



**SUBARU**

# 2011 CSR Report

Corporate Social Responsibility Report

[ Full-Fledged Report on the Web ]

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





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. Please refer to page 2 for more about the pamphlet form and the web version.

In the FY2011 version, we asked Professor Mami Oku of Tokyo Metropolitan University for comment as a third party. Her views are provided in page 93.

Address of our website introducing our CSR and Environmental Activities <http://www.fhi.co.jp/english/envi/report/index.html>

Scope 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)

We introduce some activities of other affiliate companies, such as domestic SUBARU dealerships, in addition to those of the above companies in this report.

Period Covered

The report includes the performance for the period of FY2010 (from April 2010 through March 2011) and some undertakings before and up to the release of the report.

Guidelines Referenced

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

Inquiries about This Report

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Publication Time

Last Publication: August 2010 (English Ver.: September 2010)  
This Edition: September 2011 (English Ver.: November 2011)  
Next Publication (planned): August 2012 (English Ver.: September 2012)

Our Response to the Independent Evaluation of the 2010 CSR Report

We have been dealing with last year's Independent Evaluation as follows:

Overview of CSR Activities

■In working out the CSR policy, from the fundamental (defense) and strategic (offense) aspects, issues need be specifically sorted out, while understanding the two-sidedness of CSR, that is to say, risk and opportunity.

»The CSR & Environmental Committee was reviewed and reorganized as CSR Committee with the top of the management as its chairman. Under the new CSR Committee are set specialized committees and subcommittees assigned to take care of 8 CSR-related items for precise response to social needs.

Activities by Topic

■Transition from green procurement to CSR procurement should be promoted along with the progress of other companies in the industry in a cooperative manner.

»To push forward CSR activities with people concerned in the supply chain, it is planned to issue CSR procurement guidelines which encompass wide-ranging issues of safety and quality, human rights and labor, environment, compliance and information disclosure.

■With acquisition of the Eco Action 21 as a milestone, not only environment-related activities, but also CSR-related activities need be deployed by paying due consideration to compliance, customers and local communities.

»The Eco Action 21 programs by dealerships also care for compliance, customers and local communities. Each specific issue will be taken up, while rolling the PDCA circle in the Eco Action 21 activities.

■As for traffic safety promotion, the impact on and benefits for the stakeholders need be clarified.

»As a vehicle manufacturer, "the pursuit of safety" is the most vital issue. We are in pursuit of "SUBARU all-round safety". We are also engaged in health and safety-related activities as a business entity where zero traffic accident is being pursued.

Media and Contents of Report

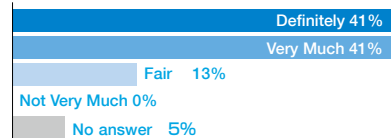
■Regarding the information disclosure on the Web, disclosure of CSR-related information in coordination with Corporate Communications needs be studied.

»CSR-related information can be accessed now from the top page of our Internet Web site.

Results of the Questionnaire for our 2010 CSR Report

Our sincere thanks to the many individuals that completed last year's questionnaire (published in August 2010.) We have reflected the readers' valued opinions as much as possible in this 2011 CSR Report. The results follow.

1. Were the contents of this report sufficient and appropriate for a CSR Report?



2. What parts impressed you most? (Mark all that apply)

- First Place: Feature Article
- Second Place: Top Message
- Third Place: Everything We Do Is For Our Customers

3. Comments for improvement of and/or addition to the contents of Report.

- More readings on activities overseas are expected.
- They need to be more simple, easy to understand and interesting to read.
- I want to know about the future vision and outlook of a car society.
- I want to know about the development status and visions of diesel engines, hybrids and EV.
- I want to know car manufacturing which makes both safety and environment go together.
- Although I am satisfied with Customer Service of SUBARU including dealers, I rather expect not just another, but SUBARU-like reports in future.

