Together with Employees

Creating Better Working Environment

SUBARU is making efforts to innovate corporate culture aiming at “a Creative Group with Open Generosity and Aggressiveness.” Aspiring to become an energetic organization with rich originality, we are establishing a system not only for wages but also with due consideration for career plans and training, and moreover, a system challenges employees to improve even more than before.

Human Resource Development

Enhancing Support for “Self-Development with a spirit for challenge”

SUBARU is enhancing support to develop ideal talent, those employees who embody the “Spirit of Challenge and Self-Development.” We are fostering those who can identify issues by themselves and find solutions to get sought-after results.

Making Work Sites Pleasant for Everyone

Promoting the Employment of People with Disabilities

The percentage of SUBARU employees with disabilities was 1.35% as of March 2011, exceeding the legally mandated rate of 1.80%. At present, 160 staffs with disabilities work at SUBARU. To reduce their work load, we are making efforts to universalize plant and environmental improvement. Some opinions from families of staff with disabilities were used as reference to improve the environment of some departments. We are making an active effort to employ people with disabilities in order to create a better working environment for those employees.

In FY2010, we introduced training for newly promoted employees at all levels and a new curriculum focused on the “logical solution of problems.” Also, professional programs to acquire and improve business skills were implemented and approaches to foster global-minded human resources were stepped up. In FY2011, developing such global-oriented human resources will be accelerated, while managerial training will be expanded to reinforce organizational strength.

Communication with Labor Union

Enhance Mutual Trust

Fuji Heavy Industries Ltd. and its labor union have a “Labor and Management Council” for smooth corporate management and mutual communication. Both sides have established a solid relationship based on mutual understanding and trust through close communication. The council helps labor and management maintain a good relationship.

Health Promotion

Maintaining and Promoting Health of Mind and Body

We are aggressively promoting employee health management. Our approach is not only to prevent health problems, but also to systematically maintain and promote mental and physical health.

Specifically, we are working to prevent diseases and administer healthcare by assigning staff at each division for health checkups and specialized health guidance (e.g. remedies to avoid metabolic syndrome, exercise guidance, mental healthcare, nutritional guidance), health consultations to those diagnosed with a cantionary concern in a medical checkup, counseling and other healthcare services.

In the meantime, to make these systems thoroughly understood, we published the “Maternal Leave and Child-care Leave Handbook” and conducted training segmented by skill level in an effort to foster work place understanding and make such systems easy to use for both men and women.

In accordance with the Next Generation Education and Support Promotion Act, we formulated our corporate voluntary action plan in two phases and completed the plan, achieving the targets for the first phase (April 2005 through March 2007) and the second phase (April 2007 through March 2010), which led to the acquisition of the Certification by the Minister of Health, Labor and Welfare Minister (the Kurumik Mark).

Senior Partner Program of Reemployment for 60-year-olds who’ve Retirement Age

SUBARU introduced the “Senior Partner Program” in 2003 to re-hire employees after the 60-year-old retirement age. This reemploys the aged and better strengthens human resources. We revised part of this program to accord with the 65-year-old-retirement age, which became mandated by the Revised Law Concerning Stabilization of Employment of Older Persons.

In FY2006, we reviewed this program again for more active use of resources through re-employment. We will promote re-hiring senior people after their retirement at all 60 to use their experience and abilities for fostering new generation by handing down their expertise in this program.

Volunteer Leave System

A “volunteer leave system” was set up to help our employees participate actively in volunteer activities for recovery from the Great East Japan Earthquake while attending to their work in a balanced manner without worries. The system also allows injuries suffered during volunteer activity to be covered by our workers’ compensation system. Under the system, a maximum of 10 days per leave is allowed and such leaves can be taken twice a year. As of the end of May 2011, 14 employees joined voluntary activities at devastated areas.

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Together with Employees

Industrial Safety and Health

Basic Concept of Health and Safety

Basic Philosophy of Health and Safety

“Health and safety take priority in any business”

Basic Policy of Health and Safety

Aiming for zero incidents of occupational accidents, traffic accidents, diseases, and fires; all employees recognize the importance of health and safety; improve the equipment, environment, and working methods; and improve management and awareness in order to create safe and comfortable workplaces.

