



Managing Director
So-Tech Consulting Inc.

Mizue Unno

This year I visited Fuji Heavy Industries Tokyo Office and SUBARU Dealership. I reviewed the automobile development at Tokyo Office and the activities related to environmental and the customer support system at SUBARU Dealership. I would advise to keep their on-going involvement in CSR to make all the employees of Fuji Heavy Industries Ltd. including its overseas affiliates.

Overview of CSR Initiatives

Following the revision of the CSR Policy in 2009, it is now required to work out a specific CSR voluntary plan based on this revised policy and identify how to orient CSR activities hereafter. As I understand it, the whole CSR activities are currently under review. I would recommend FHI to follow through with the review and to share material CSR issues company-wide.

As to the organizational aspect, the CSR Environmental Committee will be reviewed as well. Since CSR is a theme which involves environmental issues encompassing a wide range of business activities, an organizational setup is required to incorporate major activities with CSR as the governing concept.

In the reviewing process of these material issues, awareness of employees will be enhanced by working out a plan linked not only to the CSR's fundamental aspect, but also to the business plan taking its strategic aspect into account. For example, environmental and safety performances are already built in the development and design stages of automobiles. It is recommended to reflect these points in a future voluntary plan.

Activities by Topic

■ CSR Procurement

In view of common guidelines in the automotive industry, SUBARU is in the preparatory phase to upgrade from green purchasing to CSR purchasing. Before presenting guidelines to suppliers, you have acted to take the initiative by accelerating the formulation of a CSR voluntary plan and its implementation. Then, you can go ahead while paying due attention to the need to collaborate with other companies in the industry and the progress.

Recently, labor-management at plants in China has been focused. Although the automotive business of SUBARU has no plant in China, the plant of its Industrial Products Company and their suppliers in China are facing such issues. Since communication with employees is an issue at plants overseas, such situation has to be carefully reflected in CSR.

■ CSR Initiatives at Dealership

Dealers who have most close contacts with customers are working hard to be more environment-conscious and responsive to customers and their efforts have begun to be paid off. With acquisition of the Eco-Action 21 as a milestone, they are not only stepping up environmental activities, but also getting PDCA cycle-based management to take root. Getting such awareness rooted among sales people and service mechanics will present a base to make the CSR-oriented mindset reach every corner of a dealership, which cares compliance, customers and local communities one step further beyond environment. I would recom-

mend starting the process with rather forward-looking dealers, and then expand the scope to include dealers and then all of their outlets nation-wide.

I could see the awareness expanding from the fact that the need to improve CS in the growing Chinese market is taken up as a topic. Activities in overseas should also be included in a CSR voluntary plan and their planning and promotion be taken in the company-wide management.

■ 3 pillars in CSR Initiatives

Regarding traffic safety, one of the 3 common areas of concern: environmental activities, traffic safety and contribution to local communities, I pointed out the need for specific approach last year. Since then, however, no satisfactory action has been taken yet. I would expect Fuji Heavy Industries Ltd. to view this as an issue which requires specific actions in future.

Media and Contents of the Reports

In every issue of the report, I can find clever attention paid to the medium and format as well as the content. Consideration for organized presentation of issues and easy to understand approach for readers are visible. The key to a successful digested report is how to narrow down main items, but it seems the policy is not settled yet. This also depends a lot on how a coming voluntary plan is formulated, and in this respect, keep such dependency in mind in working on a new report next fiscal year.

Regarding the information disclosure on a Web site, it will require a style which allows easy access with HTML instead of PDF format. The Web report will be allocated a space in the overall corporate information on the Web site. Therefore, disclosure of CSR information should be studied in cooperation with the Corporate Communications Division for access from the top page.

Profile

Mizue Unno
Managing Director So-Tech Consulting Inc.
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Ms. Unno Established So-Tech Consulting Inc. in 1996 after working for management consulting firms.

Taking a global management standpoint, she offers management advices that support practical business solutions, to Japanese businesses in the environment and CSR field with detailed insights of her own.

She is also a lecturer in the graduate school of the University of Tokyo. Publications include "Global CSR Procurement" (2006, in collaboration with another author) and "SRI and New Corporation/Finance" (2007, in collaboration with other authors). "The book for deep understanding of Corporate Social Responsibility (CSR)" (2008) etc.

Thoughts on the Independent Evaluation

This year again, Ms. Mizue Unno of So-Tech Consulting, Inc. provided us with her objective review on Fuji Heavy Industries Ltd.'s social aptitude and environmental activities through her interviews to our Deputy President, Okuhara as a Chairman of the CSR and Environmental Committee, Corporate Executive Vice President, Takahashi as a Vice Chairman of the Committee and also visits Tokyo Office and SUBARU Dealership besides Tokyo Office.

Taking her remarks to heart, we will be stepping up our activities.

(1) Overview of CSR Initiatives

We will identify vital CSR issues and work out a CSR voluntary Plan. At the same time, a system to manage such issues will be studied and the CSR and Environmental Committee will be review as recommended.

(2) Individual CSR issues

① CSR Procurement

Abreast with moves in industries and the progress of ISO 26000/SR (Guidelines for Social Responsibility of an Organization) and others, we will promote preparations toward setting our own FY2011 CSR procurement guidelines.

② CSR Activities at SUBARU dealerships

By the end of March 2010, 20 out of 45 domestic SUBARU

Dealerships have acquired Eco-Action 21 certification. We will keep working to expand the scope for acquisition of the EA21 certification.

③ 3 pillars in CSR activities

As for traffic safety, one of the 3 pillars of CSR activities: environmental activities, traffic safety and contribution to local communities, we will do utmost effort to reduce traffic accidents, being conscious of our responsibilities as a manufacturer of transportation devices. Following the concept of working to reduce traffic rule violations and offending accidents to zero, we are staging a variety of activities including classes for safety driving. Fuji Heavy Industries Ltd. will review how reporting traffic safety activities should be like for more effective results.

(3) Media and Contents of the Report

There are two types of the CSR report; on Web and pamphlet versions. The on Web version is a full-fledged report which encompasses all CSR activities of the Fuji Heavy Industries Ltd. group including its divisions and manufacturing plants. The pamphlet as its digest provides some screened CSR activities of the group. We will make the screening process more clear.

Posting on Web will be addressed for more handy access.



Environmental Symbol Logo

In June 2005, we created the FHI group's environmental symbol logo. The logo has a leaf in the middle, with "Green Earth" and "Blue Sky" to represent our blue planet.

In to this logo, we incorporated our determination to actively work on the environmental protection.



The Cover Design

The posture of SUBARU to contribute to preservation of the global environment through business activities such as creating eco-friendly vehicles and clean energy is expressed by the mosaic pictures of a car, a windmill and the nature.

~Editors and Issuance~

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