

# 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.

In FY2010, we introduced training for newly promoted employees at all skill 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.

■ Educational Organization Chart

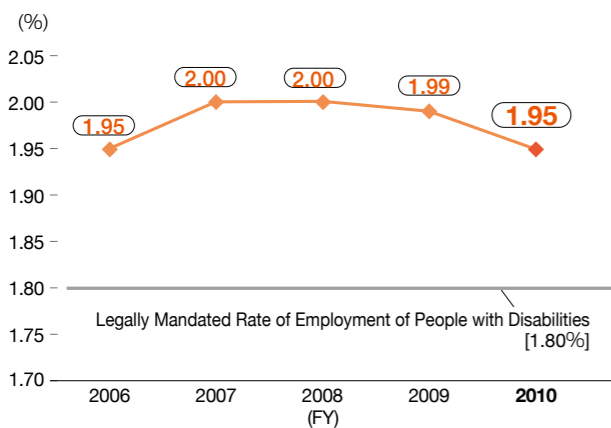
Mission Grade/ Ability-based Grade	Company-wide programs						Individual programs at each site
Manager Class	Education by Rank		Buildup Management Level	Education by ability-based grade	Language Study and Internationalization	Self-development Support	
Grade E	Grade E Training		Career plan Training for Manager Class	Professional Program	Language Study* Training for Internationalization Programs	Correspondence Education	Training at each business site Each program and Official certification support
Grade G	Follow up Grade G Training New Grade G Training						
Grade M	Follow up Grade M Training New Grade M Training		Human Resource Development Training	Education by ability-based grade			
Regular Employee	T-S Director 1 T-S Director 2 T-S Chief T-S1 T-S2 T-S3 T-S4	New T-S Director 1 Training New T-S Director 2 Training New T Chief Training New T1 Training New T2 Training New T3 Training	Performance Review Training	examples • Logical Thinking • Leadership • Time Management • Presentation • Financial Analysis, etc	examples • Intellectual property • Financial accounting • Legal work • Quality specialty, etc		

## Making Work Sites Pleasant for Everyone

### Promoting the Employment of People with Disabilities

The percentage of SUBARU employees with disabilities was 1.95% 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 an affluent society that allows everyone to lead a satisfactory life. In the future, we will continue our efforts to hire and employ people with disabilities.

■ Employment Rate for People with Disabilities

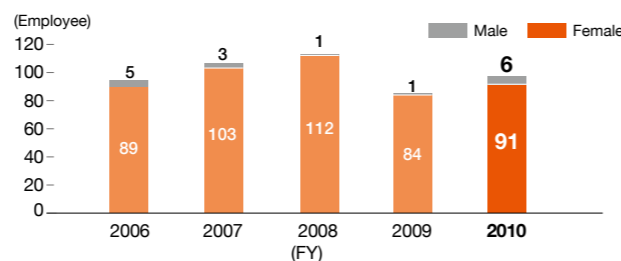


Switches for operation desks and automatic doors accommodate wheelchair employees.

### Supporting Work/Life Balance

We believe in the importance of providing a pleasant working environment so that employees can balance both their work and family and demonstrate their individual capabilities to the fullest. As for child-care support, we introduced a child-care leave system that allows employees to take extended leave until the first April after their children celebrate their 2nd birthday. In addition, a short work-time system can be used until their children commence 4th grade, creating pleasant

■ Number of Employees Taking Child-care Leave



\* The number of employees who took child-care leave during a fiscal year counts employees taking leave during any portion of that year.

working conditions for child-rearing employees. 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.