Aiming for No Industrial Accidents

SUBARU has been conducting activities to help individuals raise their safety awareness, improve workplace management, and eliminate risks. To raise awareness, KYT and the Hiyari Hatto Activity were implemented. To improve management of the workplace, a self-management activity called TSZ was introduced at an early stage in each workplace. SUBARU also makes efforts to further improve occupational health and safety levels and prevent on-the-job injuries. Towards these ends, we introduced a new risk assessment system to the Manufacturing Division where the Occupational Health and Safety Management System had already been implemented, and are constantly working on improving the Management System by internal auditing.

Making Comfortable Workplace

To meet the guidelines of comfortable workplaces, we are proceeding with systematic improvement activities in such areas as working environment, work method and environmental facilities. Also, rest stations, toilets, smoking areas, dining rooms and other areas, are being improved for better workplaces, including universalization of facilities.

Held a Safe Driving Training

We are taking various approaches to prevent employee traffic accidents at work, while commuting and off-duty. In Gunma Manufacturing Division and Tokyo Office, employees hold bike traffic safety classes under the guidance of local police motorcycle squads where attendants learn the fundamentals of safe driving and actual driving skills. Also, in Gunma Manufacturing Division, safe driving experience classes are offered as part of workplace-initiated traffic safety activities. In class, attendants not only receive driving training, but also learn about dangerous driving behaviors and how to turn right with appropriate timing from the pedestrian’s point of view.

Support for the Recovery from the Great East Japan Earthquake

We would like to express our deepest condolences to those who suffered from the Great East Japan Earthquake and wish for the earliest possible recovery. The whole SUBARU group will offer support for the recovery.

Inquiries Relevant to the Earthquake

We set up a contact for information and inquiries on the earthquake. Please refer to our website for details.


Contact for Inquiries on Credits

We have staff available for inquiries and consultations on our credit and lease services from customers who suffered damage in the earthquake. Please contact the following:

Customer Relations, SUBARU Finance Co., Ltd.

Toll free phone number: 0120-386-506
From 9:00 to 12:00, From 13:00 to 17:00

Contacts for Other Inquiries

If you have any problems with your SUBARU vehicle or questions, please contact the following SUBARU Customer Center:

SUBARU Customer Center

SUBARU toll free number: 0120-052215
From 9:00 to 17:00 (Weekdays)
From 9:00 to 12:00 and from 13:00 to 17:00 (Saturday and Sunday)
With Gratitude to the Local Community

SUBARU has established a Social Contribution Policy as one of the CSR activities with 3 pillars (environmental, Traffic Safety, Social Contribution) and is actively promoting social contribution activities.

Social Contribution Policy

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

Contribute to the development of the automobile culture and to the diffusion of road safety:

Activities to Spread Traffic Safety

We take it as our responsibility to address traffic safety as a vehicle manufacturer and are engaged in various activities as our concrete approach to the traffic safety in local communities.

In February 2010, Utsunomiya Manufacturing Division cohosted the “Young Driver Safety Club” training with the Tochigi Prefectural Police Headquarters and the Safe Driving Administrators Council to 400 young drivers who live in Tochigi Prefecture, promoting traffic safety and accident prevention in local communities, for example, by giving lectures about the functions and safety features of our “EyeSight” system. Also in April and September, we offered traffic safety guidance services in the school zones around the Division facilities.

Support of Volunteer Activities

Volunteer Award

The social contribution policy of FHI sets forth clearly the participation of each employee in social action programs as a citizen. The policy is intended to make employees conscious of the need for their proactive social contributions so that a culture to do something for society remains firmly rooted company-wide. As a specific example, an award system to honor employees who are active in volunteer activities using their own time was established in 2006. The 6th award ceremony was held on June 2, 2011 and a total of 17 employees have been honored with the volunteer award so far.

In addition, we are supporting volunteer activities by our employees taking various opportunities by such means as setting up an exclusive site to post volunteer-related information on the intranet.

SUBARU Visitor Center

The SUBARU Visitor Center opened on July 15, 2003. This facility introduces SUBARU’s past models, models that set world records, SUBARU efforts to develop unique technologies and approaches to the environment. Actual exhibits for visitors are available, as well as tours of the Yajima Plant. In FY2010, 102,995 people came to see the facilities.

For a Plant Tour application (10 to 200 people) and detailed information on the Visitor Center, please refer to the link below:

http://www.subaru.jp/about/showroom/vc/index.html

SUBARU Visitor Center

Environmental Class

Environmental Class by Gunma Manufacturing Division

SUBARU Environmental Communication Club “Environmental Class” by Gunma Manufacturing Division has been staged since 2004 to help school children deepen their understanding on the global environment as part of the general learning at primary schools. In this class, our employees visit nearby primary schools and give lessons using visual materials, making experiments of global warming or resorting to other means to attract their interest or trying to offer other means to attract their interest. A total of 58 lessons were provided in FY2010.

