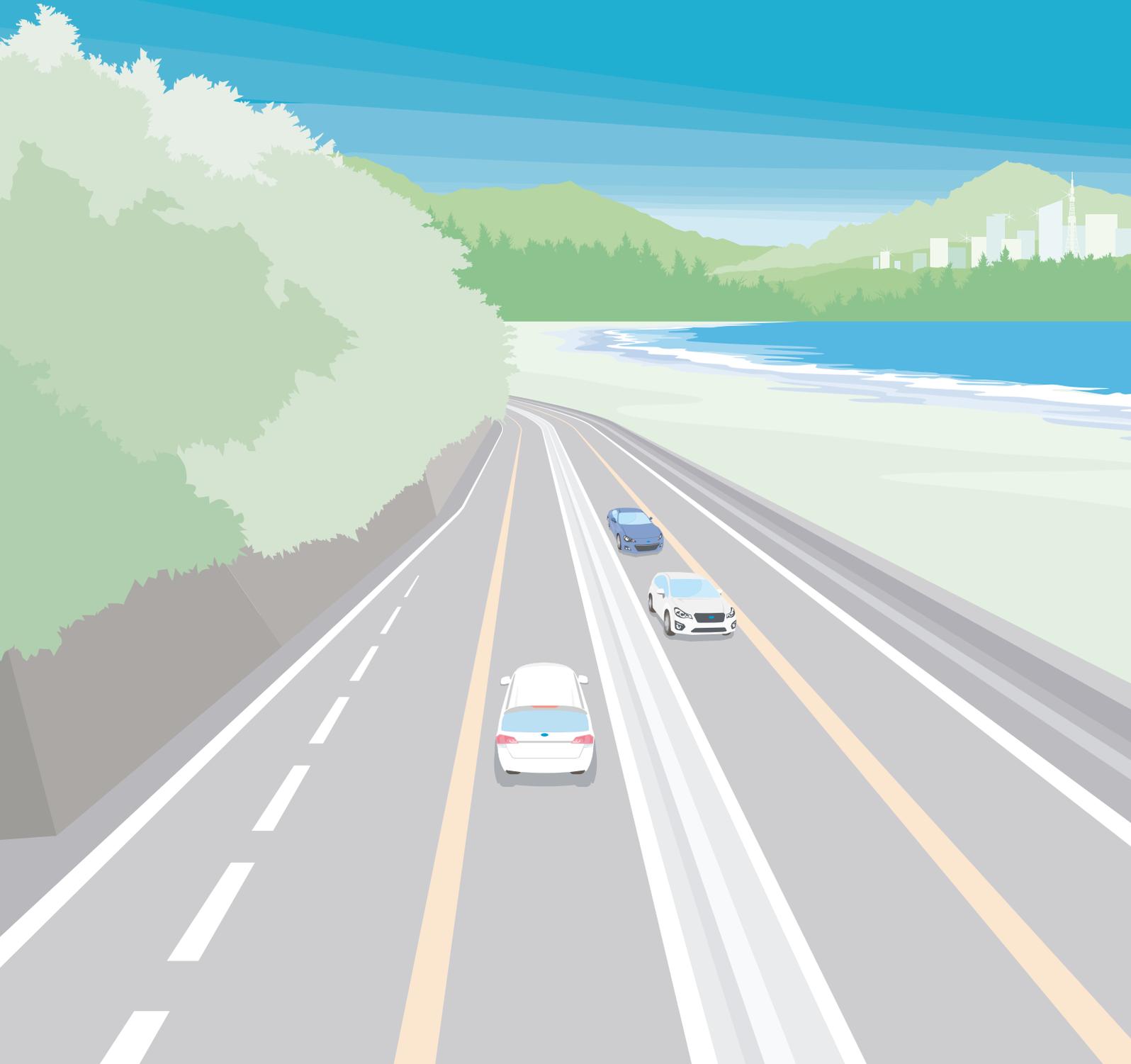




SUBARU

# 2012 CSR Report

Full-Fledged Report on the Web





## About the 2012 CSR Report

### Editorial Policy

This Report, which introduces the outcome of efforts by Fuji Heavy Industries Ltd. (FHI) with its domestic and overseas affiliates in CSR (Corporate Social Responsibilities), has been released to promote communication with stakeholders, including customers, shareholders, business associates, local communities, and employees, aiming to further strengthen our commitments.