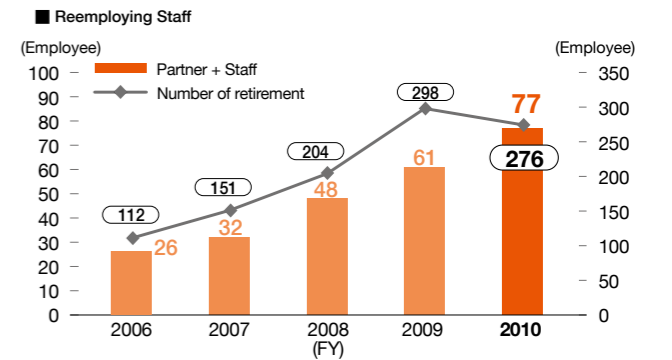
In accordance with the Next Generation Education and Support Promotion Act, we formulated our corporate voluntary action plan in two phases and completed the plan, achieving the targets for the first phase (April 2005 through March 2007) and the second phase (April 2007 through March 2010), which led to the acquisition of the Certification by the Minister of Health, Labor and Welfare Minister (the Kurumin 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 on 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 60 to use their experience and abilities for fostering newgeneration by handing down their expertise in this program.



### Volunteer Leave System<sup>\*1</sup>

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.

<sup>\*1</sup> The activities covered by this system are the ones performed by the end of March 2012 for restoration of the Great East Japan Earthquake disaster. Combined with weekend holidays, up to 16 days leave at a time will be available twice a year for volunteer activities.

## 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

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 cautionary concern in a medical checkup, counseling and other healthcare services.



Lecture on preventing heatstroke

## Close UP From a Position to Support Healthcare

Lifestyle diseases caused by improper diet, lack of exercise and smoking as well as mental health problems caused by anxiety from



Health Support Room  
Masumi Matsui

stress at work have become important issues even for a company. In my role, I try to catch early signs of potential problems such as metabolic syndrome and mental health issues, to ensure patients a quick recovery and keep their health satisfactory. To stay vibrant, a company depends on healthy employees. I will keep playing my role to support fellow employees in their healthcare as a member of the health support office.

## 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

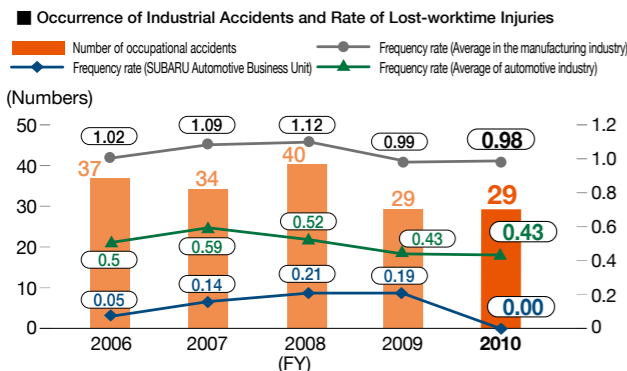
Aiming for zero incidents of occupational accidents, traffic accidents, diseases, and fire disasters; all employees recognize the importance of health and safety; improve the equipment, environment, and working methods; and improve management and awareness in order to create safe and comfortable workplaces.

### 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<sup>1</sup> and the Hiyari Hatto<sup>2</sup> Activity were implemented. To improve management of the workplace, a self-management activity called TSZ<sup>3</sup> 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



A lecture on risk assessment



\*1 KYT: Training for predicting dangers; K: Kiken (Danger); Y: Yochi (Prediction); T: Training

\*2 Hiyari Hatto: Activity to collect cases of near-miss incidents.

\*3 TSZ: Total Section Zero (related departments and sections make combined efforts to attain zero incidents).

\*4 A system to promote the organized, stable management of health and safety, aiming at creating a workplace with zero disasters and zero danger through a clear set of processes: "planning, implementation, evaluation and improvement."

Manufacturing Division where the Occupational Health and Safety Management System<sup>4</sup> 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.

#### Example of KAIZEN at the workplace

Since taking out a basket weighing about 20kg by bending over used to easily cause backaches, an assist device was set up to ease the work burden.



