

Social Report

Corporate Philosophy

The manufacturing principles of SUBARU are built on the tradition of aircraft manufacture established by Nakajima Aircraft, the predecessor of Subaru. The DNA of our company consists of pursuit of the best performance, the fundamental concepts for designing aircraft, a concentrated, lean package to materialize it, and thorough implementation of safe operations under all environments. While maintaining an emphasis on these principles, we will strive to develop new values and actively work on environmental problems and compliance issues while treasuring our tradition, so that SUBARU will be able to provide customers and other stakeholders with more satisfaction and reliance, and subsequently coexist in harmony with society.

- (1) We will strive to create advanced technology on an ongoing basis and provide consumers with distinctive products with the highest level of quality and customer satisfaction.
- (2) We will aim to continuously promote harmony between people, society, and the environment while contributing to the prosperity of society.
- (3) We will look to the future with a global perspective and aim to foster a vibrant, progressive company.



Corporate Code of Conduct

SUBARU set down a corporate code of conduct to comply with laws and regulations and to fulfill its social responsibilities, based on our corporate philosophy. We will continue to strive to become a company loved by all and contribute to making society more affluent by respecting individuals and the corporate code of conduct and acting on the same sense of values.

- (1) We will develop and provide creative products and services while paying sufficient attention to the environment and safety.
- (2) We will respect the rights and characteristics of individuals.
- (3) We will promote harmony with society and contribute to the prosperity of society.
- (4) We will meet social norms and act honestly and fairly.
- (5) We will maintain global perspective and aim to be in harmony with international society.

CSR Management

What SUBARU Wants to Be

Aiming to be “A Compelling Company with Strong Market Presence”

In the medium term management plans up to FY2010, aiming to be “A Compelling Company with Strong Market Presence,” we proceeded with reshuffling all operational targets from the perspective of “Customers Come First,” modifying our past somewhat overly technology-oriented propensity.

Under the new mid-term management plan for FY2011 through FY2015, with the “Customers Come First” as the unchanged cornerstone, we will keep setting new targets to win the confidence of more stakeholders towards “A Compelling Company with Strong Market Presence.” In merchandising, we mounted a driving assist system “EyeSight (Ver.2)” developed with “a collision-free vehicle” as a goal, on the LEGACY that already realized comfortable interior, superb driving performance and fuel economy all in one package, and released the model for sale. We are fully aware of our responsibility for traffic safety as a manufacturer of transportation equipment and involved not only in fabricating safe vehicles, but also in reducing traffic accidents towards peace of mind and enjoyment. We also responded to environmental issues by improving fuel economy of mainstream gasoline engines, specifically by fully remodeling the horizontally-opposed engines for the first time in 21 years. In addition, the alliance with Toyota group enhanced the mini-car product lineup, and the

launching of “the TREZIA” helped us to reinforce the system to reflect customers’ needs in products and to offer better sales and service.

In the area of the environment, all SUBARU dealerships acquired the “Eco-Action 21” certification formulated by the Ministry of the Environment at all their outlets. Their approach to the environment and their efforts focused on restructuring sales networks and trimming costs have contributed to improving customer satisfaction and enhancing the SUBARU brand, which eventually leads to giving specific shape to the vision “A Compelling Company with Strong Market Presence.”

Furthermore, we will focus on the development of human resources through education and training, while revitalizing discussions in-house and within the whole SUBARU group based on “the three criteria,”^{*1} thus building up corporate vitality for ever-lasting growth.

It is our dream and wish that we could set an example of a company where employees work with pride in its every business field through promoting such activities step by step and evolving them into the future, while establishing the SUBARU brand supported by customers.

*1 Three Criteria:

“Good for customers?”

“Helps for Group’s Growth?”

“Helps for Employees’ Growth?”

CSR policies

The mission of the Fuji Heavy Industries Group

The CSR Policy was revised with the approval of Committees related to CSR to clearly indicate the fundamental aspect of CSR focused on observance of the Corporate Code of Conduct and other vital rules and the strategic aspect of CSR focused on contribution to solving social issues as a corporate citizen through business activities, which requires the involvement of the whole corporate organization for a company which makes goods favored by customers.

Our CSR activities are the mission of the Fuji Heavy Industries Group to contribute to the sustainable development of society through global business activities with focus on the relationships with our diversified stakeholders.

CSR Policy (Revised in June 2009)

1. We will respect the laws and regulations, the human rights, the international standard of behavior and the rights and morale of stakeholders under the “Corporate Code of Conduct” of Fuji Heavy Industries.
2. We will get ourselves involved as a corporate citizen in addressing social issues facing the society today.

