



## Our Approach to Customer Satisfaction Activities

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The Subaru Group strives to put Customers First in all business activities. Subaru strives to promote customer satisfaction activities across the Group, particularly at dealerships, so that customers continue to choose our brand for “Enjoyment and Peace of Mind,” with the aim of achieving our Mid-term Management Vision “STEP.”

## Efforts to Reflect the Voice of the Customer in Corporate Management

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Subaru seeks to deliver enjoyment and peace of mind by adopting precision, speed, relevance, fairness, impartiality, and kindness as our basic principles of conduct in dealing with customers. We also feed our customers’ valuable opinions, requests, and comments back to relevant departments, which reflect them in quality and product improvements, as well as making good use of them to enhance solutions and after-sales service.

## Establishment of SUBARU Customer Center

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Subaru Call



**0120-052215**

Please note that your call will be recorded to confirm the contact

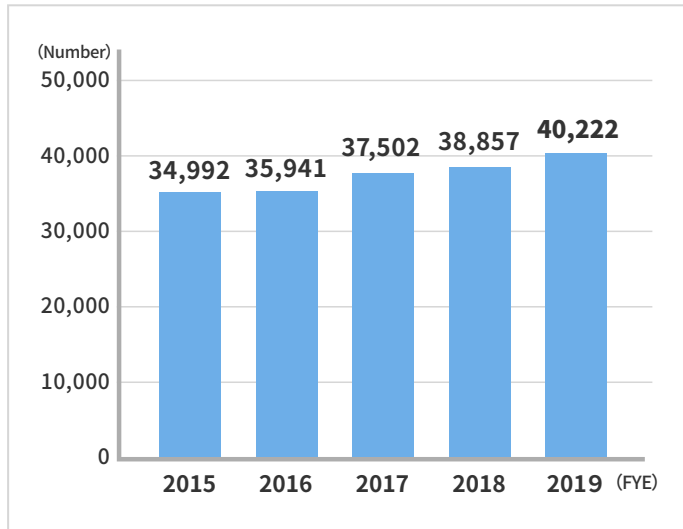
**Please contact SUBARU Customer Center if you have any inquiries as below.**

1. Opinion/Comment
2. Information (Catalog, dealership, address change, etc.)
3. Inquiry/Request for assistance

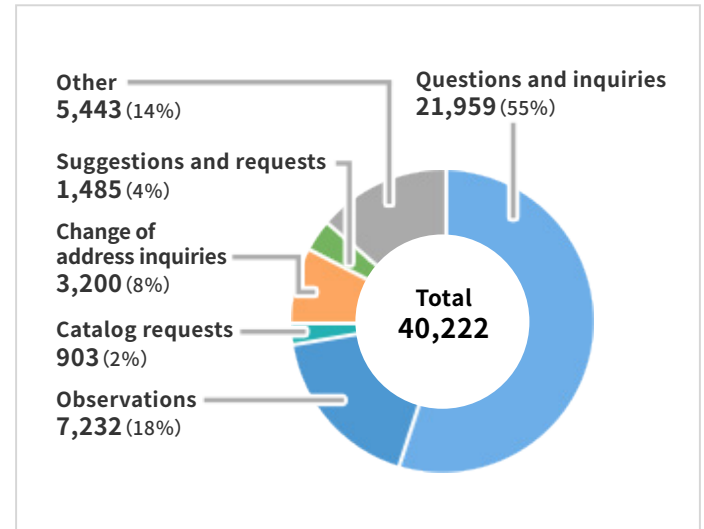
Office Hours 9:00am - 5:00pm (Weekdays)\*  
9:00am - 12:00am / 1:00pm - 5:00pm  
(Weekends, and public holidays)

\* On weekdays between 12:00am and 1:00pm, and on weekends and public holidays, only services 1 and 2 are available.

## Trends in the Number of Inquiries from Customers



## Breakdown of the Number of Requests for Assistance from Customers



In FYE2019, we extended the Customer Center's opening hours to offer a 24/7 service throughout the year.