Specifically, in the feature articles, we introduce the FHI Group's unique initiatives that we particularly want to highlight to our stakeholders, while in the section describing the Group's CSR activities, we report on our CSR measures focusing on eight areas: customers and products; employees; the environment; compliance; information disclosure; procurement; social contributions; and corporate governance.

As in our 2011 Report, we asked Professor Mami Oku of Tokyo Metropolitan University for her objective comments as a third party. Her views can be read on page 71.

### Period Covered

- The report covers performance for the period of FY2012 (from April 2011 to March 2012) and a number of undertakings before and up to the release of the report.
- The departments and titles etc. of the people introduced in this report are correct as of the time of writing.

### Guidelines Referenced

GRI Sustainability Reporting Guidelines (Ver. 3)  
Environmental Report Guidelines (2012) by the Japanese Ministry of the Environment

### Scope of the Report

#### ■ Fuji Heavy Industries Ltd.

- SUBARU Automotive Business  
Gunma Manufacturing Division (Ota City, Gunma Prefecture), Tokyo Office (Mitaka City, Tokyo)
- Industrial Products Company  
Saitama Manufacturing Division (Kitamoto City, Saitama Prefecture)
- Aerospace Company  
Utsunomiya Manufacturing Division (Utsunomiya City, Tochigi Prefecture)
- Eco Technologies Company  
Utsunomiya Manufacturing Division (Utsunomiya City, Tochigi Prefecture)

#### ■ Domestic subsidiary Companies (Members of Domestic subsidiary Company Subcommittee)

- Yusoki Kogyo K.K. (Handa City, Aichi Prefecture)
- Fuji Machinery Co., Ltd. (Maebashi City, Gunma Prefecture)
- Ichitan Co., Ltd. (Ota City, Gunma Prefecture)
- Kiryu Industrial Co., Ltd. (Kiryu City, Gunma Prefecture)
- Subaru Logistics Co., Ltd. (Ota City, Gunma Prefecture)

#### ■ Overseas subsidiary Companies (Members of North American Environmental Committee)

- SIA: Subaru of Indianan Automotive, Inc. (Lafayette, Indiana)
- SOA: Subaru of America, Inc. (Cherry Hill, New Jersey)
- SC: Subaru Canada, Inc. (Mississauga, Ontario)
- SRD: Subaru Research & Development, Inc. (Ann Arbor, Michigan)

We also introduce activities of other affiliated companies, such as domestic SUBARU dealerships, in addition to those listed above.

### Publication Time

Previous Publication: September 2011 (English Ver.: November 2011)  
This Edition: September 2012 (English Ver.: October 2012)  
Next Publication (planned): August 2013

### Contact Information

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\*For Feature Article 1, however, we have posted a full version of the interview at our Web site in HTML format. For the Fuji Heavy Industries Group's CSR measures, we have introduced all the CSR measures in the Web version, while introducing only those we particularly want to highlight in the digest version.

## Digest Version (Japanese only)

Provides stakeholders with the gist of the Fuji Heavy Industries Group's CSR activities

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- 6 Business Overview

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#### Environmental Symbol Logo

In June 2005, we created the Fuji Heavy Industries Group's environmental symbol logo. The logo has a leaf in the middle, with "Green Earth" and "Blue Sky" to represent our blue planet. This logo expresses our determination to work actively on environmental protection.



#### Cover Design

Our cover depicts an image of the bright future we hope will be created by our core products and CSR activities.

## Full-Fledged Report on the Web (PDF)

<http://www.fhi.co.jp/english/envi/report/index.html>

Provides a comprehensive all inclusive report of the FHI Group's CSR activities in PDF and HTML formats

The following shows the contents of the Full-Fledged Report.

