



The Fuji Heavy Industries Group's CSR

Corporate Philosophy

Corporate Philosophy

- 1 We 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 aim to continuously promote harmony between people, society, and the environment while contributing to the prosperity of society.
- 3 We look to the future with a global perspective and aim to foster a vibrant, progressive company.

Corporate Code of Conduct

Fuji Heavy Industries, Ltd. (FHI) sets down a corporate code of conduct to comply with laws and regulations and to fulfill its social responsibilities based on its 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.

Corporate Code of Conduct

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

What SUBARU Wants to Be (Mid-term Management Plan)

FHI set the Motion-V mid-term management plan for the period from FY2012 to FY2016, regarding the five years as a period in which the Company should build the foundation to achieve the target of increasing the sales quantity in its core SUBARU automotive business to more than 1 million units within the next decade. In order to attain this goal in line with the plan, we are endeavoring to solve various problems upholding "Confidence in Motion" as a guiding principle for all our activities and giving first priority to customers.

Specifically, we will enhance the SUBARU brand value, which we define as the provision of "Enjoyment and Peace of Mind," to increase the number of loyal SUBARU users. We will also further improve the safety and driving

performance of SUBARU automobiles, for which they are already highly appreciated, while increasing their environmental performance, which is deemed important by society. Moreover we will release new products, including hybrid cars every year to expand our product lineup. In our sales activities, we regard the US and Chinese markets as our core markets and will take on the challenge of increasing sales quantities in these markets by about 30% over the five years. To this end we will enhance our production system and capacity to sell more cars, while strengthening our ability to deal with changes in the foreign exchange market. In order to achieve further growth, we will increase our business size through these activities; foster cost reduction and promote alliance with

other companies; make investments in the development of environmental technologies; and overcome a range of risks, such as surges in the materials cost and fluctuations in the foreign exchange market.

Also, we will proactively conduct CSR activities to become:

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

"Motion-V" Five Challenges

- ❶ "Confidence in Motion" Guiding principle for all activities
- ❷ "Further pursuit of distinctive Subaru experience" with a consistent philosophy of "customers come first"
- ❸ "Accelerate sales expansion" with enhanced sales force and production capacity
- ❹ "Solidified business foundation" with an overhaul of cost structures and furthering the alliance with TOYOTA
- ❺ "Improvement in management"

CSR Policy

The CSR Policy was revised with the approval of committees related to CSR to clearly indicate 1) the fundamental aspect of CSR focused on observance of the Corporate Code of Conduct and other vital rules, and 2) 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 FHI Group to contribute to the sustainable development of

society through global business activities with the focus on the relationships with our various stakeholders.

CSR Policy (Revised in June 2009)


- ❶ We respect the laws and regulations, human rights, international standards of behavior and the rights and morals of stakeholders under the "Corporate Code of Conduct" of Fuji Heavy Industrie
- ❷ We become involved as a corporate citizen in addressing social issues facing society today.

The Eight CSR Action Items

FHI has set eight CSR action items to encourage individual employees to conduct CSR activities in an organizational manner as part of their business operations. For each of

the eight categories, we have defined the specific CSR activities to be conducted by employees to meet requests from society.

FHI's Eight CSR Action Items

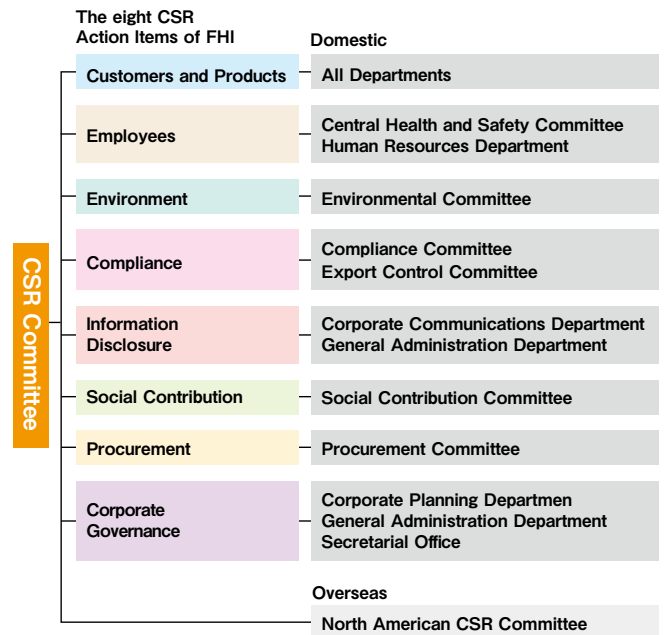
<p>Customers and Products</p> <p>Provide society useful and optimally safe products and services that earn customers' satisfaction and confidence.</p>	<p>Employees</p> <p>Respect the diversity, individuality, and personality of employees and ensure that work environments are as safe and comfortable as possible.</p>	<p>Environment</p> <p>Address environmental issues proactively in recognition of their importance for all mankind.</p>
<p>Compliance</p> <p>Respect laws and moral standards; engage in fair, transparent, and free competition; and conduct business equitably. Honor confidentiality, carefully protecting and managing data, particularly personal information.</p>		<p>Information Disclosure</p> <p>Communicate transparently with stockholders and other stakeholders, disclosing corporate information proactively and fairly.</p>
<p>Social Contribution</p> <p>Maintain proactive social action programs as a good corporate citizen.</p>	<p>Procurement</p> <p>Conduct procurement appropriately and work with suppliers to promote corporate social responsibility.</p>	<p>Corporate Governance</p> <p>Make it a key responsibility of management to ensure that appropriate CSR policies are adopted throughout the corporate group, and undertake appropriate initiatives to address any emergencies that may arise.</p>

The ideas of the CSR activities are drawn from the "Charter of Corporate Behavior" issued by the Japan Business Federation.

CSR Promotion System

We set up a CSR and Environmental Committee and promoted CSR activities. In FY2011, the CSR Committee was newly established headed by top management to more clearly identify such activities in eight CSR-related categories 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 eight 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



Relationship to Stakeholders

In our mid-term management plan for FY2016, we uphold the themes of making our company "a company to provide products and services that contribute to the resolution of social issues" and "a company to value its relationship with various stakeholders" as the basic requirements to attain our long-term vision of becoming "A Compelling

Company with a Strong Market Presence." Based on this vision, we will continue to make efforts to gain even more trust from our stakeholders, continue to make useful social contributions while at the same time increasing our corporate value.

Relationship to Stakeholders