## Establishment of SUBARU Recall Inquiry Line

Subaru established the SUBARU Recall Inquiry Line in November 2016 independent of the traditional toll-free number to specifically handle recall inquiries such as the airbag recall problem. In FYE2019, we extended the Recall Inquiry Line's opening hours to offer a 24/7 service throughout the year.

### SUBARU Recall Inquiry Line



**0120-412215**

Please note that your call will be recorded to confirm the content.

### Subaru is open to the following inquiries.

- Inquiry/question regarding recalls

Office Hours 9:00am - 5:00pm  
(Japan Time) (Weekdays/Weekends, Holidays)

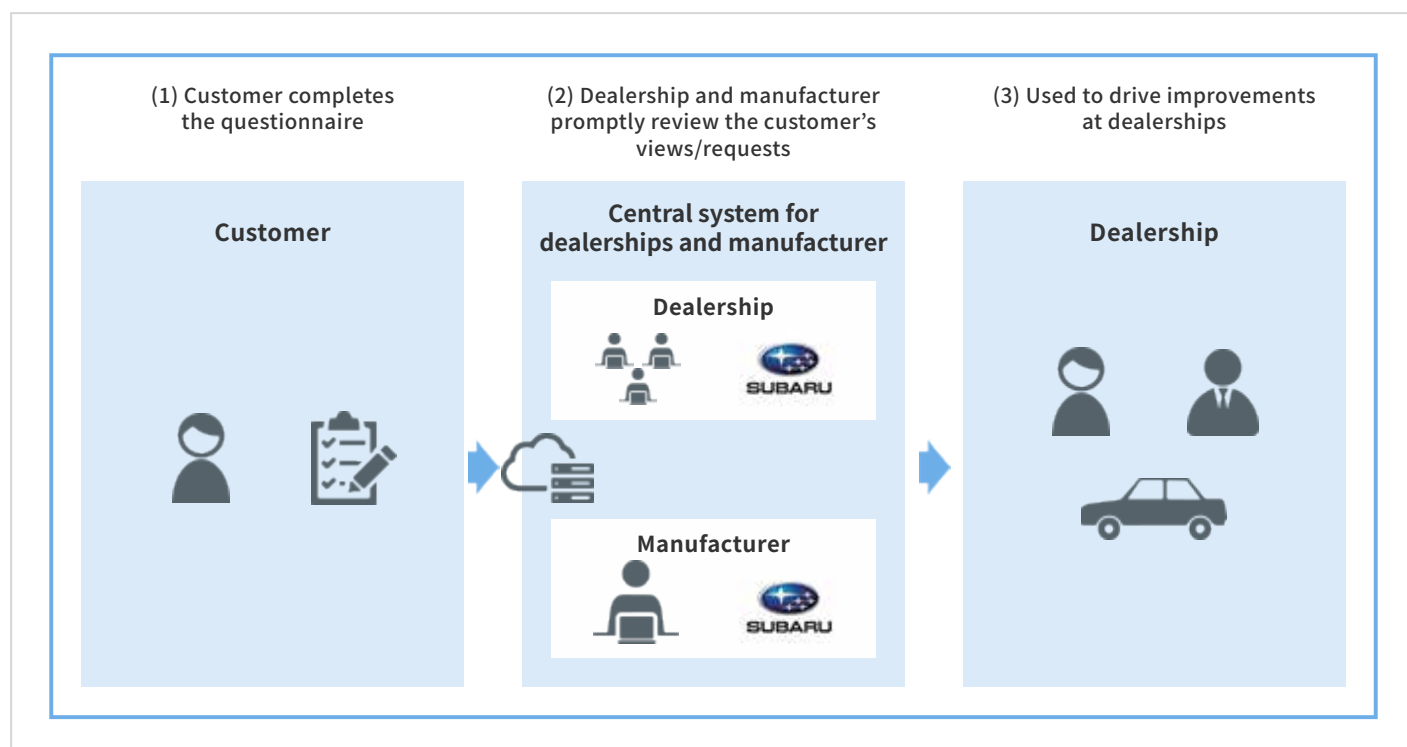
## The Number of Inquiries from Customers

34,821 inquiries (April 2018-March 2019)

# Customer Satisfaction Survey

## Continuing Implementation of the Subaru Customer Questionnaire

Subaru conducts Subaru Customer Questionnaire directed at customers who bought a vehicle at our dealerships. In order to take the customers' comments and requests learned from the survey results seriously, we have established a system in which those comments and requests are fed back to our dealerships so that they can utilize them for improvement activities.