- 1 Editorial Policy/Scope of the Report
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Contributing to the Prosperity of Society  
Developing Sustainably throughout Business  
Activities Focusing on the Automobile Field



The Fuji Heavy Industries Group deems it its mission to contribute to the sustainable development of society through its business activities, based on its fundamental corporate philosophy: “Contributing to the prosperity of society.” Also, in our Motion-V Mid-Term Management Plan (covering the five years to FY2016), we are committed to becoming “a company that offers products and services contributing to the solutions of social issues” and “a company that values its relationship with a variety of stakeholders.”

To this end, we are conducting CSR activities by setting targets for eight specific CSR categories: customers and products; employees; the environment; compliance; information disclosure; procurement; social contribution; and corporate governance. In this report we introduce our CSR activities for these eight categories.

With regards to customers and products, we released the new IMPREZA in a range of countries across the world, starting with the United States. We have substantially improved the fuel economy of the automobile by adopting a new horizontally-opposed engine and an idle stop system, and for the Japanese market, we have also adopted the advanced driving support system “EyeSight (ver. 2)”, which is already highly appreciated by owners of the LEGACY. We have thus provided customers in Japan with greater peace of mind by increasing safety against collisions. Also, the new SUBARU XV has won a respected reputation among consumers because of its high basic performance and the uniquely stylish exterior design, and sales of the car have been increasing.

The new IMPREZA was developed based on the commitment of all our members—including

those engaged in the development, manufacture, and marketing—to delivering “Enjoyment and peace of mind” to customers. We are receiving far more orders for the model than initially expected and are striving to deliver the products as early as possible to those who have placed orders by enhancing the capacity of manufacturing facilities.

For environmental protection, we have launched measures based on our 5th Voluntary Plan for the Environment (FY2013 to FY2017). This plan was formulated based on our Environmental Policy, which states, “In recognition of the close relationship between the global environment and business activities,” and “In order to ensure the sustainable development of the society.” For anti-global warming measures, circulation of resources, prevention of pollution, reduction in the use of hazardous chemical substances, and environmental management, we have set even higher targets and are endeavoring to attain them.

In 2011, we faced a range of difficulties across our supply chains, including the occurrence of the Great East Japan Earthquake in March, subsequent power shortages, and the flooding in Thailand. In the course of tackling these challenges, we reaffirmed the importance of ensuring our business continuity and engendered a strong commitment to fulfilling our corporate social responsibilities.

We will continue to fulfill our obligations as a corporate citizen that is operating businesses across the world, and will strive to become a corporate group that is trusted by people throughout the world. I ask for your kind support to our activities.

President & CEO  
Chairman of the CSR Committee

Yasuyuki Yoshinaga



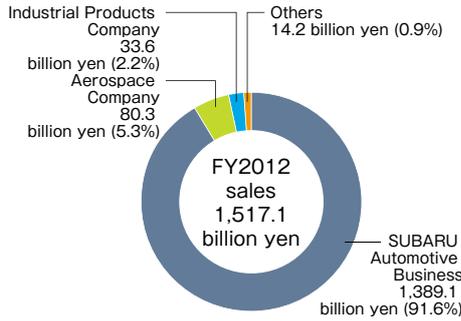
# About Fuji Heavy Industries Group

## Corporate Overview (As of March 31, 2012)

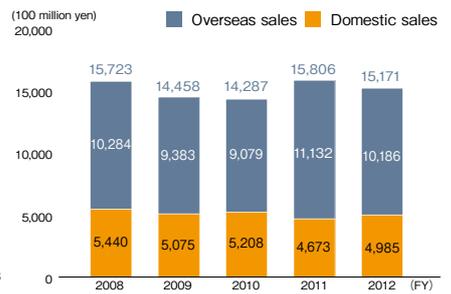
<b>Name</b>	Fuji Heavy Industries Ltd.
<b>Established</b>	July 15, 1953
<b>Paid-in Capital</b>	153.8 billion yen
<b>Employees</b>	27,123 (Consolidated) 12,359 (Non-consolidated)
<b>Head Office</b>	Subaru Building, 7-2 Nishi-Shinjuku, 1-chome, Shinjuku-ku, Tokyo, Japan 160-8316 Phone +81-3-3347-2111
<b>Sales</b>	1,517.1 billion yen (Consolidated) 1,038.9 billion yen (Non-consolidated)
<b>Operating Income</b>	44.0 billion yen (Consolidated) 1.1 billion yen (Non-consolidated)
<b>Ordinary Income</b>	37.3 billion yen (Consolidated) 8.1 billion yen (Non-consolidated)
<b>Net income</b>	38.5 billion yen (Consolidated) 9.3 billion yen (Non-consolidated)
<b>Number of Consolidated Subsidiary</b>	49 (Domestic), 21 (Overseas)
<b>Number of Equity Method Subsidiary</b>	5 (Domestic), 4 (Overseas)