Activities to Spread Traffic Safety

SUBARU Community Exchange Association

Clean Up the Local Area

In July 2010, about 400 employees of Utsunomiya Manufacturing Division picked up trash and cut grass primarily around the nearby station and facilities in a clean campaign hosted by the labor union. The campaign this year marks the 20th anniversary. We will continue with such programs to clean local communities.

Social Report
The SUBARU group is globally deploying social action programs suited to respective localities.

### Approaches of Subaru of America, Inc.

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**Social**  
**Towards Solving Local Hunger**

To help fight local hunger, our employees set up an urban-type farm in 2009 jointly with local agricultural groups. Much of the food grown in the "SUBARU Share the Love Garden" is donated to local food banks. SOA is widely staging volunteer activities, such as food collections by employees, in cooperation with more than 36 groups. In May 2010, its contribution was lauded with a letter of appreciation by the "Food Bank of South Jersey.

**Volunteer Activity at Ronald McDonald House**

"Subaru Canada Team No.1" won the heated race this year, Subaru Canada Team No.1 won the heat-ed race at the "Subaru Canada Team No.1" won the heat-ed race at the "Mississauga Dragon Boat Festival" that is held to raise public awareness of breast cancer and raise money for charities. In recent years, dragon boat races have gained growing popularity, especially in North America. Each boat is raced by a crew of about 20 members. In the 7th race this year, Subaru Canada Team No.1 won the heat-ed race, pulling ahead in the grueling final stage. In this festival, a total of 15,000 Canadian dollars was donated by all the participating teams to local breast cancer groups in Canada.

**Clean Up Activity**

In North America, "Earth Day" is intended to enhance consciousness of the environment and motivate environmental activities. To support this widely rooted ever Subaru Canada implemented an inter-dealer competitive cleaning campaign on Earth Day. SCI also took part in a local cleaning program called "LitterNot." in Mississauga, Ontario where its head office is located, contributing to the environmental conservation and afforestation in many local communities.

**Internship Program for Students**

SRD has an internship program to help American students deepen their understanding of Japanese-owned companies. This program offers them opportunities to experience various types of work including research on the attitudes of young people towards automobiles in addition to gaining office experience in general. In FY2010, SRD’s Design Department accepted interns and offered them a chance to sketch designs of a sports car and the next-generation Outback. This internship program is highly evaluated by American students.

**Food Drive**

To mitigate hunger in Ann Arbor communities, SRI stages a "Food Drive" jointly with the Ann Arbor Food Gatherers (one of many mutual aid drives to donate food to low-income people) in the local area. In FY2010, SRI donated 65 meals in addition to 41.8kg of food, to help relieve hunger in the community.

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### Approaches of Subaru Research & Development, Inc.

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**Biodiversity Education**

A variety of educational programs are provided by SOA to help children in local communities deepen their understanding of living creatures and ecological systems that they are normally taught little about. In FY2010, educational opportunities were offered to learn about biodiversity focusing on local water creatures.

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### Approaches of Subaru of Indiana Automotive, Inc.

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**Charity Tour “48hrs of Tri State”**

SIA holds various charity events to support local communities. In January 2010, the “48hrs of Tri State” charity tour was conducted. This event is a 48-hour caravan tour from New Jersey where the head office of SOA is located to Indiana where the head office of SIA is located. Marking the 10th tour, 58 SUBARU vehicles gathered at the head office of SIA. The participants ate lunch at the dining room of the training center and toured the plant. The profits from this event and donations by participants were all donated to the American Cancer Society for research on cancer treatments and other purposes.

**Charity Event “Small Steps… Big Dreams”**

In July 2010, SIA staged a charity walk & 5K run “Small Steps… Big Dreams” in which about 500 people took part. The proceeds including participation fees and about 40,000 dollars provided by SIA were delivered to a child care facility in Lafayette. The next event is scheduled to be held in August 2011 and the proceeds will be allocated to installing playground equipment in parks where disabled children can play. In addition, SIA employees are involved in many other social action programs including charity events and fund-raisers to support disabled people.

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### Approaches of Subaru Canada, Inc.