\*The central system was introduced in FYE2018

## FYE2019 Results

### <Number of valid responses>

As in FYE2018, we were fortunate enough to receive more than 100,000 comments from customers in FYE2019.

FYE	FYE2015	FYE2016	FYE2017	FYE2018	FYE2019
<b>No. of responses</b>	84,090	95,324	98,127	107,350	102,571

## <Customer rating results>

We measure the effectiveness of customer service at Subaru dealerships using a measure called Total Loyalty Points (maximum score: 200 points), which is composed of two elements: customer satisfaction (maximum score: 100 points) and trust (maximum score: 100 points) with how they were treated at the showroom.

Total Loyalty Points	[New car] Customers one month after delivery	[New car] Customers 3 years and 5 years after purchase	[Used car] Customers one month after delivery
Target values	176.0P	171.0P	171.0P
FYE2019 Results	177.5P	169.9P	175.2P
Difference from previous year	+1.4	-1.3	+4.4

## <Evaluation of FYE2019 Results>

We achieved our targets for both “[New car] Customers one month after delivery” and “[Used car] Customers one month after delivery” and scored higher than the previous year. However, we not only failed to meet the target for “[New car] Customers 3 years and 5 years after purchase,” but also scored lower than the previous year, due in part to criticism in the wake of the recall following the discovery that final vehicle inspections had been improperly conducted until last year. Subaru and Subaru dealerships within Japan take the views of our customers seriously and will work together on activities aimed at achieving further improvements.

## <Improvements in FYE2020>

Amid ongoing efforts to deal with the recall necessitated by the improper conduct of final vehicle inspections until last year, we believe that it is important to gain a more detailed insight into the voice of the customer than before, to ensure that customers feel that they can trust our dealerships. We have therefore switched to a survey scheme that enables customers to candidly express their views concerning the dealership they visited.

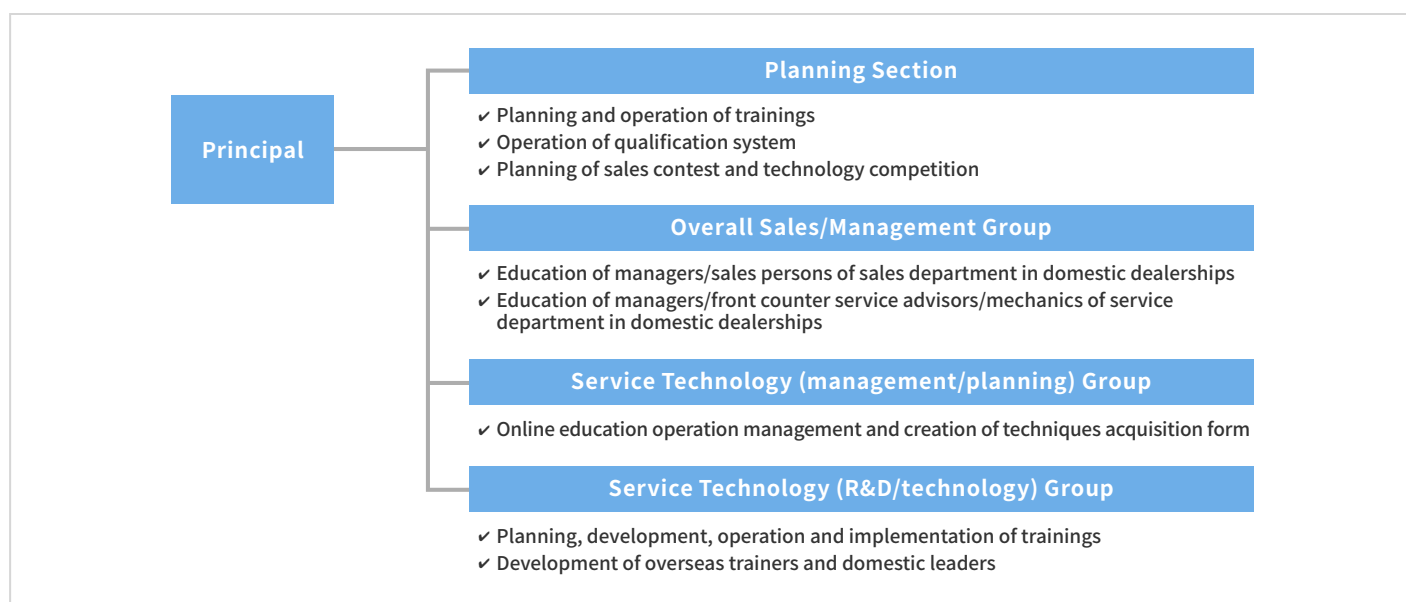
# Training Human Resources at Dealerships to Deliver “Enjoyment and Peace of Mind”