### 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.



Bike traffic safety classes in May 2010

## We Extend our Deepest Condolences to Victims of 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.

## Support for the Recovery from the Great East Japan Earthquake

### Our Approaches to Supporting Affected Areas

We made a public donation of over 100 million yen to the areas inflicted by the earthquake which occurred on March 11, 2011 as the SUBARU group including our affiliated companies overseas. We also freely provided 200 units of such SUBARU products as generators, light projectors, clean water pumps and muddy water pumps worth about 50 million yen.

Many employees voiced interest in offering on-site help. Responding to their expectations, we introduced a volunteer leave system. Making use of this system, some employees are now engaged in volunteer activities in affected areas.

In the meantime, we offered the free use of 10 Samber trucks, perviously used as company vehicles on the premise of our Gunma Manufacturing Division, to Ishinomaki City, Miyagi Prefecture, together with such

goods as safety shoes, work clothes, sheets and ropes. The vehicles and goods were delivered on April 16 by employees of Gunma Manufacturing Division. This support was part of the response of Ota City, where FHI has plants, to the request for cooperation from the Ota-Kiryu Junior Chamber, which is still involved in support activities in Ishinomaki City. Ota City freely loaned 20 Impreza patrol cars equipped with blue revolving lights. They were delivered to the affected area together with our vehicles and goods. Our Eco Technologies Company in Utsunomiya City sent 6 refuse collection vehicles to support restoration work.

Our group companies also provided a variety of their products, while public donations and contributions in kind were sent from SUBARU dealers out of their own goodwill and charity campaigns. Donations were also made by our overseas group companies.



Generators and other goods on the way to the afflicted area



Sambers freely loaned



Relief goods on the way to the afflicted area



6 refuse collection vehicles sent to the area

### Inquiries Relevant to the Earthquake

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

<http://www.fhi.co.jp/news/info/index.html>

### 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 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.



Crossing guard services at school routes



Training of young drivers safety club

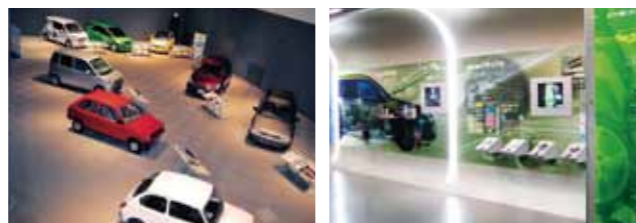
### SUBARU Visitor Center

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

Making Things, Fostering Human Resources

### 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. A total of 58 lessons were provided in FY2010.



Environmental Class

### Accepting students for a company tour on school excursion

At the head office, about 10 groups of junior and senior school students who visit Tokyo on school excursions are accepted annually for a company tour. This program is intended to help them in their social studies by introducing how a company works, how employees spend a day in office and various jobs performed until a car gets delivered to a customer. Such approaches are given high marks by educational institutions that take part in the program. We will keep the door open to welcome young people.



Thank you letter from students

Social Contribution in the Local Area

### SUBARU Community Exchange Association

SUBARU Community Exchange Association is an organization which consists of our Gunma Manufacturing Division and its business associates with the purpose of promoting communication with Ota City and local residents to make the community a better place to live through local development.

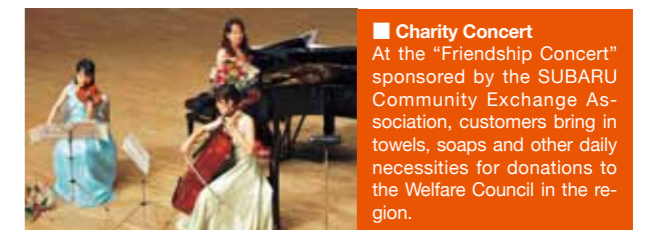
#### ■FY2010 Principal Activities

- Scholarship offered to orphans from automobile accidents [April]
- Supported Ota Shibazakura Matsuri [April]
- Cleanup Kanayama Activity [May]
- At “Flower-full Activity” flower saplings were distributed [May, September, December, March]
- Held Friendship Charity Concert [June, November, February]
- Welfare Donation [July]
- Safety Driving Class [September]
- Cosponsorship of Sports Recreation in Ota City [October]

For details, please access the website of the SUBARU Community Exchange Association.