\*The figures for Sales through Net Income are for FY2012.

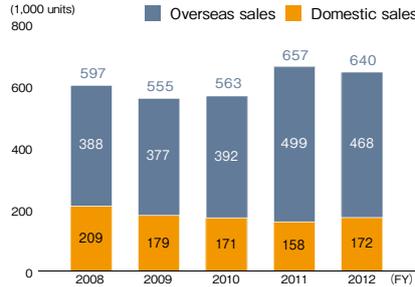
## FY2012 Sales Ratio by Business Unit (Consolidated)



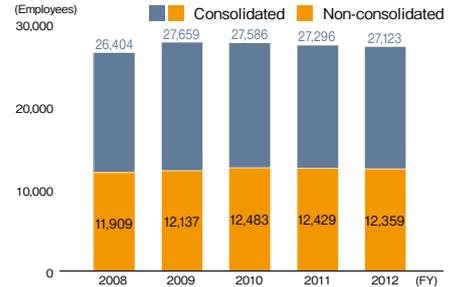
## Trends in Sales (Consolidated)



## Trends in the Number of Car Sales (Consolidated)



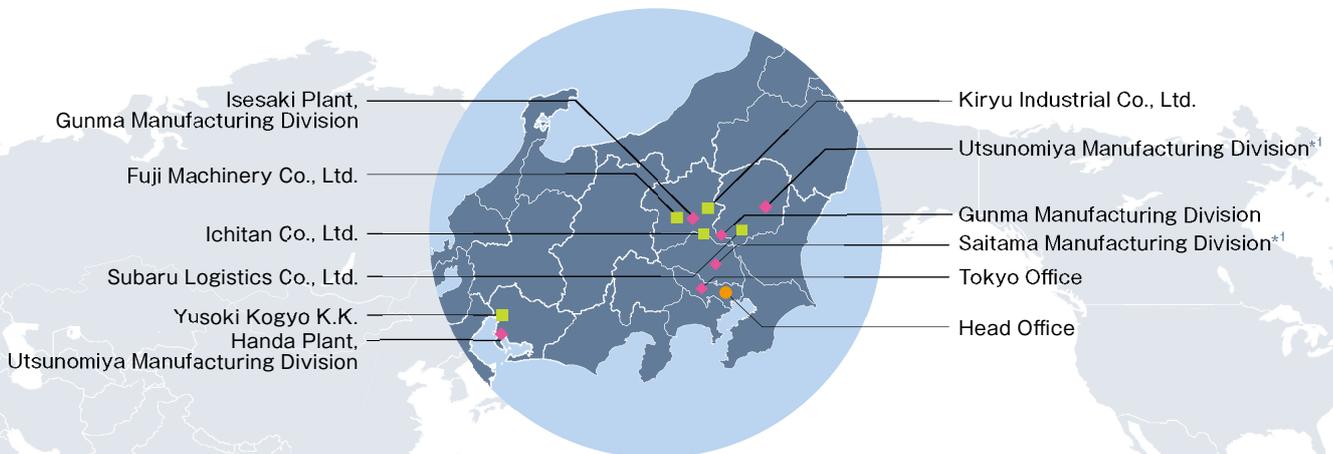
## Trends in the Number of Employees



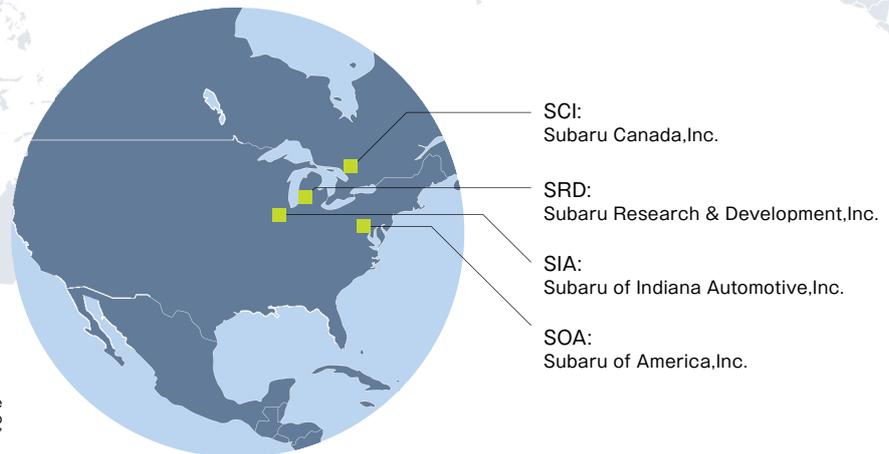
\*Due to rounding off, the figure in the graph may not match up with the sum of the ratios

## Business Sites

### FHI and Domestic Subsidiary Companies



### Overseas Subsidiary Companies



- Head Office
- ◆ FHI Business Sites
- Affiliated Companies

\*1 In this report we introduce the producing districts of Aerospace Company as "Utsunomiya Manufacturing Division" and Eco Technologies Company as "Saitama Manufacturing Division" according to circumstances.

## Business Overview

# Our Products Represent Our Commitment to Helping as Many Customers as Possible Lead More Fulfilling Lives

FHI is a transportation manufacturer, with automobiles—under the SUBARU brand—as core products, and operates the following four business units.

### SUBARU Automotive Business



#### We are delivering automobiles that provide "Enjoyment and peace of mind"

Since we released the SUBARU 360 in 1958, we have been contributing to the development of Japan's automobile industry. We adopted a horizontally-opposed engine for the SUBARU 1000, launched in 1966, and released the world's first-ever 4-wheel drive passenger car in 1972. Since then we have been fostering a symmetrical power train featuring a horizontally-opposed engine as the "Symmetrical AWD." Moreover, we have developed the advanced driving support system "EyeSight" and a new-generation transmission, the "Lineartronic CVT." We are thus constantly taking on new challenges in response to social trends.

#### Location

- Gunma Manufacturing Division (Ota City and Iseaki City, Gunma Prefecture, and Oizumi Town, Oura District)