Pamphlet Version (Japanese only)

Provides the gist of the CSR activities of the Fuji Heavy Industries Group. (38 pages)



Full-Fledged Report on the Web (PDF)

Provides a comprehensive all inclusive report of the CSR activities of the Fuji Heavy Industries Group. (94 pages)



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**Approach to Traffic Safety Traffic Safety Concept Unique to SUBARU**  
—For Zero Traffic Accidents—

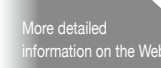
P11 Feature Article 2  
**Approach in Dealerships All SUBARU domestic dealerships obtained the Eco-Action 21 certification at all their outlets**

P13 Feature Article 3  
**New Clean Plant, The 5th Plant of Oizumi Plant**  
A new plant which is "environment-friendly" and "resilient to change" was born

P15 Feature Article 4  
**Fostering Children to Support the Next Generation What SUBARU can do for the future?**

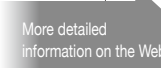
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★ : Information appears only on the Full-Fledged Report on the Web  
▲ : Reports more detailed information on the Web

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To those people who have suffered from the Great East Japan Earthquake in March this year, we would like to extend our deepest condolences and wish for the earliest possible recovery. We will mobilize the whole group in assisting the reconstruction efforts.

We at SUBARU believe that contributing to sustainable development of the society is a mission of the Fuji Heavy Industries Group through our business activities. Recognizing anew the social responsibilities accompanying such activities, we are supporting our employees in their involvement in various programs.

In the four-year mid-term management plan which started in FY2007, we have taken various actions based on the "Customer Comes First" policy toward realizing our business vision, "A Compelling Company with Strong Market Presence." In the closing year of FY2010, although we went through hard times in production and sales due to the Great East Japan Earthquake, we still managed to achieve our goals.

In the new mid-term management plan from FY 2011 through FY2015, with the management vision intact, while proceeding with addressing a number of issues with the "Customer Comes First" policy as a linchpin as before, we have set more specific goals to become "a company which offers products and services contributing to solutions of social issues" and "a company which values the relationship with a variety of stakeholders" and will direct our efforts toward these goals.

Before the new mid-term management plan, we had a new brand strategy started in November last year. A brand statement "Confidence in Motion" was newly set to show our concept and the direction of the SUBARU brand in future. "Confidence" reflects "SUBARU's attitude toward engineering excellence" that we have committed to and demonstrates the trust relationship we have established with customers through such practice. "In motion," meanwhile, represents our innovative actions and determination to respond proactively to the expectations of customers anticipating moves of the times. To offer "enjoyment and peace of

mind," all of the members of SUBARU will keep working together to offer products from customers' perspectives.

In the area of products, we released the LEGACY equipped with the advanced driving assist system, "EyeSight (Ver.2)," in May last year. The "EyeSight (Ver.2)" is one specific example of technology we developed toward a collision-free vehicle. We have been engaged in solving the social issue of reducing traffic accidents through efforts to avoid front collisions and alleviate collision injuries as well as driving stress. The horizontally-opposed engine, one of our core technologies, was wholly revamped and mounted on the FORESTER for sales. The engine balances both environmental and driving performance at a high level with fuel efficiency improved by about 10%. We will develop vehicles to provide customers with peace of mind and confidence by pushing forward, improving environmental and safety performance. At the same time, in other fields of business, we have been devoting ourselves to the development of new products and technologies taking advantage of our unique expertise.

In the area of environment, in March this year, all Japanese domestic dealerships and their outlets acquired the "Eco-Action 21" certification, which was formulated by the Ministry of the Environment. We have taken our part in stepping up management efforts to address environmental issues at these dealerships by positively encouraging and assisting them in get themselves certified. We are dealing with all kinds of environmental issues at each stage of our business activities, from product development to sales.

In years to come, we will stay committed to fulfilling our responsibilities as a globally active "corporate citizen" to be trusted by people in every corner of the world.

President and COO

Yasuyuki Yoshinaga



At the outset, I would like to express my deepest condolence to and pray for the deceased of the Great East Japan Earthquake. At the same time, we would offer our heartfelt sympathy to the afflicted and sincerely pray for the earliest possible recovery. In October last year, the 10th Conference of the Parties to the Convention on Biological Diversity (COP10) was held in Nagoya. In November and December, the 16th Conference of the Parties to the UN Framework Convention on Climate Change (COP16) was held in Cancun, Mexico. COP10 adopted a new strategic plan (with the Nagoya objectives) and we are paying attention to its future development. We as a comprehensive manufacturer of transportation devices, recognizing the close link of our business activities to the global environment, we intend to be a company which fulfills its social responsibilities for global environmental issues through the supply chain of product development, parts procurement, production, logistics and sales.