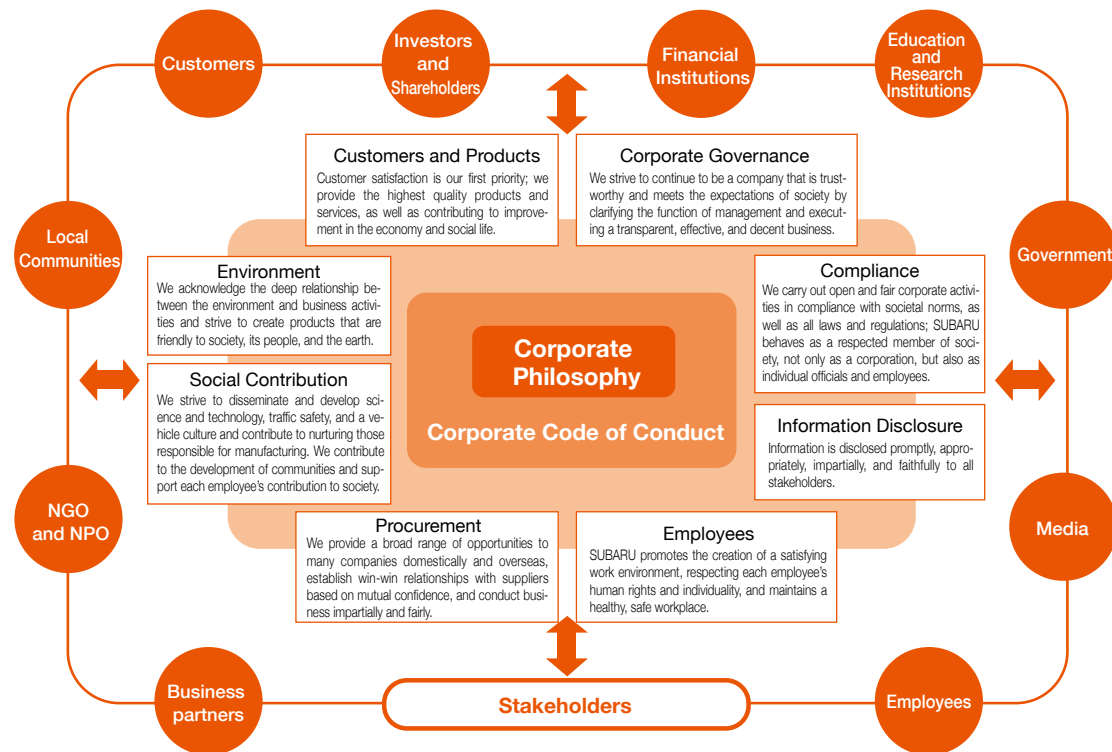
CSR Management

In pursuit of a company trusted by many diversified stakeholders

“A company that provides products and services that contribute to solving social issues” and the “A company that values the relationship with diversified stakeholders” are the themes set forth in the latest 5-year medium term management plan that ends with FY2015. These themes are indispensable to

the realization of our long-term vision “A Compelling Company with Strong Market Presence.” As before, we are determined to enhance corporate value by working hard to turn Fuji Heavy Industries into a company trusted by many diversified stakeholders, while contributing to sustainable social development.

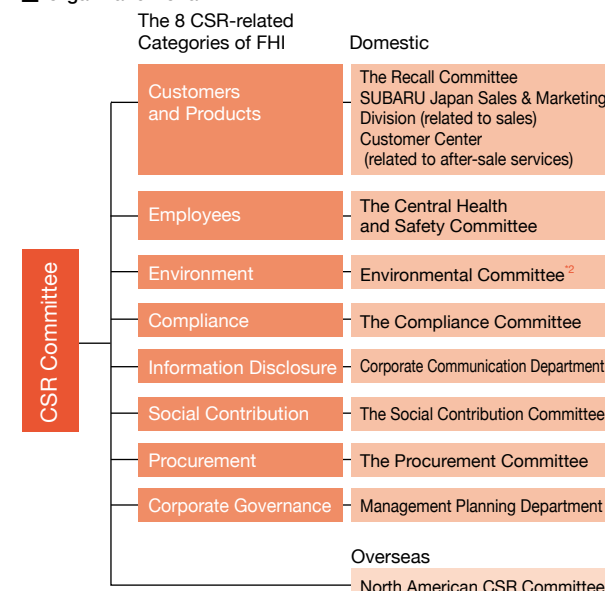
Relationship to Stakeholders



CSR System and Environmental Committee and Operation

We have set up a CSR committee and an Environmental Committee and had promoted CSR activities. In FY2010, the CSR Committee was newly established headed by top management to identify such activities in 8 CSR-related categories^{*1} more clearly and promote them more systematically. The CSR Committee consists of specialized committees and existing organizational units, each of which is closely linked to any one of the 8 CSR-related categories, and all organizational units are engaged in these activities acting on their own initiatives under company-wide control. The CSR Committee also has the North American CSR Committee as its component for global promotion of CSR activities.

