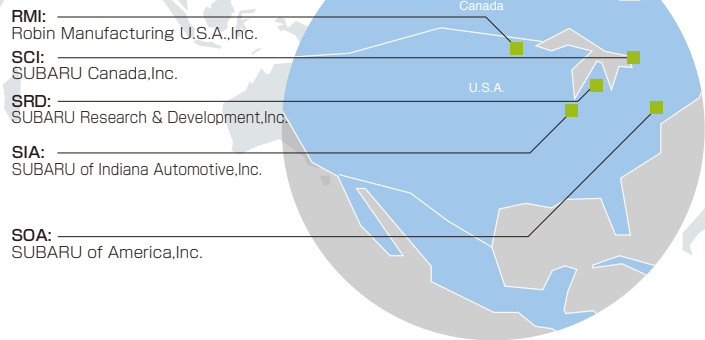
(As of March 31, 2009)

Name	Fuji Heavy Industries Ltd.
Established	July 15, 1953
Paid-in Capital	153.7 billion yen
Employees	27,659(Consolidated) 12,843(Non-consolidated)
Head Office	SUBARU Building, 7-2 Nishi-shinjuku, 1-chome, Shinjuku-ku, Tokyo, Japan ZIP: 160-8316 Phone 03-3347-2111(Main switchboard)[Domestic] +81-3-3347-2111[International]
Sales	1,445.8 billion yen (Consolidated) 969.2 billion yen (Non-consolidated)
Operating Income/ Loss	- 5.8 billion yen (Consolidated) - 24.5 billion yen (Non-consolidated)
Ordinary Income/ Loss	- 4.6 billion yen (Consolidated) - 24.8 billion yen (Non-consolidated)
Net income/ Loss	- 69.9 billion yen (Consolidated) - 83.4 billion yen (Non-consolidated)
Number of Consolidated Subsidiary	49(Domestic), 19(Overseas)
Number of Equity Method Subsidiary	10(Domestic), 5 (Overseas)

Business Sites

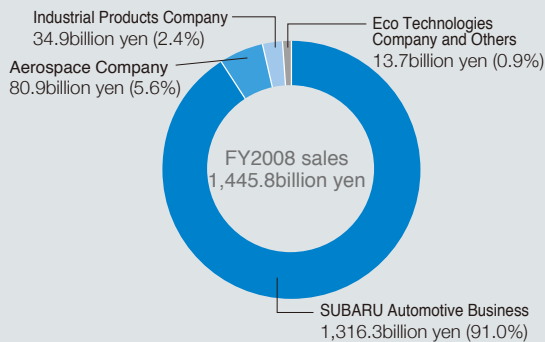


Overseas Affiliated Companies

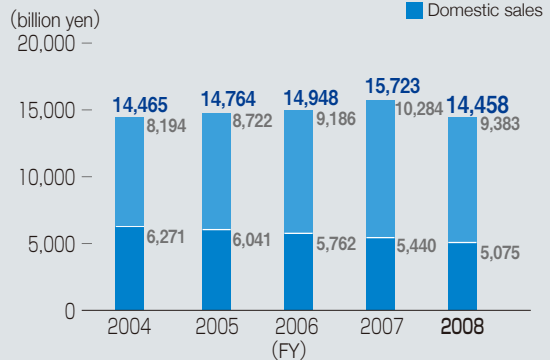


FY2008 Sales Ratio by Business Unit (Consolidated)

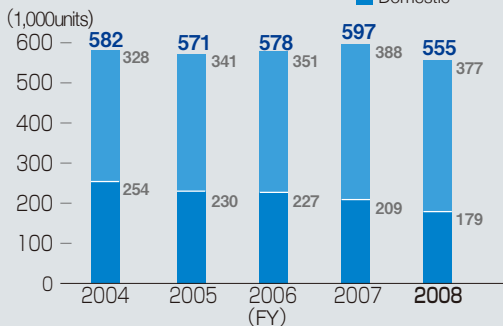
(As of March 31, 2009)



Trends in Sales (Consolidated)



Trends in the Number of Car Sales (Consolidated)