## Domestic Initiatives

With the vision of “Having Customers Say 'Let’s Choose SUBARU Again' through Our Customer Service,” SUBARU Academy\* is dedicated to training human resources at dealerships so that they can deliver “Enjoyment and Peace of Mind” to customers.

For trainings in Japan, Subaru develops and provides trainings that meet the fast environmental change in sales and services. For overseas service staff, Subaru provides curriculums that meet specific regional needs.

## Organizational Structure of SUBARU Academy



## No. of Educational Program Participants (including training during business trips)

	FYE2019
<b>Manager/Sales staff/Service staff</b>	3,388

\* Subaru has established the Subaru Academy as a dedicated organization in the development of human resources for dealerships in and out of Japan. The Subaru Training Center, opened in 2005 in Hachioji City in Tokyo, houses various training rooms, a test course, various servicing /training equipment as well as accommodation facilities (consisting of 133 rooms with a maximum capacity of 134 people).



The Subaru Training Center

## STARS Sales Professional Certification Program

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To demonstrate that staff have the ability to propose “Enjoyment and Peace of Mind” to customers and support them, Subaru has established the Subaru Staff’s Training and Rating System (STARS)\*, a sales professional certification program, based on stringent standards.



Training provided for STARS certification

To determine salespersons’ certification levels, Subaru runs tests covering areas such as knowledge, techniques, and customer service skills based on their performance on sales, etc.

As of March 2019: Sales STARS Level 1 – 46 salespeople, Level 2 – 1,324 salespeople, Level 3 – 3,318 salespeople

For the service staff, the certification levels are determined based on the tests on service operation knowledge, customer service skills, and technical capabilities.

As of April 2019: Service STARS

Mechanical levels: Level S – 18 mechanics, Level 1 – 936 mechanics, Level 2 – 1,138 mechanics, Level 3 – 1,022 mechanics, Level 4 – 387 mechanics

Front counter service levels: Level S – 14 persons, Level 1 – 363 persons, Level 2 – 502 persons.

\* STARS: Rating system to help salespersons develop themselves through repeated Off-JT (study), OJT (practice) and qualification tests (challenge).

# International CS Initiatives

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At Subaru, the Customer Service Division works to enhance their educational systems and overall structures with the goal of distributors around the world providing uniformly high-level after-sales service through dealers so that SUBARU customers can drive with peace of mind.

Subaru is building a corporate structure that can deliver customers service that meets their needs while ensuring that our distributors and dealers worldwide offer service worthy of Subaru's "Confidence in Motion."

