



The Subaru Group's CSR

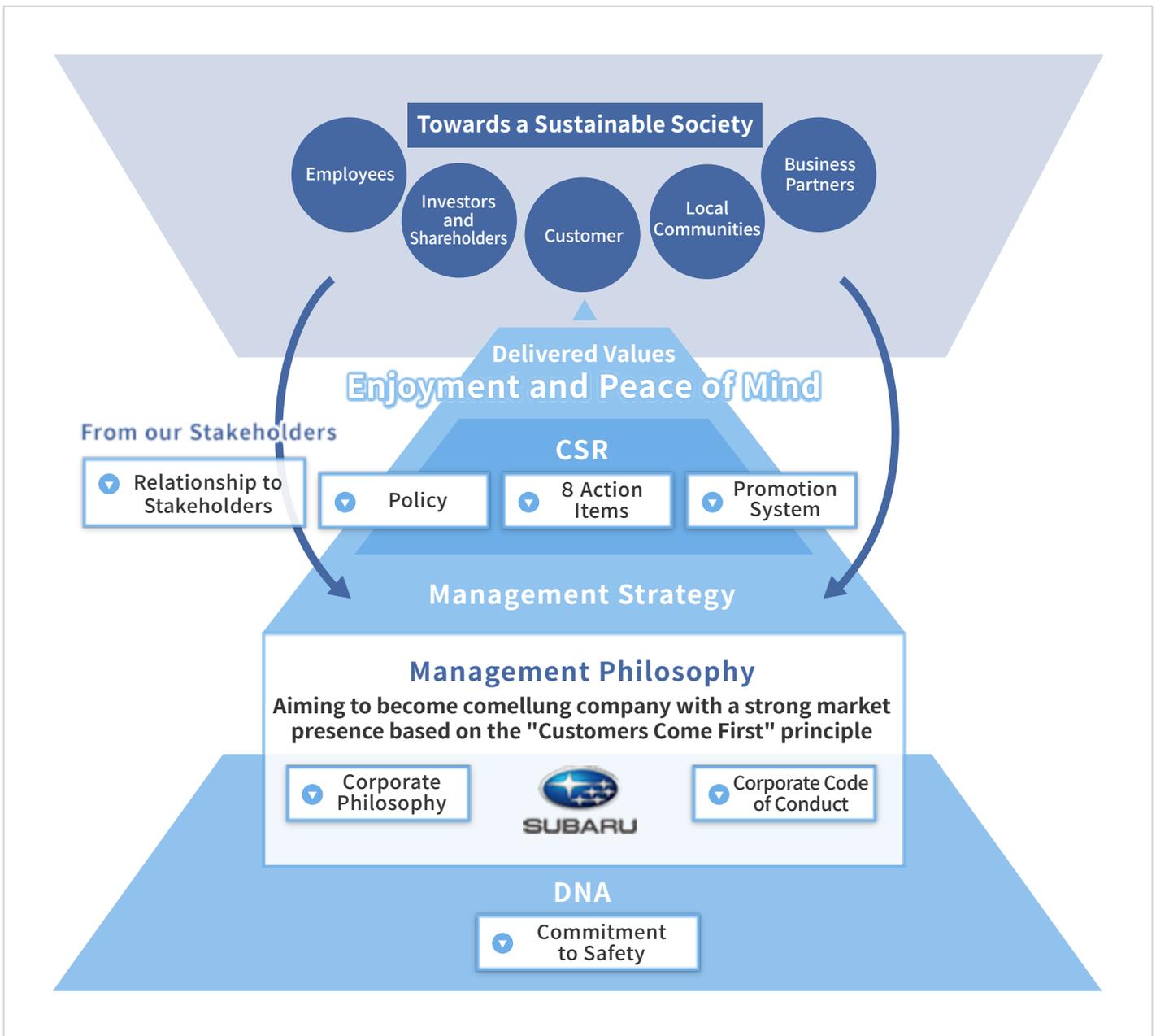
The Subaru Group engages in CSR activities aimed at contributing to the creation of a better society and the environment through our core business activities to achieve a sustainable society.