In order to put this intention into practice, the head office, manufacturing divisions, business units and a part of the group companies established and run a jointly developed unified environmental management system and obtained integrated ISO 14001 certification. Under the new management system, environmental systems that previously were independently managed by business unit were integrated company-wide into one more efficient and streamlined management system.

Meanwhile, to strengthen environmental management at the level of domestic dealers, we positively encouraged and supported them to secure the certification of the environmental management system "Eco-Action 21" \*1 which was formulated by the Ministry of the Environment. As a result, starting from January 2009, they had been proceeding with acquisition of the certification in turn and in March 2011, the Eco-Action 21 certification acquisition was completed at all domestic dealers and their outlets for stepped up environmental activities in the area of sales.

In North America, the four affiliated companies, SIA, SOA, SCI and SRD, acquired ISO 14001 certification and have been promoting various activities.

The SUBARU dealerships, to say nothing of our manufacturing plants, also join in our activities to grapple with environmental issues in the supply chain.

Our specific involvement in environmental issues was announced in 2006 in the "4th Voluntary Plan for

the Environment from FY2007 through FY2011." We will complete the plan this fiscal year, which marks the last year of the 5-year program. In the meantime, we will work on formulating the next voluntary plan for FY2012 through FY2016 taking into account diversified environment-related moves for release to the public.

Let us count on your continued support to SUBARU for years ahead.

Corporate Executive Vice President  
Chairman of the Environmental Committee

Tomohiko Ikeda



Corporate Overview

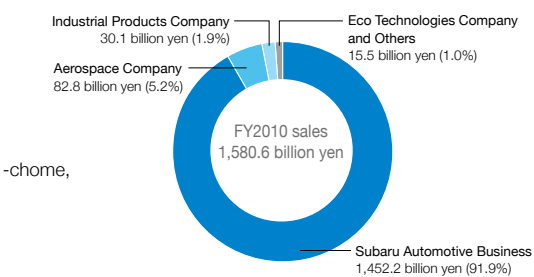
(As of March 31, 2011)

**Name** Fuji Heavy Industries Ltd.  
**Established** July 15, 1953  
**Paid-in Capital** 153.7 billion yen  
**Employees** 27,296 (Consolidated)  
 12,429 (Non-consolidated)  
**Head Office** Subaru Building, 7-2 Nishi-Shinjuku, 1-chome, Shinjuku-ku, Tokyo, Japan  
 160-8316  
**Phone** 03-3347-2111 [ Domestic ]  
 +81-3-3347-2111 [ International ]

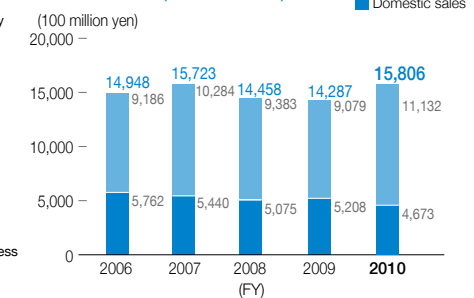
**Sales** 1,580.6 billion yen (Consolidated)  
 1,075.9 billion yen (Non-consolidated)  
**Operating Income** 84.1 billion yen (Consolidated)  
 48.2 billion yen (Non-consolidated)  
**Ordinary Income** 82.2 billion yen (Consolidated)  
 48.7 billion yen (Non-consolidated)  
**Net income** 50.3 billion yen (Consolidated)  
 33.9 billion yen (Non-consolidated)  
**Number of Consolidated Subsidiary**  
 51 (Domestic), 20 (Overseas)  
**Number of Equity Method Subsidiary**  
 6 (Domestic), 3 (Overseas)

\*The figures for Sales through Net Income are for FY2010.