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**Participated in the "Mississauga Dragon Boat Festival"**

Two teams comprising SCI employees participated in the "Mississauga Dragon Boat Festival" that is held to raise public awareness of breast cancer and raise money for charities. In recent years, dragon boat races have gained growing popularity, especially in North America. Each boat is raced by a crew of about 20 members. In the 7th race this year, Subaru Canada Team No.1 won the heat-ed race, pulling ahead in the grueling final stage. In this festival, a total of 15,000 Canadian dollars was donated by all the participating teams to local breast cancer groups in Canada.

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**Internship Program in Design Department**

SRD’s Design Department accepted interns and offered them a chance to sketch designs of a sports car and the next-generation Outback. This internship program is highly evaluated by American students.

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Together with Suppliers

Establish Mutually Beneficial Relationships

SUBARU intends to procure parts, materials and equipment that are of high quality, environment-friendly and competitively priced, which will contribute to the realization of our corporate philosophy. To have such procurement possible, we think it is important to establish solid relationships with suppliers, trusting and learning from each other on an equal footing for prosperous co-existence.

Relationship with Suppliers

Fundamental Procurement Policy
SUBARU has been promoting procurement activities under the following basic policy.

1) Compliance & Green Procurement
   We will engage in procurement activities in a way to harmonize man, society and the environment and conduct transactions paying due care to observe legal and societal rules and to protect the environment.

2) Establish Best Partnership
   We will establish “WIN-WIN” relationships with suppliers through transactions based on mutual trust under the doctrine of good faith.

3) Fair and Open Way of Selecting Suppliers
   In selecting suppliers, the door will be wide-open to all firms, domestic and overseas, for fair and equitable business to procure goods and services most excellent from six perspectives: quality, cost, delivery, technical development, management and environment.

Promoting Fair-Trade
We have been working to faithfully observe laws and regulations related to the procurement business such as the Anti-Monopoly Act and the Act against Delay in Payment of Subcontract Proceeds, etc., to Subcontractors. We also are promoting programs for fair business transactions along the “Fair Trade Guidelines of the Automotive Industry” announced by the Ministry of Economy, Trade and Industry in June 2007. As a part of the promotion, consultation service is provided to suppliers in our supply chains.

Approaches to CSR Procurement
To promote CSR activities with suppliers, we plan to issue CSR procurement guidelines with such items as safety, quality, human rights, labor, environment, compliance and information disclosure incorporated.

Please refer to the FHI website for “Fair Trade Consultation Service for Suppliers” and “Green Procurement Guidelines.” (Japanese Only)

http://www.fhi.co.jp/csr/mecenat/supplier.html

Together with Shareholders

Proactive Information Disclosure

Business performance and plans will be disclosed proactively to shareholders and investors for their better understanding of SUBARU. We will keep making strides forward to boost the corporate value with their support to be a more attractive company.

Disclosure to Shareholders and Investors

Disclose Proactively
Our website includes an “Investor Relations” section to provide updated IR information. The latest IR-related information such as financial reports is also distributed via free e-mail updates to those who register. Currently 800 plus people have booked in for this service.

Also, our IR site was ranked 1st in the industry in the “Fiscal 2010 Listed Company Website Quality Ranking” hosted by Nikko Investor Relations Co., Ltd. for 4 years in a row (about 4,000 companies evaluated), and also positioned 1st in the industry in the “Investor Relations Site Ranking in 2011” by Gomez Consulting Co., Ltd. for 5 consecutive years.

Explanatory Meetings to Private Investors
We opened explanatory meetings to private investors. At these events topics such as our company history and latest performances were presented in an easy-to-understand way. We take such opportunities to have attendees deepen their understanding of our company through question-and-answer sessions. Such meetings will be held periodically as before.

Plant Tours for Shareholders
We have been holding plant tours for our shareholders once a year.

The plant tour is intended to provide shareholders with opportunities to see on-site operations for their understanding of our corporate policy and daily production activities.

After the plant tour, time is set aside to hear their views and for questions and answers. We expect they will communicate with our officers at the meeting and hope to review their opinions and reflect them in various improvements.

Please refer to the FHI website for our latest IR information
http://www.fhi.co.jp/ir/index.html (Japanese)
http://www.fhi.co.jp/english/ir/index.html (English)

Close UP

We wish to express our deep appreciation for your support. We are exerting efforts to have ourselves understood better by proactive disclosure of information to all. Such examples include presenting easy-to-read materials, improving our website and offering plant tours to shareholders for better understanding of our production activities.

Together with Suppliers/Together with Shareholders

Plant tours for shareholders