Our Approach to CSR

Challenges for society abound in Japan and overseas, such as global warming, human rights issues, and an aging and declining population, and there are rising expectations that corporations will help resolve them. The Subaru Group's business domain also requires initiatives on diverse themes such as reducing environmental impact, preventing traffic accidents, and alleviating traffic congestion.

Therefore, naturally we develop, manufacture, and sell products with outstanding safety and environmental performance and quality, but as a corporate citizen we also work on CSR activities to meet the needs of society and address social challenges in good faith. We reviewed how we can contribute to society through our business and how to meet the expectations and needs of our stakeholders amid a constantly changing social environment. As a result, we have reaffirmed that the Eight Action Items we have established as the categories for our CSR activities to date form the basis for all of our business activities.

Going forward, we will deliver "Enjoyment and Peace of Mind" to all of our stakeholders, including our customers, as a compelling company with strong market presence in addition to enhancing the corporate value of the Subaru Group and contributing to the creation of a more affluent and sustainable society by ensuring that our business activities are based on the Eight CSR Action Items.



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

Subaru Corporation (SUBARU) 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.

CSR Policy

The CSR Policy was established 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 Subaru 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)

1. We respect the laws and regulations, human rights, international standards of behavior and the rights and morals of stakeholders under our Corporate Code of Conduct.
2. We become involved as a corporate citizen in addressing social issues facing society today.

The Eight CSR Action Items

We have 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.



Customers and Products

Provide society useful and optimally safe products and services that earn customers' satisfaction and confidence.



Compliance

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.



Corporate Governance

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.



Environment

Address environmental issues proactively in recognition of their importance for all mankind.



Social Contribution

Maintain proactive social action programs as a good corporate citizen.



Information Disclosure

Communicate transparently with stockholders and other stakeholders, disclosing corporate information proactively and fairly.



Procurement

Conduct procurement appropriately and work with suppliers to promote corporate social responsibility.



Employees

Respect the diversity, individuality, and personality of employees and ensure that work environments are as safe and comfortable as possible.

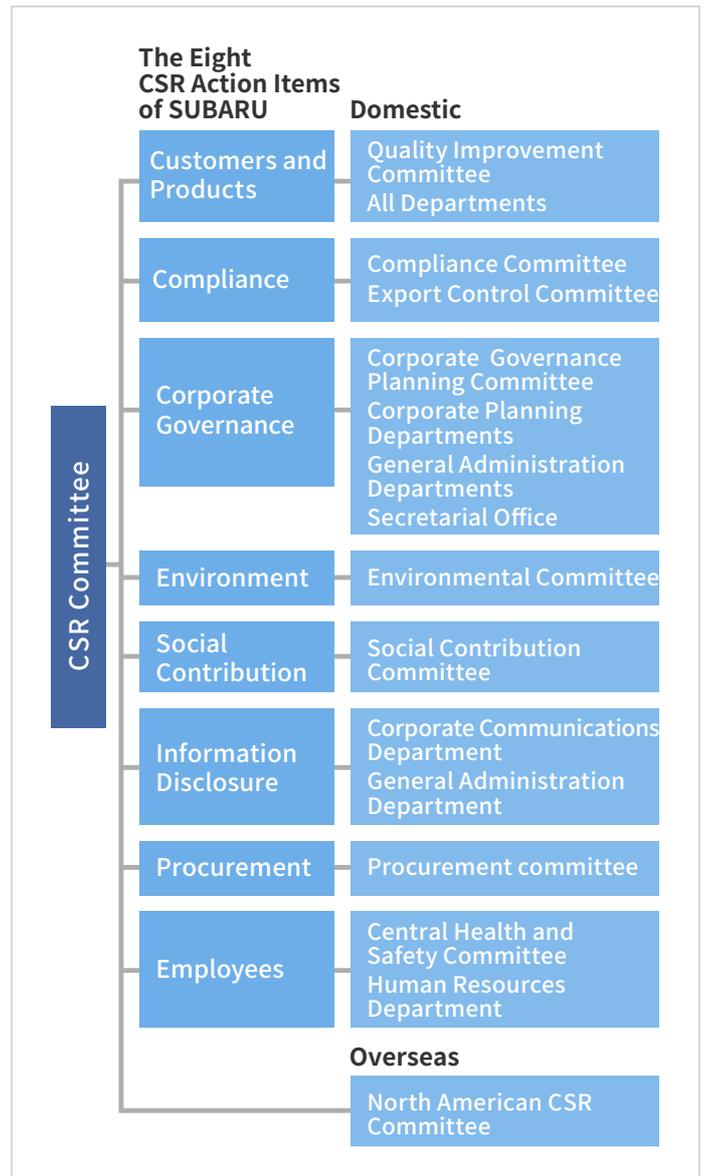
※The ideas of the CSR activities are drawn from the “Charter of Corporate Behavior” issued by the Japan Business Federation.