Organization Chart



*1 The 8 CSR-related categories of FHI : Customers and Products, Employees, Environment, Compliance, Information disclosure, Social Contribution, Procurement, Corporate Governance

*2 As for the Organization Chart of Environmental Committee, please see page 40 on this report.

Review of FY2010 and Approach to FY2011

Based on CSR activities that have been unfolded since FY2006, we will become further involved in activities for the solution of important CSR issues.

Review of FY2010

Amid the surging importance of CSR in all aspects of business operations, we reviewed the promotion system so that each employee could go ahead with CSR-oriented actions through their jobs systematically in FY2010. We also defined in detail activities under the 8 CSR-related categories for embodiment. We studied ISO and Japan Business Federation guidelines as references and comments from stakeholders when formulating the content of such activities.

Explanations of these activities were spread to affiliated companies in North America through the North American CSR Committee, which led to the widespread adoption of CSR in North America.



Scene of the North American CSR Committee (held on November 12, 2010 at SIA Head Office, Indiana, USA)

Approach to FY2011

In FY2011, while promoting activities centered on the 8 CSR categories that address CSR issues, which have been taken up as one of the themes of the most recent mid-term management plan, we will push forward approaches to solve various social challenges. Specifically, based on the type of activity, we will sort out issues to be resolved in each of the 8 CSR categories. CSR-related communication will be revitalized company-wide so that each employee can recognize and pursue CSR activities through his or her assigned duties.

The 8 CSR Categories of FHI

Item	Customer/Product	Employee	Environment	Compliance
Idea	Provide socially useful and safe products and services to earn customers' satisfaction and confidence.	While respecting the diversity, individuality and personality of employees, realize comfort and affluence by securing a safe and pleasant working environment.	Since the approach to environmental problems is an issue common to the mankind, get ourselves proactively involved as an indispensable need for corporate existence and activities.	Observing laws and keeping morality, be fair, transparent and free in competition and conduct right deals. Also, honor confidentiality by strictly protecting and managing various information including the data on individuals and customers.
Item	Information Disclosure	Social Contribution	Procurement	Corporate Governance
Idea	Communicate widely with stockholders and others and disclose positively and fairly corporate information.	Get positively involved in social action programs as a "good corporate citizen."	Conduct appropriate procurements and work on suppliers for CSR promotion.	The top management works to make CSR rooted deep company-wide and at the group companies, and take initiatives to solve issues in case of emergency.

* The ideas of the CSR activities are drawn on the "Charter of Corporate Behavior" by the Japan Business Federation

To Secure Satisfaction and Trust of Stakeholders

In order to provide both customers and stakeholders with even more satisfaction and reliance, SUBARU is striving to strengthen corporate governance, which is the most important task for our business based on our corporate philosophy.

System of Corporate Governance

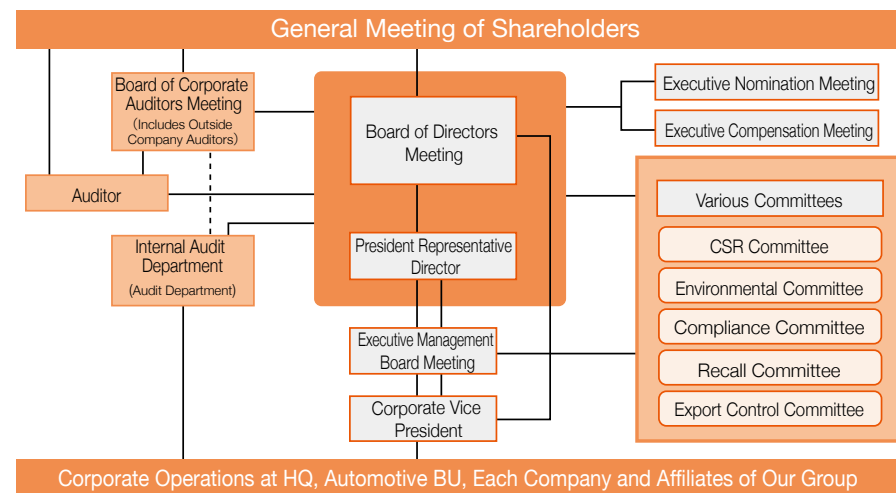
Striving to strengthen our system of corporate governance

Since June 1999, we have employed an executive officer system that helps clarify responsibilities to carry out operations in each division.