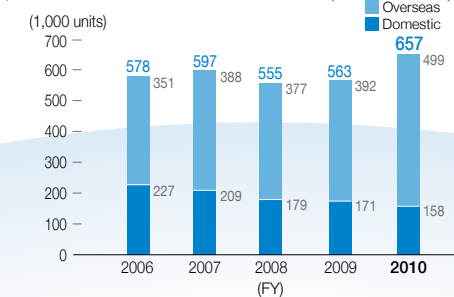
FY2010 Sales Ratio by Business Unit (Consolidated)



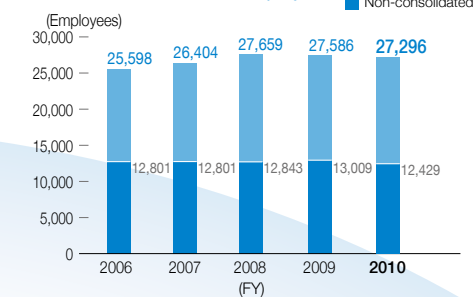
Trends in Sales (Consolidated)



Trends in the Number of Car Sales (Consolidated)

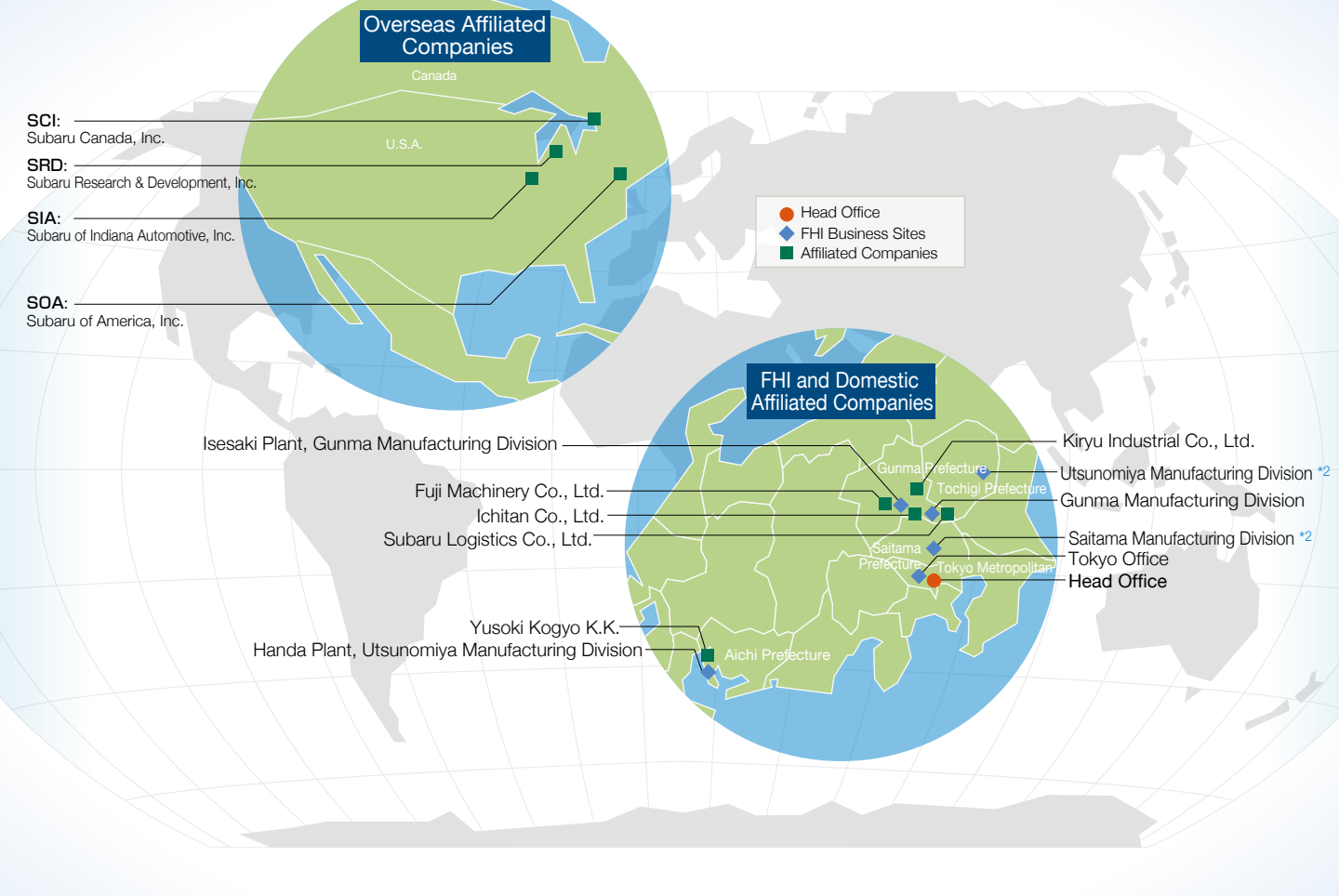


Trends in the Number of Employees



\*Due to rounding off, the figure in the graph may not match up with the sum of the ratios.

Business Sites



\*2 In this report we introduce the producing districts of Aerospace Company as "Utsumoniya 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 enjoyable future with its unique leading technologies and individuality.

## SUBARU Automotive Business

### Offering Our Products under the Motto of "Everything We Do Is for Our Customers"

Location | Gunma Manufacturing Division (Ota City and Isesaki City, Gunma Prefecture, and Oizumi town, Oura districts) Tokyo office (Mitaka City)

#### Brand Statement



**SUBARU**  
Confidence in Motion

Fuji Heavy Industries Ltd. has set anew "Confidence in Motion" as SUBARU's unified global brand statement in November 2, 2010.

"Confidence in Motion" encapsulates the aim of the Subaru brand. "Confidence" reflects our approach towards reliable automobile manufacturing and the relationship of trust that we have built with customers by providing enjoyment and peace of mind. "In Motion" expresses Subaru's resolve to enhance customer trust by proactively staying abreast of changing trends. Through "Confidence in Motion," Subaru aims to meet customer expectations for the freedom and fulfillment enabled by Subaru's uniquely satisfying driving experience.

#### TREZIA

This is the model developed as a touring compact under the concept of "New Compact Smart Wagon" with powerful look, utility having a taste of station wagon and outstanding environmental performance and released in November 2010 for sales. The TREZIA is an OEM model supplied by Toyota Motor Corporation under the alliance arrangement.