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. Furthermore, with higher social demand regarding the areas of CSR and the environment as well as heightened importance in management, we have established the CSR & Environment Department.

The CSR Committee consists of specialized committees and organizational units, each of which is closely linked to any one of the eight CSR-related categories, and each committee or unit engages 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.

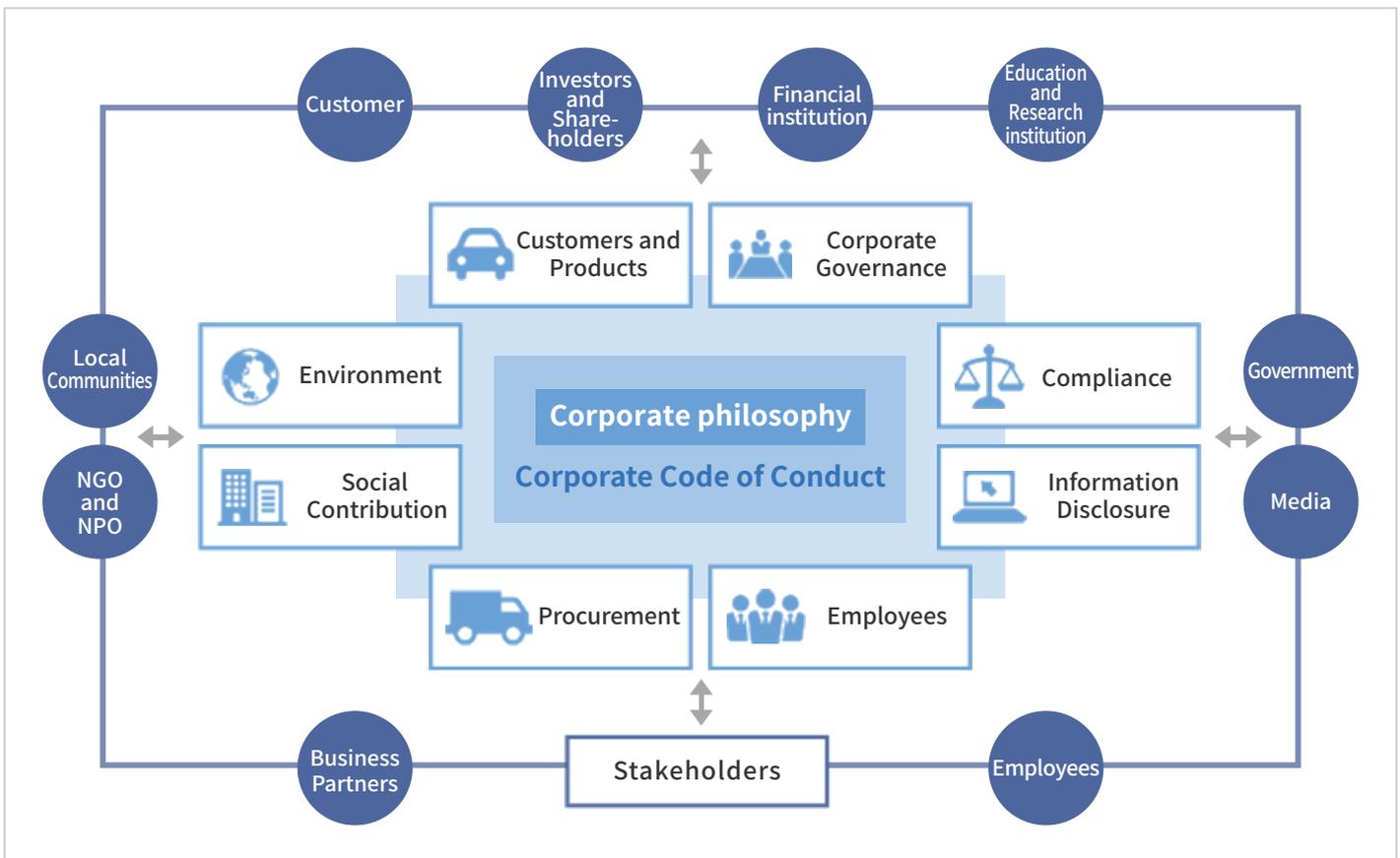
Organization Chart



Relationship to Stakeholders

In our mid-term management plan announced in FY2012, 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



The Subaru Group Stakeholders and Communication Methods

Stakeholders	Communication Methods
Customers	Establish Subaru Customer Consultation Centers, implement satisfaction surveys, and hold events.
Shareholders, investors	Hold shareholders meeting (annual), issue reports, and release information on the Internet.
Financial organizations	Release information on the Internet, make explanations at the account settlement, and hold monthly discussions.
Educational/research institutions	Implement work place visits, implement school visit project in elementary and middle schools, and hold plant tours (90,000 visitors annually).
Governments	Participate in economic organizations and meetings of industrial groups, and have discussions and exchanges with local government.
Media	Hold financial report briefings for media and analysts (quarterly), and release information on the Internet.
Employees	Hold labor-management consultations, carry out stress check and voluntary reporting, and conduct educational training by profession and class.