In addition, since June 2003, the terms of directors and executive officers have been reduced from two years to one. Also, since June 2004, according to the decision of the Board of Directors, we have given responsibility for the selection of corporate officer candidates to the Executive Nomination Meeting and given responsibility for evaluating performance, determining the remuneration of corporate officers and others to the Executive Compensation Meeting.

Also, the execution of important business operations is decided and supervised by the board of directors and audited by the board of corporate auditors. The board of directors consists of 7 members with one of them invited from the outside as an independent member to enhance governance.

The board of corporate auditors consists of 4 members with two of them invited from the outside for higher objectivity to monitor business management. In addition, we will take various measures to further strengthen internal control, and will also disclose information fairly and in a timely manner in order to increase management transparency.



Establishment of Internal Control System

Completed streamlining the whole SUBARU Group system.

Internal control is an indispensable mechanism to achieve corporate objectives, and top management is responsible for establishing it and maintaining its effectiveness and efficiency. Specifically, company-wide departments, centering on the Strategy Development Division (which plays a central role in the common functions of each business), maintain close links with other departments and companies to enhance risk management. Internal Audit Department systematically audits group companies and their operations. In addition, to regulate the internal control system, there are systems and organizations

to promote compliance, which is positioned as the most vital element in risk management. Also, the internal control system of the whole group has been overhauled and reinforced to comply with the "Standards for Management Assessment and Audit concerning Internal Control Over Financial Reporting" which was released to the public on February 15, 2007 by the Business Accounting Council of the Financial Service Agency, in the following areas:

1. Effectiveness and efficiency of business operations
2. Reliability of financial reporting
3. Compliance with applicable laws and regulations related to business activities
4. Safeguarding of assets

Risk Management to be Stepped Up for Business Continuation

We will devote our utmost efforts to continue business even under extraordinary circumstances by fully grasping risk and responding optimally. With the compliance system positioned as the cornerstone of risk management, the Divisions and the Companies are collaborating to step up risk management. Business operations of the group member companies are now audited systematically for proper execution.

Risk Management

Risk is classified and properly managed.

SUBARU understands that risk is an uncertain element with potential for negative impact on our business operations. There are many types of risk. Among them, what concerns management seriously, are emergency situations which cannot be dealt with through the regular decision-making channels. These situations are categorized as "crisis risk" and classified by type into risks associated with natural disaster, accident, internal and external human factors, social factors (domestic and overseas) and compliance.

In the event of an emergency, we follow instructions on communication channels and the most appropriate actions for dealing with a particular situation as provided in a manual designed to respond to various types of emergencies.



SUBARU emergency response procedure manual and crisis management (disaster prevention) guidelines

Draw up BCP^{*1}

Mapped out BCP by business unit

BCP is formulated to continue or restore business as rapidly and completely as possible. In each emergency situation, we will exert the utmost effort to minimize negative impacts on services to customers, the market share and any loss of corporate value. In this respect, if our business resources including personnel, properties and monetary assets are affected under an emergent situation, we go all out to minimize business interruption prioritizing available resources to restore operations expeditiously to pre-mishap levels.

Setting the basic policy to meet emergency situations as follows, we mapped out BCP by business unit and are promoting uninterrupted business operations.

- (1) Life and physical safety precede all other things.
- (2) Minimize the loss of the interests of stakeholders and corporate value.
- (3) Always act with honesty, fairness and transparency even in an emergency.

However, the impact of the Great East Japan Earthquake that occurred on March 11, 2011, far exceeded the level we had envisaged. With this experience as a good lesson, the initial response system including evacuation of employees and setting up a task force, how to secure replacement parts when suppliers were affected by the disaster and how alternate production should be put in place if a production plant was badly hit, has been reviewed and restructured with great urgency by the departments concerned in an effort to take BCP one step further.

^{*1} BCP Business Continuity Plan
* Please see page 32 as for our approaches toward restoring production.

Foundation of Management and One of Most Important Issues

In SUBARU, corporate compliance is regarded as one of the most important tasks for management. We strongly recognize that our company-wide efforts toward regulatory compliance make for a solid management foundation, and therefore, we carry out open and fair corporate activities in compliance with social norms, as well as all laws and regulatory requirements and internal regulations for corporate activities.

Compliance

Corporate Code of Conduct and Conduct Guidelines

SUBARU has established a Corporate Code of Conduct and Conduct Guidelines as the standards to ensure compliance with laws and regulations. These are described in detail in the Compliance Manual, which all officials and employees carry in order to ensure legal and regulatory compliance in their daily actions.



Compliance Manual

Compliance System and Administration

Compliance Regulations

SUBARU established the Compliance Regulations in 2001 after approval of the board of directors. These regulations contain basic compliance policies, which provide for the system, organization, and operational methods related to corporate compliance.