- Tokyo Office (Mitaka City)

### Brand Statement



**SUBARU**

*Confidence in Motion*

Through "Confidence in Motion," SUBARU aims to meet customer expectations for the freedom and fulfillment enabled by SUBARU's uniquely satisfying driving experience.



### Industrial Products Company

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

The Industrial Products Company develops, manufactures, and markets ROBIN general-purpose engines used in construction and industrial machines as well as products incorporating these engines. It also supplies high-performance engines used in snow-mobles and buggies, engine-driven power generators, projectors, and pumps.

#### Location

- Saitama Manufacturing Division (Kitamoto City, Saitama Prefecture)

### Eco Technologies Company

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

We transferred the wind-power generator business to Hitachi Ltd. on July 1, 2012, and will also transfer the refuse collector business to ShinMaywa Industries, Ltd. on December 28, 2012.

### Aerospace Company



©The Boeing Company

#### Developing and Manufacturing a Range of Aircraft

Aerospace Company inherits its technologies and spirit of aircraft manufacturing from its predecessor, Nakajima Aircraft. Now, It has established unparalleled technologies in many categories, such as its expertise in developing aircraft structures, including composite materials for main wings, IT technology for unmanned aircraft, and sophisticated system integration combined with flight control technology. In addition to developing and manufacturing helicopters, fixed-wing aircraft, and unmanned aircraft, this in-house company also participates in development and production, ranging from smaller jet aircraft to large airliners, aiming for recognition as a world-class aircraft manufacturer.

#### Location

- Utsunomiya Manufacturing Division (Utsunomiya City, Tochigi Prefecture)