Business partners	Hold procurement policy briefing, practice regular exchange of information, and recognize business partners that are making major contributions in technology, quality, etc.
NGOs/NPOs	Respond to questionnaires and surveys, implement regional and social contribution activities and make donations through support of the philosophy.
Local communities	Encourage traffic safety through safety workshops and child-friendly sites. Schedule cleanup activities by employees and hold exchanges with local residents.

Safety is Our DNA

Having roots in the aircraft industry, the Subaru Group considers safety to be the most important feature underpinning automobiles. Since we launched the Subaru 360 over a half-century ago to this day, we have engaged in automotive manufacturing with a philosophy of “All-Around Safety” and maximum emphasis on safety performance.

SINCE 1917

Ensuring safety for pilots

Our DNA of safety is inherited from aircraft development.

At the core of Subaru's safety development expertise lies traits acquired from developing aircrafts. Given the lethal ramifications of a crash, aircraft development requires designs that consider all manner of possible emergency situations, hence the implementation of ideas and countermeasures within the aircraft's basic structure to prevent the onset of danger. In addition, one of the indispensable safety features of smaller aircraft is the ability for the pilot to be able to secure an all-around unobstructed line of sight. This approach to safety has not diminished even after we moved into automobile manufacturing. Since we released the Subaru 360, all of our vehicles have been developed with an emphasis on safety features, starting with unobstructed visibility.