SUBARU's Compliance System/Organization and Administration

A Compliance Committee has been established as a company-wide committee organization to promote corporate compliance. The committee conducts deliberations and discussions, renders determinations, and exchanges information on key compliance issues. Every year, each department devises a compliance implementation plan (compliance program) to enhance corporate compliance and takes the initiative to advance continuous and systematic implementation activities.

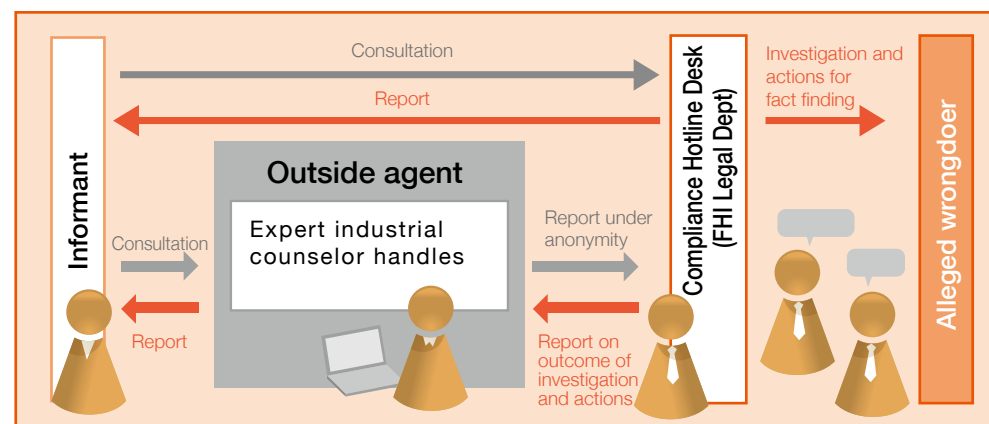
Compliance Hotline System

We have a "Compliance Hotline" as an alternative communication channel which can be used by people who work in the SUBARU group and others to report any dubious compliance-related acts or practices they have found inside the group directly to the Hotline Desk.

The Hotline Desk is located inside and assigned employees receive directly reports or information by mail, phone or e-mail and then investigate allegations and take appropriate actions according to rules. The names and sections of informants are kept confidential without their consent to protect them with utmost care from any disadvantage or inconvenience.

Starting from April 2008, an outside compliance hotline reception desk has been in operation to extend the time for receiving hotline service and to enhance confidential treatment of names and sections of informants in an effort to make the hotline system easier to use.

■ Compliance Hotline (Flow from consultation to solution)



Compliance Hotline Card

FY2010 Compliance Activity Achievements Overview

Approach to Compliance Activities

In order to ensure compliance with laws and regulations, not only SUBARU but also all our group companies must join forces and work in harmony. In FY2010, over 1,600 people including employees of group companies took part in compliance and practical legal training which were hosted by Legal Department and Personnel Department and education sections.

In addition, each department and group company has their unique education programs built in their compliance action programs and complement the above seminars by holding study meetings on legal matters required in their jobs and compliance motivation trainings. Staff are sent as lecturers to these meetings and training from our Legal Department to make such events more fruitful.

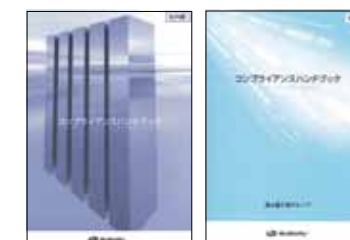
We also prepare and provide various support tools including ones specially intended for affiliated companies and domestic SUBARU dealers to promote compliance in day-to-day operations. Urgent information is released on a timely basis in the "Compliance Information" to alert the whole group.



100 Case Studies of Compliance Issues



Training for Case Study of Compliance



Compliance Handbook for Affiliated Companies

Our efforts for Personal Information Protection

In response to enforcement of the Personal Information Protection Act, we have reviewed our internal system and regulations and announced privacy policy. Especially for domestic SUBARU dealers, because they directly handle a large amount of our customers' personal information, we managed to thoroughly overhaul our internal system for each dealer and prepared and made use of the Personal Information Protection Handbook for SUBARU Dealer Staff, which is common for all the dealers to help each staff member properly understand personal information protection.



Personal Information Protection Handbook for SUBARU Dealer Staff



Compliance Start with "Awareness" of Risk and "Will" to Correct

Becoming aware of a risk in carrying out our daily duties, asking ourselves "Is this OK?," being willing to correct any problems and take action: These are all about putting compliance into practice. The Legal Department seminars are designed to raise participants awareness and willingness. To be specific, to nurture such awareness, familiar cases and the background of incidents are taken up so that they can understand why situations



must be corrected. Taking the opportunity of such seminars, fairly a large number of participants come back some days later for concrete consultations. Once the problem has become clear, then, we can mitigate risk in our operations to an extent. Let us continue this way with a spirit of tenacity: "over-and-over and down-to-earth."