Three members of the Subcommittee of Affiliated Companies, Ichitan Co., Ltd., Kiryu Industrial Co., Ltd. and SUBARU Logistics Co., Ltd., serve as members of the association.

<http://www.chiiki-kouryukai.com/>



■ Charity Concert  
At the “Friendship Concert” sponsored by the SUBARU Community Exchange Association, customers bring in towels, soaps and other daily necessities for donations to the Welfare Council in the region.

### 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.



Clean Campaign

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.



Volunteer Award in 2011  
From left: Mr. Tsukui, Mr. Watanuki, Mr. Takahashi, Mr. Kawashima

## Social Relationships -Overseas Approaches-

### [Major Overseas Affiliated Companies]

SRD:  
Subaru Research & Development, Inc.  
SIA:  
Subaru of Indiana Automotive, Inc.  
SCI:  
Subaru Canada, Inc.  
SOA:  
Subaru of America, Inc.

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

## Approaches of Subaru of America, Inc.

### 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."



SUBARU share the Love Garden

### Traffic Safety Approaches for Safe Driving

In the US, there is comparatively a large number of traffic fatality accidents by drivers aged from 15 to 20 years old. Reducing of accidents caused by young people is a big

issue. SOA now offers traffic safety instruction and workshops to families of employees, as well as young drivers at large. These workshops are held at various places out of a desire to eradicate such accidents so that everybody can live in a safe car society.



Safe driving lesson for young people, "Alive at 25"

### Education 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.

▶Please refer to page 41 for details.

## Approaches of Subaru Canada, Inc.

### Social 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 heated 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.



"Subaru Canada Team No.1" won the heated race

### Social Volunteer Activity at Ronald McDonald House

SCI employees are engaged in a volunteer "Supper Preparation" program at Ronald McDonald House. This charity provides children struggling against illness with a home away from home so they can be with their families

while receiving treatment. Participating members bring food and ingredients, keep the refrigerator stocked and accessible to all, and fix supper for children when their parents can't.



A child stays at Ronald McDonald House with an employee of SCI

### Local Community 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 where its head office is located, contributing to the environmental conservation and afforestation in many local communities.



Employee joined the "LitterNot" Program

Traffic Safety	Development of transportation vehicles and approaches to traffic safety
Education	Approach to let people understand the environment, fun and importance of making things
Local Community	Local development and locally rooted approach
Social	Approach to individual's contribution to the society

## Approaches of Subaru of Indiana Automotive, Inc.

### Social 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 to research on cancer treatments and other purposes.



Participants gathered to SIA Head Office

### Social 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.



Charity event, "Small Steps...Big Dreams"

### Local Community Introducing Japanese Culture

SIA served as the main sponsor of an event "Bridge to Japan" that is intended to introduce the strong tie between Indiana and Japan, and Japanese culture. A total of 90,000 people visited the event in 17 days, in which SIA introduced traditional culture such as folding origami paper and the general approaches of families to environmental issues. SIA is making a contribution to local exchanges as a partner of the "Japan-America Association" which strengthens ties between the state of Indiana and Japan.



Introducing Japanese culture with "Bridge to Japan"

## Approaches of Subaru Research & Development, Inc.

### Education 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.



Internship Program in Design Department

### Education Biodiversity Education

SRD conducts a variety of activities to help children deepen their understanding of biodiversity. In FY2010, it held an event to build "houses" for bats on its premise.

▶Please refer to page 64 for details of this activity.

### Social Food Drive

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



Employees of SRD participated in the "Food Drive"

## 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.

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>

#### 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.



Through explanatory meetings on quality and procurement policies, communication with suppliers is being promoted. They also are advised that a contact is available for consultation on any compliance issues.

## 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 include 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.



Homepage

FINANCIAL REPORT 2011

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)

#### 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.



Plant tours for shareholders



To get a Better Understanding of Fuji Heavy Industries Ltd.

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.