SINCE 1960

Ensuring safety for drivers

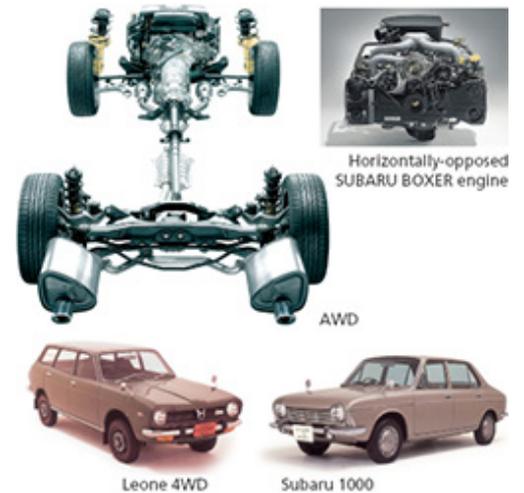


Developing a vehicle body for collision safety based on All-Around Safety that is ahead of the times.

Since that period, Subaru has dedicated itself to developing vehicle bodies for collision safety following the principle of All-Around Safety—effectively absorbing shock from collisions in all directions and protecting passengers with a cabin structure of robust strength. Early on, safety was not yet emphasized as part of the value of vehicles and there were no crash test dummies in existence. Subaru's development team, however, pushed forward independent research on car body structure and how it affects human passengers. Through trial and error, we pursued superior collision safety technologies ahead of their time.

Developing proprietary technologies for enhanced driving safety, such as the horizontally-opposed engine and AWD.

Fundamental automobile performance in terms of driving, turning, and braking differs depending on the vehicle's structure. In particular, the location of the center of gravity and the type of drive train have a significant effect. The lower the center of gravity, the more stable the cornering, while a drive train that delivers power to all of the wheels gives constant stability when driving. This is the perspective that led Subaru, in 1966, to launch the Subaru 1000—a FWD vehicle with a horizontally-opposed engine—and, in 1972, the 4WD Subaru Leone. Since that time, we have further honed our proprietary technologies and continued to pursue safe and stable driving performance.



Launching our flagship Legacy. Embarking on development of driving support systems.

Our flagship Legacy model, launched in 1989, demonstrated both reliable driving performance and mechanical endurance when it set a world speed record in January of that same year for 100,000 km of continuous driving. Furthermore, around this period, we started development of a driving support system using stereo cameras. In 1999, we commercialized ADA, Active Driving Assist, which was the predecessor of our current EyeSight technology.

The Impeza/XV, Legacy, Forester, and Levorg/WRX S4 with the SUARU EyeSight technology has garnered the highest ratings in a host of preventive safety performance tests.

In 2008, we commercialized our EyeSight technology with stereo cameras constantly surveying the area forward of the vehicle, and warnings and pre-crash braking functions for preventing accidents or mitigating damage from accidents. Furthermore, in 2014, we achieved a new level of high performance and function with the launch of EyeSight Ver. 3. The Impeza/XV, Legacy, Forester, and Levorg/WRX S4 with this latest EyeSight technology has garnered the highest ratings in a host of preventative safety performance tests.



Subaru's Approach to the Future of Safety

Going forward, Subaru is working on technological development themes, including heavy traffic autopilot, driving load reduction, and automated driving, as we further evolve the EyeSight technology. Under our philosophy of All-Around Safety, we will continue to pursue safety from many diverse perspectives and contribute to realizing a society with automobiles that anyone can drive with peace of mind.

The Subaru Global Platform, the new platform introduced in 2016, dramatically enhances vehicle body strength by “optimization of frame structure,” “diversification of load transmission paths,” “expansion of high-strength material usage” in addition to “improvement in vehicle body and chassis rigidity,” and improves the energy absorption rate at the time of impact by about 40% over current models.

In addition, in anticipation of the next ten years, we are working on a design expected to further improve performance by using higher strength materials, etc. so as to respond more effectively to collisions that are expected to be more severe in the future.

Initiatives toward Sustainable Development Goals

Sustainable Development Goals (SDGs) are development goals for 2030 made up of 17 goals and 169 items set by the UN in order to achieve a sustainable future. Recently, there is a growing demand for corporations to respond to global issues, and Subaru recognizes the importance of making a response. The Subaru Group is to make contributions to SDGs in various forms in order to achieve a sustainable society through industrial activities.



› [Message from the President](#)