Legal Department
Hiroyuki Tokoro

Stepping Up Efforts for “Customers Come First”

SUBARU has integrated “driving,” “environment” and “safety” at a high level, and proactively proceeds with developing products that will move customers.

Meanwhile, SUBARU holds up the policy “Always giving top priority to customer satisfaction, offer top-class quality products and services through enhanced work quality” and set up SUBARU Customer Center to communicate with customers for consultations, CS promotions, improved services and commitment to quality assurance.

Communication with Customers

Activities of Customer Relations Department

SUBARU 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. In order to offer peace of mind and enjoyment, we have been trying to be attentive to requests for consultations and customers inquiries based on our action policy of promptness, sincerity and attentive listening.

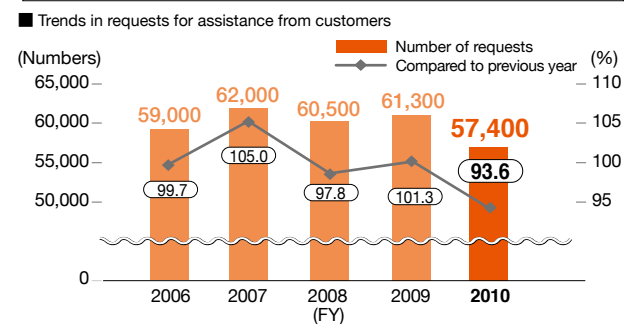
We feed the invaluable comments, requests and suggestions from customers back to the relevant departments/divisions to be reflected in reflect for improving quality, developing products and improving sales, and

SUBARU Customer Center

SUBARU Call: 0120-052215 (Domestic),
+81-3-3347-2626 (International)

(Note that your call will be recorded to confirm the content)
Please contact SUBARU Customer Center if you have any inquiries as below,

- (1) Opinions / Comments / Guidance (catalog, dealership, changing address, etc)
 - (2) Inquiries / Request for assistance
- Office Hours (Japan Time)
9:00am – 5:00pm (weekdays)
9:00am – 12:00am / 1:00pm – 5:00pm
(Saturdays, Sundays and Public holidays)



after-sale services. We are responding sincerely to meet each customer's expectations of SUBARU.

Responsibility of Customer Service (CS) Promotion

We are offering support and promotional services mainly to domestic SUBARU dealerships to raise the level of customer satisfaction through fundamental improvement of CS which underlies the brand image. Using customer opinions obtained from “SUBARU questionnaires” and from SUBARU dealers, to reflect on our products, the quality, the sales and all the after-services, etc. We also want to ensure that our customers are looked after at our dealers with the highest standards, and are carrying out inspections and supervision at each location.

Result of SUBARU Customer Service Satisfaction Investigation

The FY2010 SUBARU Customer Satisfaction Survey by the domestic SUBARU team showed some improvement in the nation-wide average score for the team. Among the survey, SUBARU was ranked first out of 6 competitors in the industry, and placed 6th in the after-sale follow-up category in the post-purchase initial follow-up category.

As for the status of a goal to be “No.1 CS in the Area” in both categories, 8 areas out of 44 areas achieved the targets in the post-purchase initial follow-up category (up by 7 over the prior year) and 3 areas achieved the targets in the after-sale follow-up category (up by 2 over the prior year).

We will have each staff member fully relearn the basics of good service since in the after-sale follow-up category the quantity and quality of staff behavior was not ranked high compared to the post-purchase initial follow-up category.

and 3,456 people for Service-related Training. In addition, they provide a mechanism and learning materials to shore up on-the-job training on the front lines, further helping staff members of dealerships upgrade their skills through such means as running a certification system and hosting contests where compete to display their skills in sales and service.

The SUBARU Academy opened in January 2005. This training facility includes 133 rooms for accommodation. The many training programs carried out here span the entire gamut, from helping new recruits to management officers. Employees across the whole job spectrum, from service mechanics to domestic/overseas dealer sales staff have opportunities to develop their skills systematically.



Overseas Efforts

CS Improvement efforts

SUBARU Customer Center draws up policies from perspectives of technical guidance and backup systems to provide customers with trust-winning services through importers and dealers who are responsible for respective markets in various parts of the world.

Technical Guidance

How to elevate technical skills of mechanics who work at dealers is an important issue to win the confidence of customers from the viewpoint of service. With this in mind, an expert program called TTT (Train the Trainer) was set up at SUBARU Academy and a program to educate trainers of principal importers and give recognition of their skill levels as a manufacturer. By training local dealers through these recognized trainers, we could expect to conduct precise and high-level technical instruction in an efficient manner. (Plans call for the appointment of more than 60 such accredited trainers world-wide by the end of FY2011.)