Trends in the Number of Employee

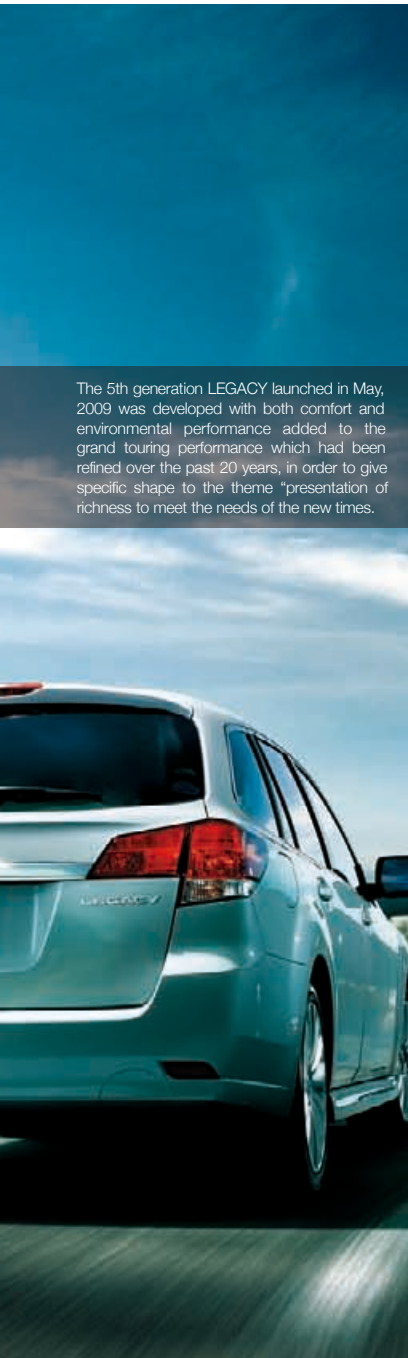


*1 In this report we introduce the producing districts of Aerospace Company as "Utsunomiya Manufacturing Division" and Eco Technologies Company as "Saitama Manufacturing Division" according to circumstances.

Developing and Manufacturing Products that Meet the Needs of the Age Using Innovative, Cutting-edge Technologies

Fuji Heavy Industries Ltd. is a transportation equipment manufacturer with automobiles as core products under the SUBARU brand with 4 business units: “SUBARU Automotive Business”, “Aerospace Company”, “Industrial Products Company” and “Eco Technologies Company”.

Fuji Heavy Industries commits itself to contributing to creating comfortable and amusing future with its unique leading technologies and individuality.



The 5th generation LEGACY launched in May, 2009 was developed with both comfort and environmental performance added to the grand touring performance which had been refined over the past 20 years, in order to give specific shape to the theme “presentation of richness to meet the needs of the new times.”

Offering Our Products under the Motto of “Everything We Do Is for Our Customers”

SUBARU Automotive Business

Location	Gunma Manufacturing Division (Ota City and Isesaki City, Gunma Prefecture, and Oizumi town, Ohra districts) Tokyo office(Mitaka City)
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Since SUBARU began its history as an auto maker with the introduction of the SUBARU 360 in the marketplace in 1958, it has sent out many unique vehicles which contributed to the development of the Japanese automotive industry. For example, the SUBARU 360 featured unique and innovative technologies in an exquisite package, amply incorporating the ideas of aircraft fabrication, and in its all-out weight reduction.

The SUBARU 1000 launched in 1966 was equipped with a horizontally opposed engine which represents SUBARU’s individuality, employing the pioneering Front-wheel/Front-drive (FF) layout in mass production vehicles.

In 1972, the world’s first-ever 4-wheel drive passenger car was released to the public and, since then, SUBARU has firmly established this drive layout as “Symmetrical AWD^{*1} System”. In the 1990s and thereafter, SUBARU has trail-blazed untapped fields: in Japan, high-performance station wagons with a high-power turbo engine and 4-wheel drive mechanism combined and in the U.S.A. , “Crossover” ^{*2} models with the comfort of passengers and the maneuverability of SUVs fused together in one package.

SUBARU is on the move in the development of vehicles which promises pleasant and fun driving compatible with the global environment as “Driver’s Cars”.

Domestic Affiliated Companies	Overseas Affiliated Companies
<p>Fuji Machinery Co.,Ltd. (Maebashi City, Gunma Prefecture) Business: Manufacture and sales of automotive parts, industrial machinery, and agricultural transmissions</p> <p>Ichitan Co., Ltd. (Ota City, Gunma prefecture) Business: Manufacture and sales of forged parts for automobiles and industrial machinery</p> <p>Kiryu Industrial Co., Ltd. (Kiryu City, Gunma Prefecture) Business: Manufacture of specially equipped SUBARU automobiles and logistics control of SUBARU automobile parts, remanufacture of SUBARU engines, transmissions and others.</p> <p>SUBARU Logistics Co., Ltd. (Ota City, Gunma Prefecture) Business: Packing, shipping, land transporting service, warehousing service, maintenance and insurance agent service of automobile parts and supplies</p>	<p>SIA : SUBARU of Indiana Automotive, Inc. (Lafayette, Indiana) Business: Manufacture of SUBARU automobiles and contract manufacture of Toyota automobiles in the U.S.A.</p> <p>SOA : SUBARU of America, Inc. (Cherry Hill, New Jersey) Business: Sales and maintenance of SUBARU automobiles and parts in the U.S.A.</p> <p>SCI : SUBARU Canada, Inc. (Mississauga, Ontario) Business: Sales and maintenance of SUBARU automobiles and parts in Canada</p> <p>SRD : SUBARU Research & Development, Inc. (Ann Arbor, Michigan) Business: Research and development of SUBARU automobiles on North American market</p>

