



Feature Articles

# For the Achievement of “Motion-V”

Management Vision

A Compelling Company with a Strong Market Presence

mid-term management plan  
FY2012 – 2016

## Motion-V

V (five) – “Five” represents five years and five initiatives, while V symbolizes Vision, Value, and Victory.



1

Guiding principle for all activities:  
**Confidence in Motion**

2

**Provide distinctive Subaru experience**

< Brand, Technology & Products >

3

**Accelerate sales expansion**

< Sales & Production >

4

**Solidify operational foundation**

< Quality, Cost & Alliance >

5

**Improvement in management**

< Human resources, Corporate governance & CSR, etc. >

CSR targets

- Company to provide products and services for contributing to the resolution of social issues
- Company to value the relationship with various stakeholders



Based on the growth target set for the SUBARU Automotive Business, which is our core business, we are implementing the Motion-V Mid-Term Management Plan for the period from FY2012 to FY2016, aiming to build the foundations for the attainment of this target.

In line with this plan, we will increase the brand value of SUBARU by providing “Enjoyment and peace of mind” to customers while adhering to our central policy, “Customers come first.” We will also enhance our business by expanding our product lineup and strengthening our production system. In the following feature articles, we introduce the measures we are implementing to achieve “Motion-V,” while contributing to the solution of social problems.



### Feature Article 1

## Making/Delivering Automobiles to Customers

### Our Philosophy and Technologies to Provide “Enjoyment and Peace of Mind”

We are pursuing the very pinnacle in driving performance in our automobiles, not only for enjoyable driving but also to ensure safety and provide excellent environmental performance. In this article, which includes an interview and the opinions of our field workers, we describe how we are implementing this design philosophy in our actual manufacturing activities and how our manufacturing and sales members are incorporating it in their daily operations.

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### Feature Article 2

## What We Want to Communicate to Children through Automobile Design and Manufacturing

### Subaru's efforts to support the next-generation development and career education

We can help children to learn many things through the manufacture of automobiles, which are familiar products to them. For example, we can invite children on our factory tours and provide them—the next-generation's leaders—with career education as a means to help them grow up with dreams and hopes. In the article, we introduce the specific activities we are conducting to this end.



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