We also encourage them to hold technical contests in various countries and regions to motivate people to acquire skills for advanced maintenance and diagnostics

services. As the pinnacle of such encouraging meetings, global technical contests are staged.

Reinforcement of System

In addition to bolstering the technical side, another role of Customer Center is to guide SUBARU dealers worldwide so that they can build up “SUBARU-like services” by increasing active contacts with customers and raising their contact qualities. To support them in this area, a guide to SUBARU services was compiled in two manuals and released for their use. We will work together to globally advance customer-oriented attitude with these manuals.



Subaru Basics for Confidence



Subaru Service Marketing in Motion

Domestic Efforts

Education and Trainings for All Dealership Personnel

The highly skilled training staff members of Fuji Heavy Industries provide education and training (off-job training) to all the dealership personnel at every level and job category.

In FY2010, a total of 5,284 people attended training. This included 1,828 people for Sales-related Training



Training for domestic dealerships



2011 European regional technical competition meeting Reception party



Participants and a competitor in action

To Provide the Products with the Highest Level of Quality

Quality Policy [Established November, 1994]

FHI considers customer satisfaction as the first priority, and will work constantly to improve products and services to provide world-class quality.

Response to recalls

The total number of recalls in FY2010: 5
(4 recalls for SUBARU, 1 recall for Industrial Products Company)

FHI HP has an open page for recalls. We are taking measures to prevent accidents and protect drivers and passengers. Please refer FHI HP for the details of our response to recalls. (in Japanese only)

<http://www.fhi.co.jp/recall/>

Product Quality Management System

1. Establish Quality Management System (QMS) based on the Quality Policy and ISO 9001 Standard and put it into practice for orderly and effective operations.
2. Clarify the quality targets acceptable to customers at the planning stage.
3. Realize the quality targets through quality assurance activities at each stage from development to sales and service.
4. Attend to complaints and requests from the market quickly and appropriately to live up to the trust of customers.

Making Safe Vehicles

Fundamental Philosophy of "Making Safe Vehicles"

SUBARU's goal in making cars is to ensure that customers enjoy exhilarating rides in comfort and with peace of mind. One of the important themes to realize this, we believe, is the "pursuit of safety."

The safety that SUBARU sets out to achieve is "SUBARU all-round safety," with strong aspirations to protect passengers against danger from every direction. To give a concrete shape to our the aspirations, we are involved in developing vehicle safety technologies in three areas: the first is "active safety," or preventing accidents due to any conceivable situations, the second is "pre-crash safety," or reducing accident damage

by supporting the cognitive capacity of drivers and automatically applying the brakes, if necessary, to avoid impacts, and the third is "passive safety," or minimizing damage in case of an accident.

Approaches to Active Safety

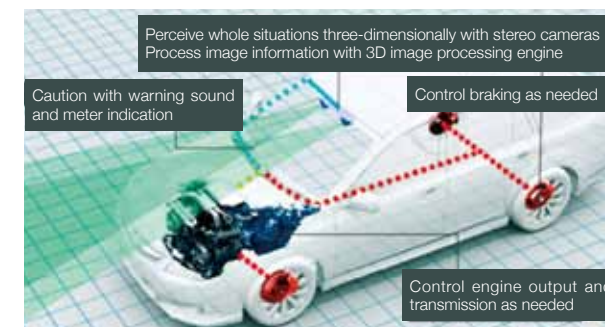
SUBARU has come a long way in the course of refining the fundamentals "Run, Turn and Stop" the capabilities needed to avoid danger in case of functions of a vehicle as it considers emergency and to enable stable driving as usual in a variety of environments. The SUBARU's unique "Symmetrical AWD" realizes high driving stability due to the low center of gravity inherent to a horizontally-opposed engine and an excellent weight balance thanks to a symmetrical in-line layout of the power train. Moreover SUBARU has constantly refined driving performance under diversified situations. Coupled with this base performance, other elements, such as stable braking performance and adoption of VDC (Vehicle Dynamic Control), provide an assured and pleasant driving experience.



Symmetrical AWD (image)

Approach to Pre-Collision Safety

SUBARU addressed the issue of "Pre-Collision Safety" ahead of others and has been engaged in developing "a collision-free vehicle." A good example of its success is the development of the advanced driving assist system, "EyeSight (Ver.2)" with a stereo camera, which is mounted on LEGACY sold after May 2010. This is a driving assist system with such functions as "Pre-Collision Braking Control" to avoid a collision or moderate collision damage and the "All-speed range adaptive cruise trucking control" that enables a vehicle to safely follow another within whole speed range from a set speed down to zero.