*1 AWD stands for “All Wheel Drive”, in other words, four-wheel drive.

*2 Crossover:
The Subaru Outback, a station wagon that has the functionality of an SUV integrated into it, was released in August 1995.

Currently Working to Utilize Both the Spirit of Aircraft Manufacturing and Manufacturing Techniques

Aerospace Company

Location | Utsunomiya Manufacturing Division (Utsunomiya City, Tochigi Prefecture)
Handa Plant (Handa City, Aichi Prefecture)

Its predecessor is the Nakajima Aircraft, a leading aircraft manufacturer founded in 1917. Aerospace Company, inheriting its technologies and spirits in aircraft manufacturing, has established unparalleled leading technologies in many categories, such as expertise to develop aircraft structure including composite materials for main wings, IT skill in unmanned aircraft and sophisticated system integration combined with flight control technology. Helicopters, fixed-wing aircraft and unmanned aircraft are developed and produced with ample application of such technologies.

Moreover, we are participating in the development and production of large airliners and small jet planes, thus aggressively taking on challenges in new fields with our sight locked on the global-level development.

Domestic Affiliated Company

Yusoki Kogyo K.K. (Handa City, Aichi Prefecture)
Business: Manufacture and sales of aerospace-related machinery components

Mass Production of General-Purpose Engines that Can Be Used under Any Conditions on Earth

Industrial Products Company

Location | Saitama Manufacturing Division (Kitamoto City, Saitama Prefecture)

The Industrial Products Company develops, manufactures, and markets Robin general-purpose engines as well as products incorporating these engines. The extensive Robin lineup of general-purpose engines includes more than 2,000 models used with favor throughout the world in products that play crucial roles in society, such as construction equipment and agricultural equipment, as well as in mobile generators, leisure products that enrich lifestyles, and a diverse range of other applications.

Robin engines make efforts to further improve the engines' performance in order to ensure stable performance in the worst environments imaginable—from extreme arctic cold to blistering desert heat as well as rough marine applications—and under severe operating conditions.

Overseas Affiliated Company

RMI : Robin Manufacturing U.S.A., Inc.
(Hudson, Wisconsin)
Business: Manufacture and sales of engines for general purpose use, four-wheel buggies and golf karts in the U.S.A.

Contributing to Creating Comfortable Living Environments and a Resource Recycling Society

Eco Technologies Company and others

Location | Utsunomiya Manufacturing Division (Utsunomiya City, Tochigi Prefecture)

The Eco Technologies Company is helping create pleasant living environments and promote a recycling-oriented society by supplying a broad array of vehicles and equipment used to collect, transport, and recycle waste products. It is also engaged in supplying wind-power systems, which provide clean energy, and various other products that contribute to global environmental preservation.

< Clean Robot Division >

Clean Robot Division has become the first company in the world to commercialize a high-rise building cleaning system. This technology is applied to the pilot use of outdoor cleaning robots and trash-bin-transporter robots.



The new primary trainer T-7 being delivered since the fiscal 2000 has improved performance and noise level by employing a turboprop engine over the preceding trainer. It also has better interior comfort with a newly installed air-conditioning unit and more space in the cockpit.



The EX35-40 engine is a general-purpose engine with high mechanical performance and excellent environmental performance well balanced to a new height by incorporating the chain-driven OHC valve mechanism.

Its sales has started as a next-generation engine which features environment-friendly low emissions and fuel economy, low noise level and quick startability thanks to the design of highly efficient combustion chamber innate to OHC.

A next-generation new rotary blade type refuse collection vehicle "G-RX" has been developed jointly with ShinMaywa Industries, Ltd in an effort to establish a global standard. With excess meat scraped off for lightness, the environmental performance has been much improved over preceding vehicles by reducing hydraulic pressure loss, noise level and substances of concern.