#### LEGACY Touring Wagon

This model was developed as the 5th-generation LEGACY under the concept of "Car Which Offers Richness Suited to the New Times" with grand touring performance, pleasantness and environmental performance which SUBARU has honed over the past 20 years. In May 2010, the model was equipped with the EyeSight (Ver.2) which was developed toward a collision-free vehicle, offering the new value of "safety and fun."



#### Domestic Affiliated Companies

**Fuji Machinery Co., Ltd.** (Maebashi City, Gunma Prefecture)  
Business: Manufacture and sales of automotive parts, industrial machinery, and agricultural transmissions

**Ichitan Co., Ltd.** (Ota City, Gunma prefecture)  
Business: Manufacture and sales of forged parts for automobiles and industrial machinery

**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

**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

#### Overseas Affiliated Companies

**SIA: Subaru of Indiana Automotive, Inc.** (Lafayette, Indiana)  
Business: Manufacture of Subaru automobiles and contract manufacture of Toyota automobiles in the U.S.A.

**SOA: Subaru of America, Inc.** (Cherry Hill, New Jersey)  
Business: Sales and maintenance of Subaru automobiles and parts in the U.S.A.

**SCI: Subaru Canada, Inc.** (Mississauga, Ontario)  
Business: Sales and maintenance of Subaru automobiles and parts in Canada

**SRD: Subaru Research & Development, Inc.** (Ann Arbor, Michigan)  
Business: Research and development of Subaru automobiles on North American market

Since SUBARU began its history as an automaker with the introduction of the SUBARU 360 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<sup>1</sup> 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"<sup>2</sup> 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."