EyeSight (Ver.2) system image

Approaches to Passive Safety

SUBARU cars demonstrate excellent safety performance against crashes from any direction due to their "new ring-shaped reinforcement frame structure." They also are designed to secure the compatibility of perfor-

mance for the mutual mitigation of damage in accidents involving oncoming vehicles or pedestrians.

In the JNCAP,¹ the IMPREZA won the Grand Prix Award² in FY2007 and the LEGACY in FY2009, while the FORESTER and the EXIGA were awarded "Excellent Car" in FY2008. Overseas, following 2010, all the lineup models, namely, the LEGACY, OUTBACK, FORESTER, TRIBECCA and IMPREZA, sold in the U.S. were also lauded by IIHS³ as "Top Safety Picks"⁴ in 2011. SUBARU is also highly reputed for safety overseas, as seen from safety information released in major countries.

¹ The Japan New Car Assessment Program: The Ministry of Land, Infrastructure, Transport and Tourism and National Agency for Automotive Safety & Victims' Aid (NASVA) jointly conduct assessment tests for vehicle safety and disclose their results to the public.

The winning vehicle of the Grand Prix award is the one with the highest assessment score out of those vehicles which have received the highest rating of 6 stars for both driver and passenger seats in the overall assessment of impact safety performance together with the highest rating level of 5 in the assessment of pedestrian head protection performance

² An automobile with the best evaluation among all automobiles subject to the assessment, the highest rating of 6 stars for comprehensive collision safety performance for both the driver and front passenger, the highest level 5 rating for pedestrian head protection performance, a level 4 or higher rating for rear seat passenger protection in frontal collision, and a 3 or higher rating on the 4-level scale for neck injury in rear-end collision, is honored with the JNCAP Grand Prix Award.

³ The Insurance Institute for Highway Safety

⁴ Top Safety Pick

Information disclosure on vehicle safety by the Insurance Institute for Highway Safety. If evaluated as "Good" for front, side and rear-end (whiplash) collisions as well as roof strength and equipped with stability control system on all grades that can be purchased by people in general, the vehicle will be credited as "Top Safety Pick".



Source: NASVA (National Agency for Automotive Safety and Victim's Aid)

Approaches to TRANSCARE Vehicle

The STELLA also Joined the TRANSCARE⁵ Series

SUBARU has been playing its role in the development and dissemination of welfare vehicles that allow the disadvantaged and the aged to ride at ease, aspiring toward "sharing the happiness of living through cars for everybody." SUBARU started producing and selling welfare vehicles for the disabled in 1980 and now is well-known for the "TRANSCARE series."

We aim to develop labor-saving devices that can be handled by care givers and care recipients.

There are wide selections of TRANSCARE automobiles, from mini cars to standardized cars. The TRANSCARE Wing Seat (lift type)⁶ has also been created for the "NEW



The TRANSCARE Wing Seat (lift type)

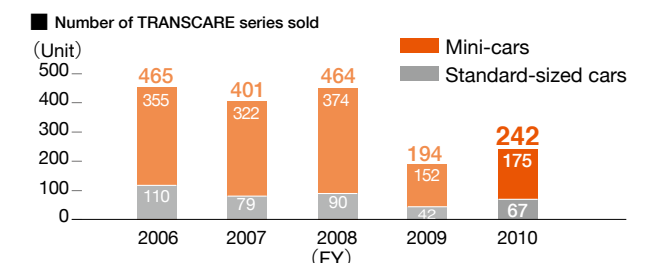
STELLA" that was launched in 2011.

We will keep working to make an effort to enrich this series for all customers' comfortable and reliable driving experience.

⁵ TRANSCARE

A combination of "Transportation" and "Care." TRANSCARE was registered as trademark in 1997 as generic name for SUBARU's welfare vehicles.

⁶ With the simple flick of a switch, the passenger seat rotates and lifts up and down electrically for pleasant get-in and get-out.



Close UP Approaches to Transfer Expertise for Quality Improvement

We are taking on various challenges with the mindset of SUBARU customers, always reflecting on "how high quality can be built into products". In the manufacturing departments, we are working hard to upgrade the quality by practicing the idea of "self-process assurance" that permits no defect to be passed on to the following process. The 3rd Manufacturing Department (mainly engines and transmissions) raised the level of work instruction manual to make them easy to understand for anyone for uniformly high quality operations. Many other approaches are also being pursued through energetic discussions for "zero" defect in a program "No Compromise on Quality Campaign". Meanwhile, we opened SUBARU Technical School (STS) in 2005 to transfer safe and high-quality expertise and work knowhow to young technicians who forge the future by training them in classes tailored to their skill levels, for supply of high-quality products.



A scene from a machining training at STS