## Technical Training

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Improving the technical skills of our service staff is essential to delivering service that gives our customers peace of mind. To this end, Subaru offers the Advanced Technical Training (ATT) and STEP Trainer Training (STT) as technical training curriculums to develop trainers who provide training to our service staff worldwide and to train service staff to be able to handle increasingly sophisticated automobile technology. In addition, Subaru works to improve technical capabilities by using skill certification testing to provide motivation for learning.

Starting in FYE2017, Subaru plans to increase the technical training that our employees run at overseas distributors in addition to utilizing affiliated colleges in five countries around the world. Moreover, Subaru assigned external trainers certified by us to countries with annual sales of at least 1,000 cars with the aim of further enhancing service.



Service Advisor Training Program Material (excerpts)

## Organizational Reinforcement

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Subaru works to improve the technical and customer service skills of distributors outside Japan under the partnership between the Customer Service Division and those distributors so that customers continue to choose Subaru.

Implementation of recalls that is increasing in number in recent years is a serious issue for the Subaru Group. Identifying the laws and regulations and the status of recall operations of each market, Subaru shall provide support to enhance the recall operation rates. To this end, we have established the Service Support Department in April 2017 to expedite our response to the market, including overseas and domestic recalls.

Subaru also supports overseas distributors readily to establish necessary facilities and systems to introduce vehicles equipped with new technologies. To carry out these activities, close communication is necessary. Subaru holds conferences in Japan that bring together overseas distributors from eight leading countries (most recently in June and November in 2018), and also seek close communication by holding meetings with each region in North America, Europe, Central and South America, Oceania, China, Southeast Asia, etc. with the aim of speeding up the resolution of any issues. Each region also holds its own regional meetings. Subaru also continuously holds trainings for high-level technical skills necessary for repairs in markets in North America, Australia, Europe, Chile, etc.



Service Advisor Training Program Material (L&E) of Meeting bringing together overseas distributors from eight leading countries

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## Our Approach to Welfare Vehicles

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Subaru aspires toward sharing the happiness and freedom of living through cars for everybody. Subaru is working to develop and increase the popularity of welfare vehicles so that people with physical disabilities and the elderly can travel by car in comfort and with peace of mind.



# “TRANSCARE Series” from Standard-sized Cars to Mini Cars


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Subaru started producing and selling welfare vehicles for disabled people in 1980 and now they are well known as the “TRANSCARE series.”

The TRANSCARE series offers a wide range of options, from standard-sized cars to mini cars. Subaru aims to develop vehicles that provide comfortable driving both for people who are in care and for care providers.

In FYE2019, we began offering the TRANSCARE series in the “Advance” grade of the new Subaru XV model fitted with the e-Boxer power unit. We have also enhanced the content of the Subaru website introducing the TRANSCARE series to ensure that those considering a welfare vehicle for people with disabilities have the information they require to make an informed choice.

Going forward, Subaru will continue promoting a range of efforts to enable even more customers to feel the “enjoyment and peace of mind” of Subaru cars.

› [See videos for the TRANSCARE series here.](#)  
(Japanese version only) 



CHIFFON/CHIFFON CUSTOM



SUBARU XV TRANSCARE/  
Wing Seat (Lift type)

# Efforts at the Aerospace Company

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With the aim of enabling aircrafts delivered to Japan's Self Defense Force and other customers to be kept in service, the Aerospace Company actively listens to customers' problems and works to address the issues together. To check whether this initiative functions effectively, the Aerospace Company also conducts various questionnaires in addition to regular customer visits to ascertain customers' needs in detail and to raise customer satisfaction towards Subaru's products and services through maintenance and operation.

In the questionnaire results, Subaru has been continuously receiving a high rating (best score 5.0) with the score of 3.8 (FYE2017), 4.0 (FYE2018), and 3.8 (FYE2019) for the overall rating for product quality, service skill, emergency response, service visits, etc. Subaru will continue to work on to enhance customer satisfaction with our further improvement activities from the perspective of customers.

In addition, Subaru's maintenance personnel involved in production visit forces to deepen their understanding of the work of customers who actually engage in maintenance in order to improve the quality of work.



Meetings