**BOXER Sports Car Architecture**  
(Engineering Concept Model Exhibited at the Geneva Motor Show in March 2011)  
The BOXER Sports Car Architecture is an engineering concept to support a new driving experience with a Front-engine, Rear-wheel drive (FR) model currently being developed jointly with Toyota Motor Corporation. SUBARU proposed this concept as a newly developed FR layout technology which is centered on the core technology, horizontally-opposed (BOXER) engine, to extract the performance of the FR sports car to the limit.

<sup>1</sup> AWD stands for "All Wheel Drive," in other words, four-wheel drive.

<sup>2</sup> Crossover: The SUBARU Outback, a station wagon that has the functionality of an SUV integrated into it, was released in August 1995.

The Boeing 787 is the world's first revolutionary commercial airplane using Carbon Fiber Reinforced Plastic, which is lighter and stronger than aluminum, for the critical parts.

Fuji Heavy Industries Ltd. is in charge of the Center Wing, the joint parts of the Main Wings and the Body. The Boeing 787, unveiled to the public in Japan in July 2011, is expected to soon fly all over the world.



## Aerospace Company

### Carry on the Tradition of Both the Manufacturing Techniques and the Spirit of Aircraft Manufacturing

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

© The Boeing Company

Its predecessor is the Nakajima Aircraft, a leading aircraft manufacturer founded in 1917. Aerospace Company, inheriting its technologies and spirit of 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 Companies

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

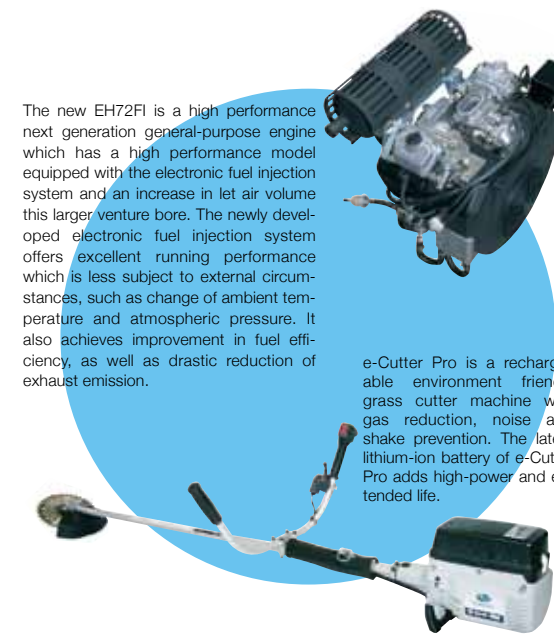
## Industrial Products Company

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

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 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.



The new EH72FI is a high performance next generation general-purpose engine which has a high performance model equipped with the electronic fuel injection system and an increase in let air volume this larger vent bore. The newly developed electronic fuel injection system offers excellent running performance which is less subject to external circumstances, such as change of ambient temperature and atmospheric pressure. It also achieves improvement in fuel efficiency, as well as drastic reduction of exhaust emission.

e-Cutter Pro is a rechargeable environment friendly grass cutter machine with gas reduction, noise and shake prevention. The latest lithium-ion battery of e-Cutter Pro adds high-power and extended life.

The spirit of the aircraft technology that Fuji Heavy Industries Ltd. has nurtured over many years of experience and its sincere dedication to the global environment has led to the creation of a wind power generating system out of new ideas.

Electric refuse collection vehicle, Fuji might ELECTRA which launched in April 2010 is able to significantly reduce emissions of CO<sub>2</sub>, consumption of fuel, and noise. Because this refuse collection vehicle has a dedicated motor powered by a shield battery, it is possible to stop the engine during the waste collection and discharge operations.

## Eco Technologies Company

### Contributing to Creating Comfortable Living Environments and a Resource Recycling Society

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.

An unmanned building cleaning system technology, the first to be commercialized in the world, is applied to the pilot use of outdoor cleaning robots and trash-bin-transporter robots.

Fuji Heavy Industries Ltd. and NEXCO Naka Nihon Corporation have jointly developed a "Service Area / Parking Area Cleaning Robot" for service areas and/or parking rest areas at expressways.

Introduction is planned for facilities such as service area bathrooms and restaurants.

